



ArcelorMittal

Our progress towards  
Safe Sustainable Steel

Corporate Responsibility Report 2009

# How are we progressing?

## Safe



### 24%

reduction in Group Lost Time Injury Frequency Rate for employees and contractors to 1.9 per million hours worked in 2009, down from 2.5 in 2008

### 45%

of Group sites are now certified to internationally accredited Health and Safety Management System, OHSAS 18001 (up from 37% in 2008)

### 4

Global Joint Health and Safety Committee meetings were undertaken during 2009. Arising from a worldwide agreement with Trade Unions this will achieve higher standards, more effective training and better cooperation between management and employees

#### Cover photo:

Soccer City, Johannesburg, South Africa. Over 90,000 fans will fill up this World Cup 2010 showpiece stadium. ArcelorMittal has supplied some of the 7,100 tonnes of structural steel that was used in its construction.

## Sustainable



### 8%

CO<sub>2</sub> reduction target by 2020, which is equivalent to 170kg reduction per tonne of steel produced

### 93%

of steel production sites are certified to the internationally accredited Environmental Management System, ISO 14001 (up from 91% in 2008)

### \$253m

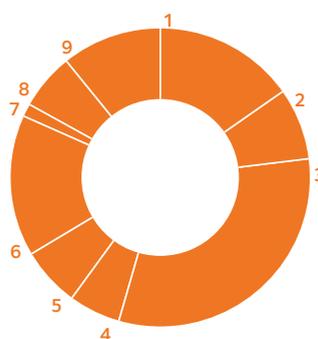
invested in Research and Development in 2009. With 15 major research centres, ArcelorMittal possesses a research and development capability unique in the steel industry

## Steel



### 71.1m

tonnes of steel shipped in 2009 (compared with 101.7 million tonnes in 2008)



2009 Steel shipments by geographic location (in thousands of tonnes)<sup>1</sup>

<b>Flat Carbon Americas:</b>	<b>16,121</b>
1 North America	10,751
2 South America	5,370
<b>Flat Carbon Europe:</b>	<b>21,797</b>
3 Europe	21,797
<b>Long Carbon:</b>	<b>19,937</b>
4 North America	3,862
5 South America	4,486
6 Europe	10,753
7 Other <sup>2</sup>	836
<b>Asia, Africa and CIS (AACIS):</b>	<b>11,769</b>
8 Africa	4,417
9 Asia, CIS and other	7,352
<b>Stainless Steel:</b>	<b>1,447</b>

<sup>1</sup> Shipments originating from a geographical location  
<sup>2</sup> Includes tubular business

# 2009 at a glance

January

## Extractive Industries Transparency Initiative

ArcelorMittal formalised its support of the Extractive Industries Transparency Initiative (EITI), after being an active participant of the EITI in Liberia since May 2007. The EITI's principles regarding the prudent use

of natural resources, transparency, accountability, and stakeholder dialogue complement ArcelorMittal's corporate responsibility policies and approach.



February

## Partnership for education in South Africa

ArcelorMittal South Africa, the ArcelorMittal Foundation and the Department of Education announced a partnership to build ten new schools using steel technology. This investment not only ensures that the Company has a pool of skilled resources for its own operations, but also contributes towards addressing the skills shortage in the country as part of the government's Joint Initiative on Priority Skills Acquisition (JIPSA) programme.

# 10

new schools will be built by ArcelorMittal and the Department of Education in South Africa using steel technology

March

## ArcelorMittal USA receives ENERGY STAR® honour

ArcelorMittal was selected for the 2<sup>nd</sup> consecutive year as an ENERGY STAR® Partner of the Year for excellent Energy Management. Each year, the US Environmental Protection Agency and the US Department of Energy

honour organisations that have made outstanding contributions to protecting the environment through energy efficiency. Our Group continues to be the only steel company to achieve this respected distinction.

April

## Health and Safety Day

ArcelorMittal held its annual Health and Safety Day on April 28, 2009. The theme for this year's Day was 'Leading the Journey' and coincided with the International Labour Organisation's World Day for Safety and Health at Work. Activities such as Health and Safety demonstrations and medical testing occurred at ArcelorMittal sites around the world.



May

## NGO engagement

In conjunction with the ArcelorMittal annual general meeting, senior managers met with representatives of international and country-specific non-governmental organisations to discuss the Company's social and environmental performance.

June

## 8% CO<sub>2</sub> reduction target

After analysis of our 2007 CO<sub>2</sub> performance, we announced our target of reducing emissions by 170 kg per tonne of steel produced by 2020; equivalent to an 8% reduction in emissions.



July

## Corporate Responsibility Report 2008

ArcelorMittal published its 2008 Corporate Responsibility Report: 'How will we achieve Safe Sustainable Steel?' The report explains the progress made, the challenges we faced and the ambitions we held.



August

## Xinhuamen Primary School, China

ArcelorMittal and Gansu provincial government celebrated the successful completion of reconstruction work of Xinhuamen Primary School. Shortly after the Sichuan earthquake in 2008, the ArcelorMittal Foundation donated \$1.54 million to help reconstruct the school. The school building is made of steel and offers a high degree of earthquake resistance.

September

## Global Health and Safety Committee

The Global Health and Safety Committee met in Luxembourg for two days to discuss the status of local Joint Health and Safety Committees. Other topics were: preparation for the annual Health and Safety Day, and employee and contractor training.

October

## New scientific network for Physical Metallurgy

After the launching of networks in Steel Construction (December 2007) and Steel Forming (April 2009), an additional International Scientific Network in Physical Metallurgy was launched in October. These networks improve our collaborations with the scientific community, create synergies between our partners and help to attract new talent.

# 3

scientific networks run by ArcelorMittal Global Research and Development

November

## 'Anticipation of change' agreement

The European Metalworkers' Federation and ArcelorMittal signed an important agreement that aims at implementing

transformations in the steel industry in Europe that will ensure its competitiveness and long-term sustainability.



December

## International Volunteer Work Day

The ArcelorMittal Foundation celebrated its 2nd International Volunteer Work Day on December 4. ArcelorMittal units around the world organised volunteer work for their employees in recognition of this day. Activities included reforestation and cleaning of local parks, blood donation and rehabilitation of local schools, orphanages and sports facilities.

# 8,500

employees participated in the ArcelorMittal Foundation's Volunteer Work Day



Achieving our goal of Safe Sustainable Steel remains a key priority and we are proud to have made progress during very challenging times. We continue to strive for leadership in improving our social and environmental performance and this report shows where we are on this journey.

### Overview and strategy

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### About this report

This report covers all of ArcelorMittal's significant operating subsidiaries, and the information covers the calendar year 2009. All financial figures refer to United States dollars, unless stated otherwise. We have adjusted our reporting period so as to align with other ArcelorMittal publications. Our last Corporate Responsibility Report was published in July 2009.

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

# Committed to leadership



## Our 2009 financial results

# 71.1m

Tonnes of steel shipped

# \$118m

Net income\*

# \$65.1bn

Sales

*It will come as no surprise that 2009 was an extremely tough year – both for our Company, and for our sector as a whole. Few of us have ever seen such a dramatic slowdown, both in terms of its speed and its suddenness, and no business will emerge from it entirely unscathed. Like many international companies, we were forced to take swift actions to safeguard the long-term interests of our operations, our employees, our shareholders and other stakeholders. Nonetheless, I believe that through our determined action to strengthen our business, which characterised so much of 2009, ArcelorMittal will emerge as a stronger company.*

At the worst point of the crisis, demand for steel in some regions of the world dropped by as much as 35%. We had no alternative but to shut down parts of our production and to restructure. It was unavoidable, in the circumstances, but no less regrettable for that. We have always had a loyal and committed workforce, and we successfully did everything we could to avoid any compulsory redundancies. Even though we had to reduce our personnel by close to 34,000, we managed to do this entirely through voluntary redundancy and early retirement measures. Remaining employees accepted salary reductions and our shareholders accepted a halved dividend. It is a tribute to our people and our Trade Unions that we were able to work together to find the best way to deal with this exceptionally difficult situation. On behalf of the whole management team, I would like

to thank them for the constructive part they played, and the support they are giving us to re-position the business for the future.

To briefly explain our financial results in 2009: we shipped 71.1 million tonnes of steel, achieving a net income of \$118 million and sales of \$65.1 billion. Although these figures are lower compared to 2008, the fact that ArcelorMittal recorded a marginal net income during a year of economic recession is a considerable achievement and one which demonstrates the resilience of our Company.

It is in this context that I will try to answer the question on the cover of this report: what progress has ArcelorMittal made towards Safe Sustainable Steel? The first thing to say is that we will report on the improvements we have made but also on the areas where progress has been slower than previously predicted. As in so many other aspects of our business, we have had to prioritise our efforts and investments in the last year. However, there are some key corporate responsibility objectives that we will never compromise, because they are absolutely integral to our operating philosophy. The most obvious of these is Health and Safety. I am pleased that we saw a considerable improvement in our Lost Time Injury Frequency Rate, which was reduced by 24% in 2009, to 1.9 per million hours worked. This is good, but it is not yet good enough, and we maintain a strong focus on sharing best practice across the Group, so that all our sites can attain the standards and performance of the best ones.

Another area where investment remained a priority was Research and Development. This is partly because the success of our business has been built on the creation of new products that exploit the strengths of steel. In addition, intelligent innovation is also one of the most important ways we can help tackle climate change, both by improving our own industrial processes, and by developing more environmentally-sound applications for steel in buildings, appliances, machinery, cars, and road infrastructures.

In other areas our progress against our corporate responsibility goals has been slower this year, for the reasons I have explained. For example, we had to temporarily suspend some of our employee development and training programmes. In addition, whilst our carbon footprint decreased significantly, our normalised emissions are quite inconsistent for 2009, since a number of our plants were idled for most of the year. However, we remain committed to our 2020 aim to cut carbon emissions by 170kg per tonne of steel, which would equal an 8% reduction overall.

As production comes back on stream in 2010, we will have a clearer understanding of the progress we are making towards this important target.

One of our main areas of focus during the year was identifying and engaging with our key stakeholders, at local, national and global levels, and continuing a proactive dialogue with non-governmental organisations. This reflects the value we place on engaging with those who are affected by our operations. We at the Group Management Board have taken a direct interest in each of the sites' engagement plans and will continue to support this activity. We have also made good progress in strengthening our performance in line with international best practice standards in areas such as transparency, anti-corruption, climate change, human rights, sustainable supply chain and community engagement. Our active engagement in the United Nations Global Compact working groups on supply chain and human rights and our commitment to its Caring for Climate initiative have been an important contributor to achieving this progress.

About 40% of our business is in developing markets: we are a major steel producer in Brazil, South Africa, Kazakhstan, Eastern Europe, and the Ukraine, and our most substantial expansion projects are the new plants and mining operations we are planning in India and Liberia. All of these markets face considerable social and environmental challenges as their economies grow, and we accept that we have a significant role to play in their development. Throughout this report you will find examples of the work we are doing in these markets and others, and evidence of our commitment to active, positive and continuous engagement with all our local communities, wherever we are in the world.

I have used the word commitment a number of times in this introduction, and I will conclude by repeating it again. 2009 was a difficult year, and we were not able to make as much progress as we would have liked. However, I am proud that we were still able to make some important achievements in key areas, and we remain committed to our goal of Safe Sustainable Steel.



**Lakshmi N Mittal**  
Chairman and CEO, ArcelorMittal

Our corporate responsibility approach is structured around four focus areas, which reflect the key priorities of our business and our stakeholders.

## Investing in our people



*We want to make each and every person working on our behalf feel valued.*

### Overview of Key Performance Indicators

- Lost Time Injury Frequency Rate (per million hours worked)
- Percentage of operations certified to the Health and Safety Management System, OHSAS 18001
- Number of hours of full-time employee training at the ArcelorMittal University
- Number of social dialogue interactions at corporate level

### Highlights in 2009

Pages

**24%**

**12-19**

reduction in Group Lost Time Injury Frequency Rate for employees and contractors to 1.9 per million hours worked, down from 2.5 in 2008

**278,000**

hours of online learning supported by the ArcelorMittal University

## Making steel more sustainable



*We are using our expertise in steel to develop cleaner processes and greener products.*

### Overview of Key Performance Indicators

- Total Group carbon dioxide (CO<sub>2</sub>) emissions per tonne of steel produced
- Percentage of industrial operations certified to the Environmental Management System, ISO 14001
- Total spend on environmental capital expenditure

### Highlights in 2009

Pages

**93%**

**20-27**

of steel production sites are certified to the accredited environmental management system, ISO 14001

**\$253m**

invested in Research and Development

## Enriching our communities



*We play an important role in all the communities where we operate.*

### Overview of Key Performance Indicators

- Economic value added
- Number of community engagement plans
- Number of community grievance mechanisms in place
- Number of direct beneficiaries from ArcelorMittal Foundation projects

### Highlights in 2009

**\$31.3m**

in social investments made by the ArcelorMittal Foundation

**8,500**

employees participated in the ArcelorMittal Foundation's second International Volunteer Work Day

### Pages

28-35

## Transparent governance



*Our business strategy, operations and everyday practices are all underpinned by transparent corporate governance.*

### Overview of Key Performance Indicators

- Percentage of employees receiving Code of Business Conduct training
- Number of significant operating subsidiaries with whistleblowing notification systems in place
- Number of significant operating subsidiaries undertaking Annual Board self-assessments

### Highlights in 2009

**92%**

of employees participated in training on the Code of Business Conduct

**21**

country operations established local whistleblowing notification systems

### Pages

36-41

Our management of corporate responsibility continues to be strengthened. There has been further progress in implementing an effective corporate responsibility governance structure at local level, which includes extending our network of coordinators and introducing dedicated committees or worker-led forums.

### Management and reporting structure

Overseeing corporate responsibility is the task of the Board of Directors of the parent company of the ArcelorMittal Group. Corporate responsibility is an agenda item at every meeting, and specific reports on Health and Safety, environmental performance, community activities, and employee engagement were submitted at each meeting during 2009. The Board of Directors was also regularly updated on the investments made by the ArcelorMittal Foundation.

Important operational decision-making for the Company is overseen by the Group Management Board (GMB), which operates by delegation of power from the Board of Directors, where the corporate responsibility representative is Gonzalo Urquijo. His other roles include responsibility for Long Products, China, Stainless, and chairing the Investment Allocation Committee. In addition, there are other GMB members who have line responsibility for specific issues such as Health and Safety, climate change, and environmental innovation in Research and Development. The GMB discusses the Group's corporate responsibility approach and programme at least once every quarter. Items discussed during 2009 have included: the development of a global human rights policy; engagement with non-governmental organisations (NGOs); meeting international best practices in environmental management and stakeholder engagement.

Day-to-day management of corporate responsibility at Group level resides with the corporate team, which has responsibilities in reporting, human rights, compliance with international standards and stakeholder engagement.

They also manage relationships with key global stakeholders, including Socially Responsible Investment funds and shareholders, and international NGOs. The central team is supported by a corporate responsibility Coordination Group of senior managers from other relevant functions, such as Risk Management, Internal Assurance, Company Secretary, Communications, and Legal. This group comes together regularly on project work, workshops, and quarterly update meetings. The corporate team also supports our operations to improve their corporate responsibility practices and performance by providing them with guidance and training, and collating the data we need to measure our overall performance as a Group.

### Poland



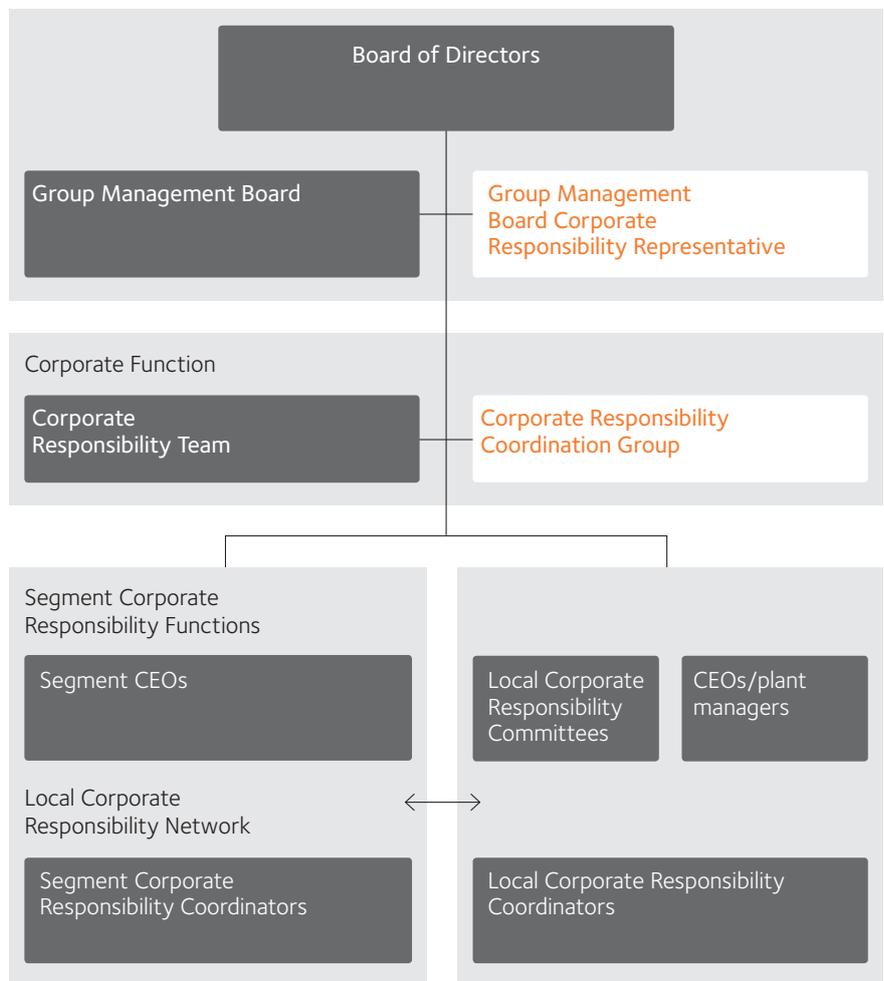
The corporate responsibility council in Poland was formed in 2009, and includes the CEO, representatives from Environment, Technology, Human Resources, Legal, Tax, Health and Safety, Communications, Unit Directors from four locations, Trade Union members and the corporate responsibility coordinator.

**Empowering local networks**

There is now an increasingly comprehensive corporate responsibility structure at local and regional level across the world. All our plant managers and local CEOs are expected to be active advocates for corporate responsibility. We support them with a network of coordinators, many of whom have expertise in related areas like communications, environmental matters and Health and Safety. The coordinator's task is to ensure that Group corporate responsibility policies and standards are carried out effectively by their own region or site, including high-priority local activities like our stakeholder engagement programme. That being said, there is a good deal of flexibility for local operations to implement Group policies in the best way for their own communities. For example, a number of our businesses have established their own local advisory committees, councils or forums made up from senior members of local management, and representatives for workers and key external stakeholder groups. Our operations in Canada, Poland and Senegal are good examples. As Serge Miller, the Chief Executive Officer of ArcelorMittal Mines Canada says, "the operation wants to be at the very heart of the communities to which it belongs".

Corporate responsibility coordinators have been appointed in all our major industrial sites, and local corporate responsibility committees exist where we have industrial operations. A dedicated intranet site allows our network of coordinators to share successful ideas across the whole business, and get practical help and support. Through monthly online meetings and training sessions, the network keeps up-to-date with emerging issues, and ensures that we can act quickly and effectively.

**Group corporate responsibility governance structure**



8 Stakeholder engagement

Generating trust with our stakeholders is crucial to our business. To achieve this we have focused on strengthening our engagement efforts. This will in turn inform our management's decision-making.

Stakeholder map

ArcelorMittal's main stakeholder groups from a global perspective



We are looking in more detail at three of these stakeholder groups for this year's report. Engaging with our employees has been particularly important in 2009, and we have also stepped up our programme of proactive government relations. Community engagement has always been one of our key corporate responsibility priorities, and one where we continued to make good progress in an otherwise challenging year. The other segments of the map remain important, and we refer to some of the continuing engagement with these stakeholder groups elsewhere in this report.



## Employees



Engaged employees are critical to the success of our Company. To achieve this, we communicate with our employees through face-to-face meetings, online communication, newsletters and bulletin boards. In addition, there are more formal consultations with Trade Unions such as our European Works Council. As we discuss in the chapter on Investing in our people, 2009 was a very tough year for our sector, and we had to take the very difficult decision to downsize the business and reduce our personnel. The constructive relationships we have established with our employees and their representatives, through open and honest dialogue, played a vital role in ensuring that the changes that had to be made were achieved without any compulsory redundancies.

**"In the end, it comes down to what the Company does at each and every plant in terms of working conditions, wages, Health and Safety and the local environment. That's the key."**

**Jacques Laplanche**  
European Works Council Secretary



## Government



Through our government relations activity we engage with European Union and national policymakers as well as international organisations. We aim to build positive and sustainable relationships with our government stakeholders, and ensure that they have accurate and detailed information to enact legislation that will strike a balance between everyone's interests. Having constructive working relationships is also vital to help us identify possible impacts on our business early enough to address them, promote cooperation and competitiveness in international trade and ensure that the debate on climate change and carbon emissions is based on a comprehensive appreciation of facts and a full understanding of the implications for our sector.

**"With a view to safeguarding the competitiveness of ArcelorMittal we convey messages to policy makers which aim to contribute to informed decisions."**

**Aurica Pripa**  
Policy Manager, International Affairs,  
ArcelorMittal



## Communities



Community engagement is a core part of what corporate responsibility means to ArcelorMittal. Every industrial site and operation must have its own programme of local engagement, which is designed to identify issues of local concern, and take action to address them. As part of this, many of our plants are setting up their own corporate responsibility committees, which include key local representatives. You can read about the advisory council recently set up by ArcelorMittal Mines Canada in the chapter on Enriching our Communities. There was also further progress on the Councils for Stronger Communities. There are now 12 of these across North America, and a total of 64 meetings were held in 2009. The Councils play a key role in directing local community investment, organising volunteering projects and prioritising and coordinating stakeholder engagement.

**"Millions of people benefited from our work this year – we have helped strengthen local infrastructure, supported healthcare and educational programmes and fostered entrepreneurship."**

**Felicidad Cristobal**  
Managing Director,  
ArcelorMittal Foundation

## 10 Stakeholder engagement

“Steel is an integral part of modern life, but we need to work together as an industry to find more sustainable ways of meeting the world’s growing demand for what we produce. We’re committed to doing that, just as we’re committed to ongoing and constructive dialogue with all our stakeholders.”

**Ian Christmas, Director General**

World Steel Association

### Strengthening engagement

We have made good progress on stakeholder engagement in 2009; the ArcelorMittal Community Engagement Standard has been rolled out across our operations worldwide and is managed by local corporate responsibility committees. We have also continued our work at Group level, maintaining active communication with key stakeholders like governments, investors, and non-governmental organisations.

We continually canvass opinions from a number of key stakeholders, asking them for their view on the issues we should be addressing, our strategy, performance and stakeholder engagement work. The feedback we get helps us to refine our approach, and ensure that we are continually strengthening our stakeholder relations.

We are also encouraging more active engagement with non-governmental organisations at local levels. All our country corporate responsibility teams have been asked to identify the key organisations in their own countries. Over 170 have been identified so far, including environmental campaigners, youth groups, residents’ organisations, and human rights groups in markets as diverse as Belgium, Bosnia, Kazakhstan, Liberia, Romania, Ukraine, South Africa and the USA. The issues these groups raise vary from country to country, but tend to centre on the environment (air emissions, biodiversity, environmental performance), community (local engagement, health, partnerships), and governance (transparent disclosure and reporting). In addition, at ArcelorMittal corporate level we are increasingly engaging with global advocacy groups.

Another type of stakeholder dialogue is our ongoing discussions with investors; both those representing socially responsible investments, and increasingly also with mainstream investors. We held many face-to-face meetings with analysts and fund managers in 2009. Some of the issues they raised ranged from the way we were handling business downsizing, Health and Safety, to the European Union Emissions Trading Scheme.

### Communicating with the wider world

As a business we affect many stakeholders and many more have an interest in our operations. To better meet the information needs of our stakeholders, we have a dedicated corporate responsibility website. We also issue regular external bulletins, as well as contribute to third party journals and events. For example, in December 2009 we published a feature article on sustainable steel for the United Nations Climate Change Conference that was held in Copenhagen and a case study for the World Business Council for Sustainable Development website on our partnership with Habitat for Humanity ([www.wbcsd.org](http://www.wbcsd.org)).

There are also a number of other ways we reach out to our wider stakeholders, such as our web TV service ([www.arcelormittal.tv](http://www.arcelormittal.tv)), regular reports on specific issues, site visits and open days at our plants, and through our membership of key industry bodies like the World Steel Association ([www.worldsteel.org](http://www.worldsteel.org)).

### Community engagement in practice

Our community engagement manual gives our site managers and CEOs across the world the practical help they need to run a local engagement programme. One of the key factors in any successful programme is prioritisation – understanding which issues are most important, and which stakeholders should be given the most attention. Our prime group of stakeholders is always those within a 10 kilometre radius of our site.

In other words, communities who are within 10 kilometres of the site are most likely to be directly affected by our industrial operations, and therefore a priority is placed on addressing their concerns. These groups can include local residents, local authorities, community groups, schools, hospitals, and other businesses. As the diagram on page 32 suggests, our sphere of impact extends to include regional and national stakeholders. These groups will often have different interests to our local stakeholders. This sort of approach helps our local operations to devise effective stakeholder engagement plans, and use the most effective channels to reach each group, so that issues can be identified and discussed before opinions become inflexible or entrenched.

## Corporate responsibility materiality matrix\*



### How do we decide which issues to focus on?

A company of our size and scale faces a whole range of different issues across the world, and we take a strategic approach to help decide where to focus our efforts. This is particularly important in relation to risk management, but it also helps us prioritise potential opportunities, especially in a year like 2009, during which there has been considerable pressure on budgets and resources across the Group.

The process we follow for carrying out this 'materiality' exercise follows the recommendations of the external Global Reporting Initiative (GRI). In order to complete this exercise, we take into account our social, environmental and ethical impacts, as well as the issues that are specific to our own organisation. We look at our relationships with our customers, and the influence we bring to bear on our supply chain. We consider the demands of regulators, the concerns raised by our stakeholders, and the expectations of the wider world. We are open about the outcomes of the process, and the reasons why we consider some issues to be more significant than others.

A key factor in undertaking a materiality assessment is the fact that corporate responsibility issues are constantly changing. 2009 is, once again, a case in point. The restructuring that had to be carried out within the business forced a change in our priorities, both commercially and in terms of our corporate responsibility agenda. This is reflected in the strong emphasis on community engagement during 2009 that aimed at finding collaborative solutions to strengthen the resilience of both the local community as well as the operating unit to minimise the effects of the downturn.

We have continued to carry out assessments across the business, which help us map and rank the issues that are most relevant to us. A global summary of the detailed assessment is illustrated in the matrix above, where one axis shows societal concerns, and the other shows the impact on our business. The latter might range from reputational damage to actual financial cost.

The matrix shows the key corporate responsibility issues we have identified at Group level, classified according to the four issue areas we discuss in this report – Our People, Environment, Communities and Governance. The issues in the top right of the matrix include those that are crucial at present – like the impact of the economic downturn – and those with a longer timeframe, like the effect our Greenfield operations have on local communities and habitats. Within each of the issues we have developed specific measurements that will help us identify whether and when a particular issue may become more pressing.

We are aiming to issue local reporting guidance in 2010 which will allow local materiality assessments to be undertaken to complement the Group-level approach. Carrying out an exercise like this across the business will inform how we can better meet the needs of our stakeholders. This helps us identify and prioritise the issues that are most important to our communities in the context of our operations, and develop action plans to address them.

In an effort to focus further on what we believe is material to our business and our stakeholders, this report, for the first time, is assured against the AA1000AS 2008 standard. By recognising the three main principles of this standard we aim to be inclusive, to identify our material issues, and to respond to stakeholder issues that affect our performance. Our adherence to the AA1000 standard is addressed more fully in the independent assurance statement on page 44.

### Assurer's commentary

ArcelorMittal's approach to review its materiality matrix annually demonstrates that issue identification and determination is a dynamic process being utilised by the corporate responsibility function of the Company. This allows the Company to pre-empt shifts in the importance of various issues allowing for a thorough and considered response to be given.

\*This matrix highlights our material corporate responsibility issues. Whilst there are some general consistencies with ArcelorMittal's internal risk mapping, this process has focused on the disclosure of corporate responsibility issues. It is our goal to more closely align the two approaches in the future.

Health and Safety will always be our number one priority. The work we've done over the last few years is starting to feed through into lower numbers of job-related injuries, which is good to see, but there's still a way to go yet before all our sites reach the level of the best.

**Frank Haers**

Vice President of ArcelorMittal, Corporate Health and Safety

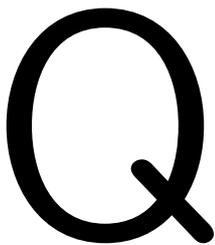
## Investing in our people

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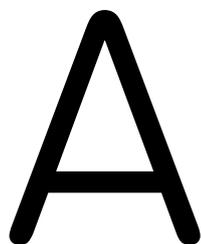
During 2009, it was more important than ever to engage with employees to quickly respond to the crisis and to work constructively together to support the sustainability of the business. We faced some very tough decisions about how to manage this in a way that would minimise the impact on our employees.

Through continuous dialogue with our employees and Trade Unions, the restructuring was able to be implemented through voluntary measures. However, despite the pressures we faced last year, we maintained our absolute commitment to improving our Health and Safety performance and we are pleased to say progress was made on this in 2009.





# How have we managed the impact of the economic downturn on our employees?



The decision to reduce its workforce is one that no company should come to easily, especially when employees have shown loyalty and commitment to company goals like ours have. Given the state of the market in 2009, we had no alternative but to adapt to the prevailing economic climate to safeguard the long-term survival of the business. However, we know that this is not much comfort to directly affected employees. This is why we focused on a voluntary separation scheme, which allowed us to make the necessary reduction in personnel. This ran in tandem with a programme of temporary salary cuts, which also included senior management. This decision also helped us protect more jobs. In 2009, the Company payroll was reduced by just over 34,000 employees – from 315,867 to 281,703 – all through early retirement or voluntary separation.

Our recent ‘anticipation of change’ agreement with our European Trade Unions, negotiated through the European Metalworkers Federation, will help strengthen this further. This agreement addresses the sustainability and competitiveness of our operations in Europe. It defines social dialogue structures within the Group to better manage and anticipate change at all levels. In order to safeguard and develop our competitiveness, the agreement looks to preserve and develop the employability and the skills of our workforce, enabling them to adapt to new challenges.

Whatever the economic climate, open dialogue and consultation is essential. At European level there were 29 formal meetings in 2009, compared with 28 the previous year. These included core employee relation activities including Plenary Assemblies, Select Committees, European Works Council Secretariat meetings, as well as Health and Safety working groups and Union training.

### Assurer’s commentary

Through what has been a difficult year ArcelorMittal’s identification of the need to communicate more frequently with its Trade Unions has borne dividends. During our site visits it was evident that both management and the Unions were engaged in a cooperative and practical approach towards minimising the impact of the crisis.

The capability to respond quickly to the downturn was possible because of high levels of workplace dialogue and Trade Union consultation, both before the plans were announced and as they were being implemented.

### United Nations Global Compact

This section covers:

**Principle 3** – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

**Principle 4** – Businesses should support the elimination of all forms of forced and compulsory labour

**Principle 6** – Businesses should work to eliminate discrimination in respect to employment and occupation

Our Human Resources and Communication departments produced regular communication packs for managers to share with their teams, so that all our employees understood the rationale behind decisions. This proved how important it is to remain actively and positively engaged with employees at all levels of the business.

“Being a socially responsible business is above all about committing to respect external codes like the International Labour Organisation (ILO) standards. It’s also about how you find answers to the difficult questions, like how to protect jobs in a difficult economic climate, how to manage environmental impacts and how to encourage reindustrialisation in order to guarantee the sustainable development of industrial areas.”

**Jacques Laplanche**

European Works Council Secretary

## Q How are we progressing on Health and Safety?

**A** It is no surprise that safety is given such a central place in the title of this report. The goal of ‘Safe Sustainable Steel’ is an integral part of our ambition to be the safest company in our sector, and an indication of how important this is to the operation of our business. We will never compromise the Health and Safety of our employees, and the people that work with us.

Despite all the cost pressures the Company has been under in the last year, we have maintained our absolute commitment to improving our Health and Safety performance. We are pleased to say we made further steady progress on this in 2009. 45%\* of our sites have now obtained certification to the international Occupational Health and Safety 18001 standard, with a further 47% in the process of certification. It is our target to have all of them covered by mid-2011. Furthermore, whilst capital expenditure had to be adjusted to acknowledge the economic situation and company’s priorities, significant investment in safety was maintained in 2009. This was in addition to maintenance and modernisation investment which will improve conditions for our workforce.

The umbrella initiative for all our Health and Safety work in the Group is called ‘Journey to Zero’. It covers everything from technical workplace tasks such as hazard identification, shop floor audits, risk analysis, occupational health and product safety and accident investigations, to the wider work we do to promote healthier lifestyles, both on and off the job. The basic principle behind

our Journey to Zero is that the only acceptable workplace accident rate is none at all, and you will only get there if you genuinely believe that it is possible. This positive mindset has helped us make consistent incremental improvements in our Lost Time Injury Frequency Rate (LTIFR) over the last three years. This is monitored for our own personnel and contractors, and it now stands at 1.9 per million hours worked, compared with 2.5 in 2008, a reduction of 24%. All the same, there were still 36 fatalities last year – a reduction from 89, the previous year. Fatalities are never acceptable and we are addressing this by speeding up implementation of our existing Fatality Prevention Standards across all our sites, especially those that have suffered accidents in the past. So even though the organisation has made significant progress, we recognise that there is still more to be done.

### Targets

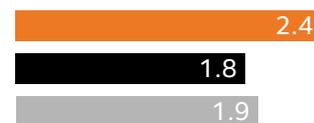
Our target is to reduce our accident rate by a further 20% in 2010. One of the best ways to do this is to share best practices across the whole Group, and we have identified 12 priority sites for the coming year, where we think this approach could make a significant impact. We also have a robust internal benchmarking system that offers sites additional help and support.

In 2009, we revised our executive remuneration policy and it now includes a specific safety measure linked to internal LTIFR targets. These are divided into three ranges. Sites with higher injury rates (greater than 6.0 per million hours worked) in the year require the greatest improvement and hence have the strictest target of a 30% reduction. Facilities with performance between 1.0–6.0 per million hours worked have a target of 20%. Even the best performing sites (less than 1.0) are still required to demonstrate continuous improvement with a 10% reduction target of all incidents, with or without lost days.

### Lost Time Injury Frequency Rate

LTIFR is the number of injuries which has resulted in an employee or contractor being away from work at least one day after the day it occurred, per million hours worked.

#### 2009



#### 2008



■ Total Mines  
■ Total Steel  
■ Total (Steel and Mines)

### Lost Time Injury Frequency Rate per ArcelorMittal segment

Segment	2009	2008
Flat Carbon Americas	2.1	2.1
Flat Carbon Europe	1.8	2.4
Long Carbon Americas and Europe	1.8	3.4
Asia, Africa and CIS	1.1	1.2
Stainless Steel	1.8	2.2
Steel Solutions and Services	3.9	3.8
<b>Total Steel</b>	<b>1.8</b>	<b>2.4</b>
<b>Total Mines</b>	<b>2.4</b>	<b>3.4</b>
<b>Total (Steel and Mines)</b>	<b>1.9</b>	<b>2.5</b>

\*This figure excludes ArcelorMittal’s Distribution Solutions, which is primarily an in-house trading and distribution arm of ArcelorMittal.

# 20%

Group target for reduction in Lost Time Injury Frequency Rate in 2010

### Sharing best practice

One market where improving our Health and Safety track record is of particular priority is Kazakhstan, where we have in the past experienced fatal accidents in our mines. In December 2009, the European Bank for Reconstruction and Development (EBRD) organised a two-day international conference on best practice on mining Health and Safety in Kazakhstan. As a main sponsor of the conference, our Chairman and CEO, Lakshmi N. Mittal, joined the Kazakh Prime Minister and leading scientists and specialists from the UK, Germany, Australia, Russia and Kazakhstan to establish how best to improve Health and Safety standards. Prime Minister Masimov said, "The safety of people working in mines is a crucial issue in Kazakhstan since the mining sector plays an important role in the country's economic recovery." The ArcelorMittal Temirtau CEO, Frank Pannier, agreed that the situation was challenging but progress was being made:

"As an international company, we're always searching for the best global practices so we can implement them at our local sites. Our main task at the moment is to make improvements at our Karaganda mines, and ensure they follow European standards."

### Initiatives

The Global Joint Health and Safety Agreement we signed with our Trade Unions in 2008 was the first of its kind in the steel industry, and we started to see real momentum building behind this during 2009. The Joint Health and Safety Committees include representatives from both management and Unions, and regular meetings are held at both the local and global level. The Global Joint Committee met four times during the year, in Mexico, Kazakhstan, the Czech Republic, and Romania, with action points agreed at each one.

We also ran another successful global Health and Safety Day in April, which is supported by the Joint Committees, and coincides with the International Labor Organization's World Day for Safety and Health at Work. The day is designed to create an opportunity for every ArcelorMittal employee and contractor to get involved in discussions, demonstrations and events, from fire prevention training in Spain, to the presentation of Health and Safety awards in Macedonia. The 2009 theme was 'Leading the Journey', with a focus on 'leading by example' which will be an important factor in achieving real improvements in this area. Every employee and contractor needs to do this, not just at the top of the organisation, but at every level of every plant and mine. The 2010 Health and Safety Day will take place on April 28.

France



At Fos-sur-Mer, the 2009 Health and Safety Day involved all of the departments at the plant. At the beginning of each shift employees arriving at work were presented with messages from the CEO and news about Health and Safety results. Employees were also given the opportunity to attend any of the 70 workshops being held which covered eight different Health and Safety themes as well as ones discussing road safety.

## Occupational health

The general health and well-being of employees is a key element in the success of our operations. The network of ArcelorMittal medical specialists collaborating globally with the Group was expanded in 2009, leading to the creation of Communities of Practice. These communities will enable the Group to mount a stronger campaign of preventative health measures in 2010. Our formalised health strategy, which will direct these campaigns, covers both workplace issues like hygiene, respiratory protection, noise, and wider concerns such as smoking, obesity, alcohol consumption, HIV/AIDS, malaria, and nutrition.

The new strategy has three main aims:

- 1 To ensure good access to healthcare through a comprehensive employee health insurance programme.
- 2 To provide services not covered by the local healthcare system.
- 3 To use the workplace to encourage healthier lifestyles, both for our employees and their families.

These aims are the same across the Group, but adopted differently, based on local needs. In many developed countries there are well-functioning public health services, but this is not always the case in developing countries, and often our sites there have to play a much more active role in meeting the medical needs of employees. For example, our Liberian operation has helped establish two hospitals adjacent to our mining sites, where local medical staff and expatriate doctors provide healthcare for our employees, their dependants, and the wider community.

In Ukraine, all of our employees enjoy preferred access to the Company's sanatoriums. Our Algerian operation owns and manages a hospital for employees inside the plant, and we have launched a new HIV/AIDS programme in an area of South Africa where the prevalence of infection is as high as 46%.

The focus in developed countries is very different. Our operations in Spain run a campaign for employees that promotes healthy lifestyle habits and provides information about cardio-vascular diseases risk. In Canada, internal health promotion is supported by both the business and employee volunteers. The Company has a comprehensive approach to employee health and well-being through proactive screening of health risk factors, and providing access to externally delivered programmes including weight loss and smoking cessation. There is a shared commitment by both management and a volunteer Employee Lifestyle Committee to promote employee well-being. Our operations in Trinidad and Tobago have developed a Community Health Fair in partnership with the local Lions Club in Couva. The interactive health fair is organised on a quarterly basis and incorporates the skills and knowledge of ArcelorMittal Point Lisas health professionals with those from the local health community. Employees and local residents received free medical screenings for blood pressure, blood glucose, cholesterol, Body Mass Index as well as vision screenings and hearing tests. They also benefited from free lectures on arthritis and diabetes.



At ArcelorMittal Dofasco, the Employee Lifestyle Committee organises lunch time speakers and events such as 'walk days' to promote exercise and wellness. Every other year there is a Health and Safety Fair organised by the Employee Lifestyle Committee and the joint Company and elected employee Health and Safety Committee. The fair involves numerous community partners that set up displays to educate employees, retirees and their families about health and wellness issues. In addition, the Company operates on-site fitness centres, which are open 24 hours a day, allowing employees to exercise at a time that is convenient for them. There are also fitness classes organised at lunch time which are taught by certified employee volunteers.

# +20%

Over 1,100 people took part in training at the Steel and Mining Academy in 2009, an increase of more than 20%

#### Did you know?

The 'Recognising Potential' programme benefited 700 participants from more than 40 countries in 2009.

## Q What are we doing to develop our people – now and in the future?

**A** Development and investing in training is an important part of strengthening our business. This work continued throughout 2009, though at a slightly lower level, given the commercial challenges we were facing and the need to protect the long-term future of the business. As the economy recovers we expect to step up our employee development efforts once again.

Last year we focused on making further progress on existing schemes and initiatives. For example, we rolled out our performance management process to additional local operations, and refined our Competency Framework to ensure effective resource development and succession planning. The Global Executive Development Programme was given extra support through an intranet platform. The Human Resources team launched a new Development and Deployment forum designed to ensure we fill senior vacancies with the best internal candidates. There is also a web-based version of this for general vacancies called JobMarketOnline. The internal version of this is available in ten languages, and there is a parallel internet site which is accessible to candidates outside of the Group. 22,000 people used the service during 2009, and we also launched a monthly e-newsletter, informing employees about new job opportunities.

We have always been especially proud of having our own ArcelorMittal University, which plays a central role in training and developing employees at all levels of the Company.

The focus in 2009 shifted to 'taking the University to the people', which in practice has meant putting more of its programmes online, so that employees can access them at a time and a location that suits them. Among the new initiatives launched in 2009 were the informal 'Lunch and Learn' local sessions on key topics and 'Ulearn', a bi-weekly e-magazine featuring articles, podcasts and white papers. Virtual classrooms are now common across specific fields, while local classroom training remains available.

We also have a number of academies across the Group. As part of the Leadership Academy, we ran a 'Recognising Potential' programme, which is a combination of e-learning, virtual conferences and optional projects. The programme benefited 700 participants from more than 40 countries. Talent Pipeline training will start again in spring 2010. The Management Academy also refocused its activities on online training, offering leadership and management skills modules designed to improve communication skills, coaching, and team development.

In 2009, we offered functional academies which covered programmes for Steel and Mining, Research and Development, Finance, Purchasing, Internal Assurance, Information Technology, Sales and Marketing and Human Resources. These help our employees improve their skills and network with other ArcelorMittal professionals working in similar jobs. The Steel and Mining academy, for example, has run a two-day virtual conference linking plants in Germany, Czech Republic and Luxembourg, and is offering specialised training in sintering, wire drawing, metallurgy, blast furnaces, and cold rolling. Over 1,100 people took part in some sort of training at the academy this year, an increase of more than 20% from 2008.

We also offer extensive English language training across the Group. Our Online programme provides a state-of-the-art online tool for developing English skills. In 2009, there were over 4,500 new registrants, nearly doubling the number of total users so far, and over 29,000 man-days were invested by users on the tool.

# +29,000

man-days were invested by users on our online tool for business English skills development

In Kazakhstan, an English language scheme offers training to 200 employees at ArcelorMittal Temirtau. At ArcelorMittal Kryvyi Rih in Ukraine, there is an English club which offers members the chance to watch movies, read English books, and listen to English songs. Furthermore, ArcelorMittal Poland has operated an English training programme since 2004 that has enabled over 500 employees to have continuous access to language training every year. This has brought measurable results both in terms of general efficiency and personal confidence. The success of this programme has encouraged ArcelorMittal Poland to extend it beyond their facilities to members of the local communities.

**The training in English language skills will not only develop a personal skill and be useful in the daily interaction with colleagues but also enable greater opportunities for global recruitment and sharing of best practices.**

Other new projects got underway during the year which focused on developing the workforce of the future. In Brazil, for example, the ArcelorMittal Foundation set up a programme in association with the National Service for Industrial Learning, which will teach local young people welding and blowtorch techniques, as well as wider business skills, where 60 students will gain a recognised qualification every year. A similar initiative is underway in Argentina, where ArcelorMittal Acindar is working in partnership with the Argentinian Ministry of Labour and the Metallurgic Trade Union to support 20 young people with theoretical and practical job training every year. This includes three months of on-the-job training at ArcelorMittal, covering production, maintenance, basic electrical welding and administrative work.

## Q How do we support the diversity of our workforce?

**A** We want ArcelorMittal to be a modern, flexible workplace, which helps our people make the most of their talents, experience, and individuality.

We have formalised our value for diversity through a new Diversity and Inclusion policy launched in April 2009. The implementation of the policy will ensure that everyone at ArcelorMittal has the opportunity to participate fully in our success, whatever their cultural background, age, gender, ethnicity, or nationality. The policy is designed to support the good work already being done at a local level, and provide a framework for further improvement. All our managers are now required to address any diversity challenges that still remain in their businesses, eliminate discrimination, encourage greater inclusion, and provide appropriate training about the positive value of a diverse workforce.

The ArcelorMittal University supported the new policy by organising a dedicated conference on 'Growing Diversity and Inclusion' at our Luxembourg headquarters in November 2009.

**Over 150 people from different ArcelorMittal sites came together to share their experience and talk about ways of turning diversity into competitive advantage.**



*The ArcelorMittal University's 'Growing Diversity and Inclusion' thematic conference was aimed at leveraging the power of diversity within ArcelorMittal.*

However, the conference also agreed that there are important areas which require more attention. For example, women make up approximately 16% of our workforce. We want to continue developing women into leadership positions. Consequently, we have identified several actions including mentoring, providing opportunities to talented and high-performing women to join our local governance boards and committees, and strengthening our succession planning processes.

More and more companies are looking at ways of reducing the environmental footprint of their products throughout their life cycle, from raw materials to final disposal. We've had a dedicated team looking at this sort of Life Cycle Analysis for over five years, and we're starting to see some significant results.

**Jean-Pierre Birat**

Expert of ArcelorMittal Global R&D, Head of Sustainability, European Coordinator of the Ultra Low Carbon Steelmaking programme (ULCOS)

## Making steel more sustainable

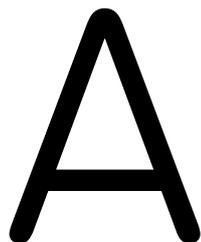
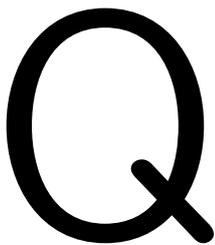
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Making steel more sustainable is about improving our own environmental performance and reducing our carbon footprint, but it is also about exploiting the strengths of steel to help make the buildings, vehicles, and appliances we all need, lighter, greener, and more efficient.

It is an area where our impacts are great. But through our own internal expertise and technologies, as well as unique partnerships, we are making a positive contribution towards a more sustainable society.







## What are we doing to help tackle climate change?

Steel production is a carbon-intensive business, and the industry is responsible for a significant amount of global carbon dioxide (CO<sub>2</sub>) emissions. As the largest steel company in the world our emissions alone account for approximately 0.6-0.7% of the world's emissions, but we are committed to lessening our impact on climate change. Despite the economic downturn we have not detracted from the goal to reduce emissions.

2009 was one of the most challenging years the steel industry has ever faced, with many of our steel production facilities being idled. This solution was not optimal but it was necessary to strengthen the financial situation of our Group. However, this period was used to undertake maintenance work on our equipment in order to be prepared when production re-started. Of course, by idling facilities our total CO<sub>2</sub> emissions footprint from our steelmaking operations reduced significantly, from 224 million tonnes in 2008 to approximately 164 million tonnes in 2009. However, largely because of higher coking coal production, lower scrap use and general capacity constraints, emissions per tonne of steel increased in 2009 to 2.245 tonnes of CO<sub>2</sub> per tonne of steel, from 2.184\* in 2008.

### Environmental investments

In such a difficult economic climate it was inevitable that our commercial priorities shifted towards ensuring the long-term viability of the business; we had a responsibility to shareholders, employees and local communities to do this. This means that some of the environmental investments we had proposed for 2009 did not take place as planned. Still, we were able to announce some significant environmental investments towards the end of 2009, and the total energy and environment capital expenditure for the year was \$224 million. For instance, in Canada, our Dofasco plant in Hamilton will be spending over \$15 million over the next three to five years to improve air quality in the local area. This is part of Dofasco's wider 'Blue Skies' environmental initiative and will include equipment upgrades aimed at reducing emissions,

increasing energy efficiency, and in reducing road dust. ArcelorMittal Temirtau, in Kazakhstan, will be spending \$120 million on environmental improvement projects starting in 2010, with most of that going towards a gas cleaning system that should cut emissions by 70% at the steel shop.

### Targets

Because of numerous production cuts, our 2009 emission data cannot be used as a genuine indication of a longer-term trend. Once we have returned to a more normal operating environment, we will be able to assess where we are against our overall emission reduction targets. Our Climate Change Steering Committee, chaired by Christophe Cornier, a member of our Group Management Board, has confirmed the Group's commitment to cutting our emissions by 170kg per tonne of steel produced by 2020 (based on the 2007 scope of operations baseline). That is equivalent to an 8% reduction in emissions per tonne of steel.

The CO<sub>2</sub> emissions per tonne of crude steel output in Europe are now some 50% lower than what they were 30 years ago, and achieving further reductions is a major challenge.

Many of our plants in Europe, North America and South America are close to the technical limits of what can currently be done, but there is still scope to share best practice within the Group, and bring all our plants up to the same high standard. The additional emission cuts at our facilities will be achieved by a combination of process improvements and increased energy efficiency.

During 2009, the Group continued its focus on reducing emissions. For example, in Brazil, ArcelorMittal beat 120 other entrants to win the Época Award for Climate Change, in recognition of its contribution to reducing greenhouse gas emissions and the work it

### United Nations Global Compact

This section covers:

**Principle 7** – Businesses should support a precautionary approach to environmental challenges

**Principle 8** – Businesses should undertake initiatives to promote greater environmental responsibility

**Principle 9** – Businesses should encourage the development and diffusion of environmentally friendly technologies

\*The figure printed in the 2008 corporate responsibility report has since been updated.

# \$253m

In 2009, the Research and Development spend was \$253 million

has done to encourage other companies to adopt more sustainable business practices. The systems at ArcelorMittal Tubarão, Brazil, re-use the gases generated by steel production in four thermoelectric plants, and the Company also uses renewable biomass, in the form of charcoal from its eucalyptus forests, for the production of pig iron.

### Carbon markets

Through the European Union Emissions Trading Scheme, or ETS, ArcelorMittal is allocated a certain amount of emission allowances. The amount of allowances allocated to us for 2008 and 2009 was set before the economic downturn. Although we originally projected that we would need to buy extra allowances for the period 2008–2012, we ended up with much lower production levels, and therefore lower levels of carbon emissions as a result of the economic crisis. As EU ETS allowances are granted on an ex-ante basis, many other businesses in heavy industries are currently having an excess of allowances. If such excess is still there at the end of the trading period, ArcelorMittal intends to invest any carbon credits it would sell in energy saving projects to improve our long-term carbon footprint. Our focus in 2009 remained on the ongoing discussions at European level relating to the conditions under which free CO<sub>2</sub> allowances will be granted for trading period III (2013–2020). We are working together with policy-makers to ensure that the implementation of the ETS will be effective in ensuring competitiveness while achieving a lower carbon economy.

## Q How are we using steel to help make modern life more sustainable?

**A** Modern life is – quite literally – built on steel. It is a key component in our buildings, our cars, our household appliances, and our industrial machinery. We cannot do without steel, and while there is more to do to make the steelmaking process less carbon-intensive, steel also has some distinct and important advantages over other comparable materials.

Steel's biggest single sustainability credential is the fact that it can be recycled an almost indefinite number of times. There is hardly any other material that has this level of recycling efficiency, and still offers the same combination of low cost, high performance, strength, durability and functional flexibility. But there is still a widespread misunderstanding about the contribution steel can make to the sustainability agenda, and what its real environmental impact is. For example, the recyclability of steel is still not fully factored into many environmental standards and regulations imposed by legislators, which means that some environmental labelling can be misleading. One of our priorities is to help the regulators get a more balanced appreciation of the advantages and disadvantages of using steel by sharing our research and supporting them with technical information. This is accomplished by our dedicated Environment, Life-cycle and Materials team which uses Life Cycle Analysis to quantify the end-to-end impact of our steel products.

We also have an extensive Research and Development programme that has been responsible for some major breakthroughs in the last few years. In 2009, the Research and Development spend was \$253 million. With 15 major research centres in Europe, North America and South America, ArcelorMittal possesses a Research and Development capability unique in the steel industry, and that enables quick transfers of know-how to ArcelorMittal plants across the world.

**We are continuing our investment in the pioneering research that could revolutionise the weight, functionality, and environmental footprint of steel.**

Our Research and Development team also works in partnership with a number of organisations both within the steel industry, and in the academic field. ArcelorMittal's collaborative International Scientific Thematic Networks are active in fields which include Steel construction (formed in 2007), Steel forming (formed in 2009), Physical metallurgy (formed in 2009) and we are preparing to form another network in Mineral processing in 2010. These networks aim to improve the efficiency of our collaborative work with the scientific community and help us to attract the best students while opening up a strong international and industrial approach.

We also have our own independent Scientific Council, which helps our Research and Development team maintain its competitiveness, achieve leadership, and benchmark its work against the best in the world.

# 30%

ArcelorMittal HISTAR® steel makes it possible to create lighter structures without compromising strength or durability, resulting in up to 30% reduction in CO<sub>2</sub> emissions during construction

### Breakthrough technology

One of our key involvements is the €500 million European Ultra Low CO<sub>2</sub> Steelmaking programme, or ULCOS. We have put forward two of our own sites, in France and Germany, in which prototype facilities, based on carbon capture technology, could be constructed ([www.ulcos.org](http://www.ulcos.org)). By using pure oxygen instead of air, and recycling gas at the top of the blast furnace, we could achieve a 25% reduction in the amount of carbon used, and around half of the CO<sub>2</sub> emitted could then be captured and stored. However, given the considerable financial and technological risks involved, the project needs substantial European and national support as well as funding.

Our Research and Development team is also heavily involved in SOVAMAT (Social Value of Materials). SOVAMAT is an initiative of a consortium of scientists in fields extending from social sciences to engineering, as well as material producers including steel, non-ferrous metals, concrete, cardboard, wood, glass, plastics and composites. They discuss and study the impact of structural materials on our societies. SOVAMAT's overarching objectives are to identify the emerging role of structural materials in the post-carbon society, and to educate stakeholders on the value chain for these materials.

### Automotive

Automotive is another important area for us, where reducing the weight of steel components has an immediate and significant environmental benefit. Nearly half of our product research spending is devoted to this crucial area, to develop new materials and products that will cut both weight and cost without compromising safety.

We work in close collaboration with vehicle manufacturers to ensure that we develop what they need, whether it is advanced steel for body-in-white, components for hybrid engines and cars, panels for electric vehicles, or completely new forms of fuel cells. We hold, and will continue to hold, regular Automotive Innovation Days near major car manufacturing facilities, which showcase our product range and work-in-progress. Over 700 people came to the one held at Hyundai-Kia in South Korea in 2009. As our Vice President of Global Research and Development, Greg Ludkovsky, says:

**“This is a market that’s evolving amazingly quickly – if you look at what we were making for the automotive industry 20 years ago, there’s not a single product that’s still in use in the modern car. Speaking as a scientist, that’s incredibly exciting – we are, in effect, creating a whole new metallurgy.”**

The other major area of our Research and Development activity is construction, which has specialist research centres in Luxembourg and Liège, Belgium. Public and media attention tends to concentrate on the carbon emissions of heavy industries and transport, but the total CO<sub>2</sub> associated with buildings is close to 40%. This makes finding more efficient methods of construction, heating, and ventilation a crucial factor in the global effort to tackle climate change.

Solar panels



*Our new Ekinoxe™ solar panels provide double the power per square metre compared to our award-winning Arsolar™ panels. ArcelorMittal's photovoltaic products are already being used in solar roofs, farms and car parks.*

ArcelorMittal's Construction team evaluates the sustainability of buildings through the Life Cycle Approach. In 2009, we participated in the Villavenir project. The project took place at a former mine site in Northern France which is listed as a World Heritage site. The project focused on converting the site into an urban area of which two of the six houses were built using steel. These homes incorporate a large number of eco-technologies; from maximum insulation, LED lighting, and thermal solar panels. Over the next three years, the energy consumption will be tracked by an engineering consultancy in order to further advance green technologies. It will also be monitored by our own teams, in order also to improve steel construction technology.

**We are also involved in developing new steels of our own, which will be both lighter and more environmentally efficient.**

93%

By the end of 2009, 93% of our main production facilities had achieved certification to ISO 14001

Advanced High Strength Steels are a good example – we have already launched a number of new products for the construction industry based on what is effectively a whole new metallurgical design.

A recent report by the World Business Council for Sustainable Development (WBCSD) showed that energy use in buildings could be cut by 60% by 2050. We were one of 14 partners participating in the WBCSD's four-year Energy Efficiency in Buildings project, and we are already working on the new steel building materials that could help achieve these significant cuts. For example, innovations like new roofing materials that convert solar radiation into direct current electricity, or the Angelina™ structural beam which can accommodate all the wiring and pipework needed for heating, ventilation and air-conditioning, while enabling a larger span than other conventional materials. The extra space saved means you can put the equivalent of a seven-storey building into a six-storey structure. That cuts energy consumption by 1/7th straightaway, simply by using a different type of beam.

Steel has other important qualities as a construction component. Its lower cost makes it an ideal material for affordable housing, as proved through our 'Casa Buna' housing project that we have developed in partnership with Habitat for Humanity. Steel's ability to withstand stress and absorb shocks also makes it particularly useful in earthquake zones, compared with heavier traditional materials like concrete or stone.

Some of our newest research is in areas like electrical steels. These steels are designed to minimise the amount of energy consumed by the components made from them, and they have an ever-increasing range of applications in areas as diverse as consumer goods, wind turbines, and hybrid cars.

## Q How are we improving our own environmental performance?

**A** We collect data on air quality, water, energy and waste from all our production sites. By the end of 2009, 93% of our main production facilities had achieved certification to ISO 14001, which is the internationally recognised standard for environmental management.

Given the nature of our business, one of the most important resources for us is energy – we spend billions of dollars a year on energy in its various forms, so this is a major business cost for us, as well as an environmental priority.

## We have a dedicated team of energy specialists, who are working on new ways of saving energy at our production sites.

These range from optimising the way we distribute gas through the plant, to making better use of the waste energy produced on-site. Our Energy Policy is put into practice through a comprehensive energy management system, which covers every aspect of energy purchase and use in our processes. New energy management objectives were set for every plant in 2009. These target an average saving of 5% by 2013 and are supported by best practice guidance and technology standards.

### Did you know?

**ArcelorMittal Ghent, Belgium, has won an Environmental Charter for six consecutive years. This honours companies that are committed to continuous improvement in their environmental performance.**

In 2009, ArcelorMittal Kryvyi Rih in the Ukraine won three different prizes in a national energy efficiency competition having implemented 179 different energy saving measures since 2008. Meanwhile, in the USA, for the second year in a row, our operations were recognised with a 2009 Energy Star Award from the US Environmental Protection Agency and Department of Energy, for their outstanding contribution to protecting the environment through energy efficiency. At the same time two plants, Weirton, West Virginia, and Burns Harbor, Indiana, were singled out as an Energy Champion Plant by the US Department of Energy, while ArcelorMittal Indiana Harbor was granted funding for its blast furnace gas flare capture project, under a government scheme that promotes energy efficiency.

**The energy saved in the project at the Indiana Harbor blast furnace will be equivalent to the amount of electricity needed to power 30,000 households for a year.**

# 550,000

Our plant in Asturias, Spain, sold over 700,000 tonnes of slag in 2009 to the cement industry, saving 550,000 tonnes of CO<sub>2</sub>

At the beginning of July 2009, ArcelorMittal Ostrava completed a new environmental investment project – a dust control facility for scull-cutting. The investment eliminates red fumes produced during the flame-cutting process and significantly decreases dust emissions from the workplace that is a part of the scrap yard at ArcelorMittal Ostrava's steel plant. The \$20 million installation of de-dusting equipment in Galati, Romania, was completed in May 2009, and has led to a 95% reduction in diffuse building dust emissions.

The other area of environmental performance that we monitor closely relates to by-products like dust, nitrous oxide, sulphur dioxide, and volatile organic compounds. Investment continued in all these areas in 2009.

## Water

Steelmaking requires water mainly for cooling purposes. Unlike climate change, which is a global challenge, water use is more of a localised issue. Traditionally steel facilities have been located close to large water sources and many of our operations are coastal sites or adjacent to major lakes and rivers. Our water use in a normalised environment can be over 2.5 billion m<sup>3</sup>. This figure includes both sites that have access to major water sources and includes a number of other sites that have a closed loop cooling water circuit – effectively making them zero effluent operations. Therefore, an average figure of water consumption per tonne of steel produced for the Group is not an indicative measure for us to report on. However, it is clear that water will become an increasingly important issue for our business in the future; from our growth in areas where water scarcity is a potential risk and our mining operations. It is also apparent that the issue of water use is becoming more important for a number of our key stakeholders. Consequently, we will establish a formal water action plan in 2010. The scope and goals of this plan have already been outlined: to assess the most appropriate global initiative for our needs; provide our facilities with the tools to ensure accurate measurement; and improve our own operational performance.

## Q What are we doing to promote the recycling of residues?

**A** Companies working in a heavy industry have to take responsibility for managing the residues generated by its production processes. One of the by-products of the steelmaking process is slag. Some of our plants invented valuable and constructive ways to reuse this residue product and to avoid sending it to landfill. ArcelorMittal Tubarão in Brazil has developed a range of uses for blast furnace slag, from commercially-viable paving, filtration, and construction products to an imaginative artificial reef project. While our plant in Asturias, Spain, sold over 700,000 tonnes of slag in 2009 to the cement industry, saving 550,000 tonnes of CO<sub>2</sub>. At the same time, ArcelorMittal Piracicaba in Brazil has developed a new way of producing construction bricks from steel mill slag, a by-product that has historically been considered as nothing more than a residue.

The ArcelorMittal plant in Dunkerque, France is using a very different by-product to benefit its community. The excess hot air from the site is being recycled to provide nearly 70% of the energy required to heat 180 local buildings and 15,000 apartments. The scheme will also help reduce dust emissions in the area through the installation of bags to capture the dust which is then also recycled in the two sinter plants and has been recognised by the International Energy Agency.



*In 2009, ArcelorMittal Timóteo recycled 279 million m<sup>3</sup> of water at its plant, which means a recirculation rate of more than 95%. All effluents generated by the site are collected for treatment using specific draining ducts, are controlled by flow rate meters and then analysed for water quality levels. The site is also responsible for the preservation of existing wellsprings in areas close to its operations.*

# 26

projects received grants from the Sustain Our Great Lakes programme in 2009. The grants supported projects throughout the USA and Canada, ranging from efforts to manage non-native species of animals and plants to municipal storm water control efforts

## Q How are we helping to protect local biodiversity?

A Many of our operations across the world are involved in projects to help protect or limit the impact to the local environment. For example, in Liberia we are conducting some groundbreaking research. Liberia has one of the richest reserves of iron ore in Africa, and exploiting it responsibly will be a key factor in developing the country's economy and lifting its people out of poverty after the civil war between 1989 and 2005. However, some of the most accessible reserves of ore are in the remote and environmentally-sensitive Nimba mountain range. The challenge for ArcelorMittal Liberia is to find a way of extracting the ore while at the same time limiting the impact on this special habitat or affecting fragile local livelihoods. To establish a baseline for this work at the future mining site, a detailed biodiversity census was completed, a first for the region. The resultant data has been published and made available for biodiversity research.

The team worked with a number of non-governmental organisation partners from Liberia and other neighbouring countries, to develop shared plans for the sustainable management of the forest. Working together in this way has also helped the government agencies to focus their efforts, and make conservation a priority. The next stage will be to complete a comprehensive Environmental Management Plan that takes biodiversity conservation fully into account. This will also formalise our commitment to mitigate the impact caused by mining over the next few years, and ensure we leave these forests in a good condition.

In the USA and Canada, ArcelorMittal is part of the Sustain Our Great Lakes programme which is coordinated by the U.S. National Fish & Wildlife Foundation. It is also supported by federal partners including the U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, National Oceanic and Atmospheric Administration and the U.S. Forest Service. This innovative, public-private collaboration is in its third year and is designed to create on-the-ground impact across the Great Lakes basin. Representing 20% of the world's fresh water, the Great Lakes are a critical natural resource which many North American communities are dependent on. Ensuring that this vital resource is protected is important for our communities and our Company.



*The biodiversity study carried out in the Nimba region proved that the forests close to the proposed mine sites did indeed show high levels of biodiversity. For example, the studies identified over 700 species of butterflies and moths in the forests, but it also revealed that this was under threat from long-term degradation and decline. We have an opportunity not only to mitigate damage from mining, but to start reversing that trend.*

2009 wasn't just a difficult year for our sector, it was also a tough year for the communities around our sites. This made it even more important to keep up a regular dialogue with our local stakeholders, and we made real progress on strengthening our community engagement programmes across the world.

**Gonzalo Urquijo**

GMB member responsible for Corporate Responsibility and the ArcelorMittal Foundation

## Enriching our communities

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The size of our business means that we often play a major role in the communities in which we operate. In some markets, we are the main employer in the region and a major contributor to the economy. This gives us the opportunity to help foster economic growth and sustainable development.

We recognise that our steelmaking and mining activities can have a significant

impact on the local environment, which makes it vital that we listen to local people, and find collaborative ways to address their concerns. We do this through continuous community engagement, in line with our Community Engagement Standard, and the valuable work of the ArcelorMittal Foundation.





# Q

## What have we done in the last year to promote the health and prosperity of our communities?

# A

The economic downturn has had a significant impact on our business over the last year, but the effect on some of our communities has been even greater. Many of the countries we operate in are emerging economies vulnerable to fluctuations in the world economy. This is why, despite the challenging commercial climate, we have continued to invest in local infrastructure, and support projects aimed at achieving sustainable social and economic growth.

Our local infrastructure projects range from essential utilities like power and water, to healthcare provision in areas that have no other access to medical services. For example, we have funded a 25-kilometre pipeline to bring water to the arid Karaganda region of Kazakhstan, which will benefit local households. In Senegal, we have built and equipped two new health centres in Bofeto and Noumoufoukha, so that critically ill people no longer have to travel 80 kilometres to the nearest hospital. Over 600 people will be able to use the centres, which will be managed by a team from the local village. Elsewhere in the world, our operation in Mexico has supported a local government communication campaign to raise awareness of the dangers of dengue fever, a major national health problem, with the number of cases increasing by 25% in 2009.

Areas where we will invest in new facilities require specific measures that have been identified through social and environmental impact assessments. Our local investments prioritise community projects targeted specifically at local economic development. In Liberia, we support the County Social Development Fund, under the auspices of the Mineral Development Agreement with the Government of Liberia. Before our mining activities start in earnest, projects have been sponsored through the fund in the Nimba, Grand Bassa, and Bong counties including three elementary schools, training for medical staff, the establishment of a

India



*In 2009, 92 medical camps were held in our project villages in Jharkhand and 86 in Orissa respectively, with over 13,000 beneficiaries. ArcelorMittal also organised an awareness camp on malaria, covering its causes, its treatment and its prevention, in collaboration with the local district's malaria unit. More than 170 families from the project villages attended the camp and underwent tests for the detection of cerebral malaria.*

Community College, road repairs, programmes to support local women's networks, training for farmers in improved agricultural techniques, and the provision of electricity to Gbarnga city. ArcelorMittal Liberia has also funded the building of two new market halls in Grand Bassa County as part of its resettlement activities.

### Assurer's commentary

At sites where a strong commitment and involvement towards open community dialogue by the senior managers is evident, ArcelorMittal is demonstrably recognising tangible benefits from its role in the heart of the communities where it operates. The benefits of the involvement of senior site managers in local stakeholder dialogue (and wider corporate responsibility strategy implementation) should not be underestimated.

### United Nations Global Compact

This section covers:

**Principle 1** – Businesses should support and respect the protection of internationally proclaimed human rights

**Principle 2** – Businesses should ensure that they are not complicit to human rights abuses

**Principle 5** – Businesses should support the effective abolition of child labour

“Two members of the ArcelorMittal Indiana Harbor Council for Stronger Communities came to meet with me and toured the Centre. Not many companies take the time to do such a thorough evaluation of a potential partner. I was very impressed by the process and the range of work being done. I expected them to be involved in neighbourhood meetings and volunteering, but they’re also playing an active part in more organised efforts that address important local environmental and educational issues.”

**Amanda Maynard**

Executive Director, Challenger Learning Centre of Northwest Indiana, USA

India is another country where we have plans for new industrial installations, which will require careful management and ongoing consultation with stakeholders. In the meantime, our team in India have focused their efforts on providing training. Fifty women from Jharkhand have been given security guard training, as part of a wider programme to improve the job prospects for young women in the region. Likewise, 78 young people have started a three-year programme of technical training, which will improve their employment opportunities.

ArcelorMittal has also provided auxiliary, nurse and midwife training to women from Jharkhand. The programme was created after the Company learnt from the villages that there was a shortage of skilled nurses and midwives. They play a vital role in the

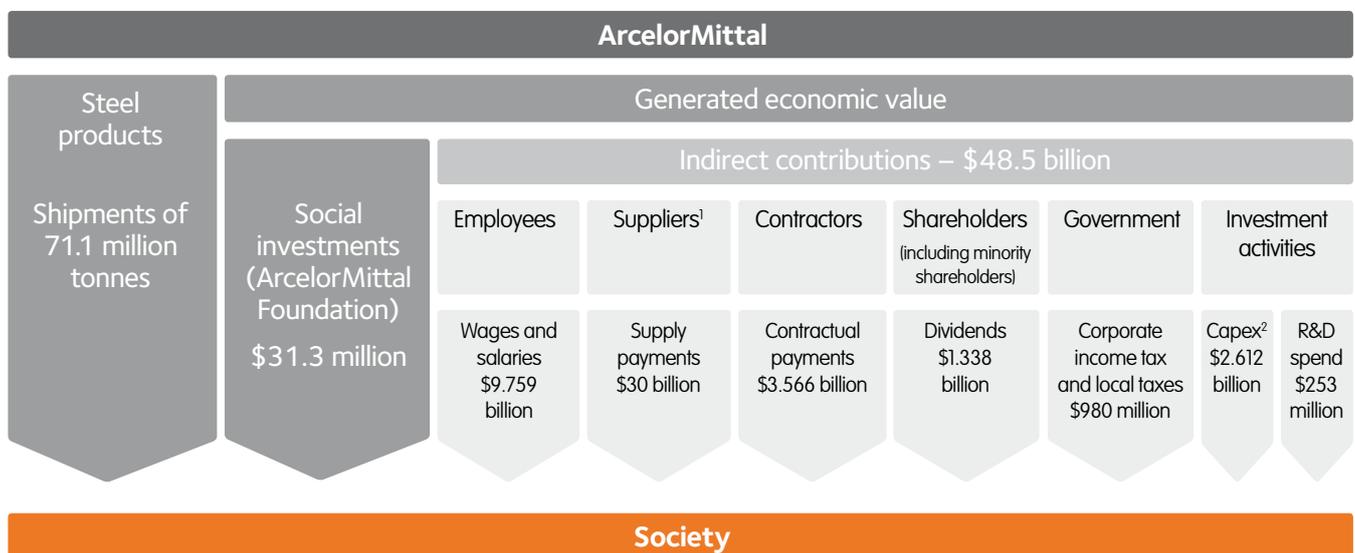
rural healthcare delivery system and also help in providing accessible, affordable and timely healthcare to local residents.

Our South African business, with the support of the ArcelorMittal Foundation, launched a major partnership with the Department of Education in 2009. This will see the building of ten new schools, all using the latest steel construction techniques. The first school in Mamelodi, named Meetse, will be inaugurated in mid-2010. The operation is also investing heavily in skills development, with a special emphasis on maths and science at high schools, and vocational training for engineers and other technicians. The latter is part of the South African Government’s Joint Initiative on Priority Skills Acquisition.

Our operations across the world generate value for a wide range of stakeholders, both

nationally and locally. These include the people we employ, the shareholders who receive our dividends, the suppliers we buy from, and the governments who collect our tax payments. We attempt to quantify this ‘total economic value’ every year (see chart below), taking into account taxes, wages and salaries, contracts, capital expenditure, and social investments. In some areas these values have been reduced because of the downturn. However, this year we have introduced a more accurate estimate of our supplier payments which accounts for the significant rise in our total indirect contributions compared with 2008. Although it is not presently captured in the economic value added it is worth remembering that in some countries, such as Liberia and the Ukraine, the full range of our economic contributions extends beyond the definition given above.

## Estimated economic value added in 2009



<sup>1</sup> Approximately \$30 billion was spent on supplier payments in 2009. This figure does not include electricity and local utility payments.

<sup>2</sup> Capital expenditure

32 Enriching our communities

## Q How do we engage with stakeholders at local level?

A Stakeholder engagement is a core part of our corporate responsibility strategy. All our major industrial plants are obligated to carry out their own programme of activities and communications. These are designed to build relationships with their local community and identify areas of local concern, all of which is in line with the ArcelorMittal Community Engagement Standard.

The ArcelorMittal Community Engagement Standard defines minimum community

engagement requirements that all major subsidiaries must meet, both nationally and locally. These requirements include: undertaking a stakeholder mapping exercise where stakeholders and issues are identified, the establishment of communication channels and local grievance mechanisms that stakeholders can use to raise concerns, as well as the documentation of engagement activities.

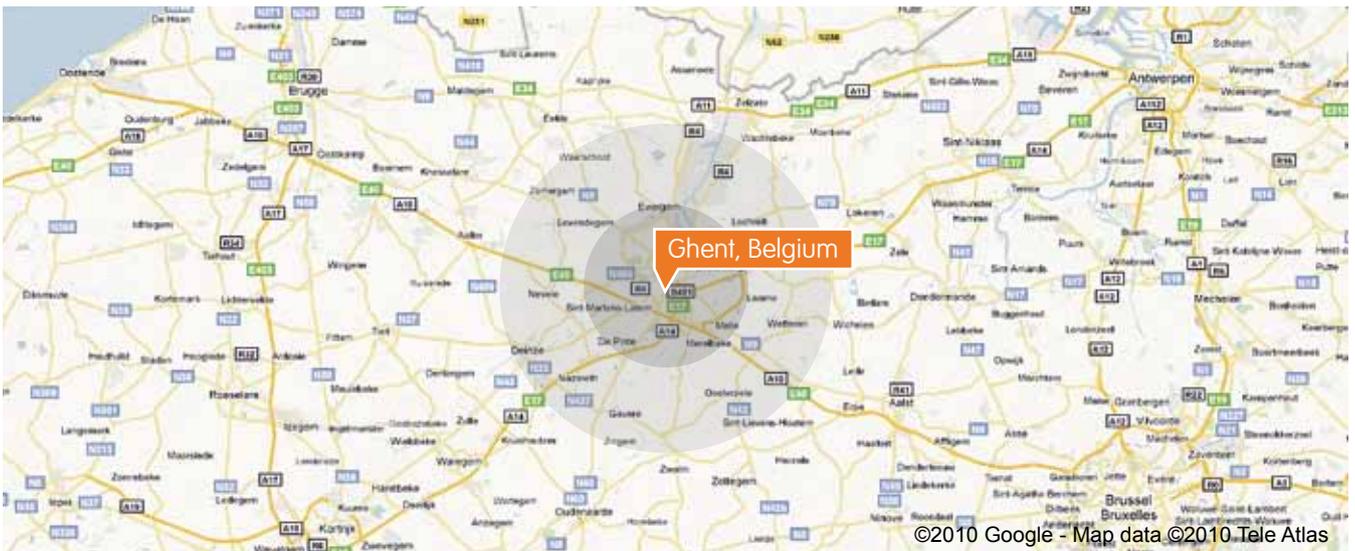
The Community Engagement Standard and the accompanying guidance manual have been translated into six different languages: English, French, Portuguese, Russian, Serbian and Spanish.

It is during the difficult economic times that one sees the real value of maintaining positive stakeholder relationships with the local communities where we operate.



ArcelorMittal Weirton, in partnership with the local Trade Union, launched a recycling centre that is accessible to the entire community, and is open 24 hours a day. The community recycling centre grew out of an idea brought up during a monthly meeting of the Council for Stronger Communities, which includes representatives of the Company, the Trade Union and the local community.

## 10 kilometre radius for local community engagement



### Ghent, Belgium

Founded in 1962, ArcelorMittal Ghent is a maritime and integrated steelworks located on the bank of the Ghent-Terneuzen Canal – about 20 km from the city of Ghent. It is also the largest private employer in the province of East Flanders.

### ● 0-5 kilometres

Directly affected stakeholders such as local residents, community groups and authorities.

### ● 5-10 kilometres

Regional or national stakeholders and other interested parties.

## 6

The number of languages that the ArcelorMittal Community Engagement handbook has been translated into

The work we had already done to build mutual trust made it much easier to have constructive conversations about the challenges we faced, and to address the concerns of our communities.

We had the opportunity to explain that the temporary idling plans we were making were in the best long-term interests of the Company, even if that meant some tough decisions had to be implemented in the short term.

Our operation in Senegal held a meeting with its stakeholders in August, which was designed to update them about our proposed mining projects, in light of the economic downturn. We were also able to talk about the progress made on our local corporate responsibility projects, and ask for their input on future plans. Also in August, a similar meeting in Kazakhstan concentrated on proposed improvements in mining Health and Safety. Representatives from the government, research institutes, and other mining operators attended.

Other Group operations across the world also focused their engagement activities on dealing with issues of local concern. In Bosnia and Herzegovina, for example, our people in Zenica have been working to reduce traffic on local roads, a matter that was raised by residents during a regular consultation exercise. Some lorries that bring in raw materials have been re-routed, which has both reduced noise and improved road safety.

## Q What is our approach to human rights?

**A** We have expressed a strong commitment to protecting human rights, wherever we are in the world. We also recognise that we face some challenges that are unique to a company in our sector.

One of the areas this relates to is our new mining or steel operations, which can lead to the need to resettle local people. This is always our last resort, and if there genuinely is no other alternative, we will apply robust international best practice procedures to ensure that the process is handled sensitively. We also insist on full and open consultation with everyone affected. We have formalised a good deal of this in a new human rights policy, which will be launched in 2010. This has drawn both on our own experience and expertise and on the insight we have gained from participating in the United Nations Global Compact group on Responsible Business and Investment in Conflict-Affected and High-Risk Areas. We have also taken part in high-profile events on business and migration, human rights impact assessment, and the Voluntary Principles on Security and Human Rights.

We participated in an inaugural Institute for Human Rights and Business round table on the issues surrounding the acquisition and use of land by governments and businesses, which took place in India in June 2009.

This aimed to identify the key challenges for private and public sector organisations, and explore how a human rights approach could help to address them.

Going forward we will provide ongoing training on human rights for managers, as well as specialist support for the local operations from the central corporate responsibility team. We support the United Nations Universal Declaration of Human Rights, and the Core Conventions of the International Labour Organisation (ILO), as well as the United Nations Global Compact.

The ArcelorMittal Foundation is our dedicated vehicle for channelling and managing our community investments. It supported more than 550 projects in 2009, which added up to over \$31 million invested into local communities, and impacted more than 8.8 million direct beneficiaries.

## Q How does the ArcelorMittal Foundation support local communities?

**A** The ArcelorMittal Foundation focuses on projects that maximise long-term economic growth and foster entrepreneurship, while meeting the needs of local people. The Foundation's priority is to support projects that can quickly become self-sustainable, since this is the most effective way of ensuring the longevity of the initiatives.

Every Foundation project also has to observe certain key criteria:

- 1 A clear focus on communities around or close to one of our units
- 2 To be related to one of our areas of activity (education, health, and social promotion)
- 3 To target a significant number of direct beneficiaries
- 4 To allow for direct, active and ongoing monitoring by the Foundation team
- 5 To demonstrate measurable results using performance indicators.

The ArcelorMittal Foundation has helped to fund imaginative and inspiring projects across the world, which address some of the most pressing and sensitive issues in local areas. Teams from all Group units operate in line with ArcelorMittal's corporate responsibility approach. By sharing best practices, they maximise results and increase

project efficiency. At present the ArcelorMittal Foundation operates in 27 countries, where its actions are based on understanding local social, economic, cultural and environmental issues. The active participation of local stakeholders, including ArcelorMittal employees, public sector representatives, non-governmental organisations and community leadership, strengthens the Foundation's role as a convener and boosts the impact of our actions.

An example of a productive partnership is between the ArcelorMittal Foundation and a local centre for children with special needs in Galati, Romania, which is helping 88 deaf children get the chance of a proper education. A hospital-based project in Cleveland, USA, is focusing on teaching important Health and Safety skills to children at three local schools, from the need to wear bicycle helmets, to basic first aid and healthy eating. In Canada, ArcelorMittal Mines has announced a new three-year strategy supported by the Foundation, which will include nearly CDN\$1.8 million worth of new investment for environmental and community projects. The money will be allocated by a local advisory committee comprising important stakeholders from local government and community groups, and chaired by senior ArcelorMittal executives.

In other parts of the world, the ArcelorMittal Foundation has given vital emergency support in the wake of natural disasters. It donated over \$1.5 million to help rebuild the Xinhua Primary School in the Sichuan province of China after the 2008 earthquake. The new energy-saving steel-framed building was opened for its 2,000 students in 2009. Support was also given to 5,000 flood victims in Senegal, including food, milk for children, and mattresses. In June 2009, when floods caused hundreds of people to evacuate their homes in the Czech

### Americas



*The Kids Excel project at the La Fe Preparatory School in El Paso, Mexico, brings an exciting dance programme to schools in disadvantaged areas, encouraging the children to develop greater self-discipline, self-confidence, and work ethic needed to reach their dreams.*

Republic, ArcelorMittal Ostrava, with the help of the ArcelorMittal Foundation, set up a Flood Coordination team. They provided the regional crisis management group with technical support to aid rescue efforts in the affected areas. ArcelorMittal Ostrava employees also donated items that were needed by the local communities. Furthermore, the ArcelorMittal Foundation has a partnership with the Red Cross in Mexico, which has funded emergency equipment and first aid kits, and stocks of supplies that would be needed in national disasters, such as personal and baby hygiene kits, water, and canned food. The ArcelorMittal Foundation is also working on a 'Creating Safer Communities' Health and Safety initiative with the Red Cross in the USA, and supporting a road safety initiative for ArcelorMittal Piombino in Italy.

At our mines in Prijedor, Bosnia and Herzegovina, ArcelorMittal participated in a meeting organised by the President of the Community Forum for Safety, which aimed to improve the road safety awareness of

# 8,500

Our International Volunteer Work Day held on December 4, 2009, engaged over 8,500 employees at more than 75 sites

local children. Local police departments also provided their expertise as well as staff from 11 local elementary schools. After the meeting, children were given a package containing various safety items, such as reflective vests.

A highlight for 2009 was the innovative climate change education project that the ArcelorMittal Foundation funded in India. This is a three-year collaboration with the Indian Ministry of Environment and Forests, and the Centre for Environment Education. Over 150 teacher training sessions have already been held, and more than 200,000 schools have received campaign kits on environmental issues and climate change, which are available in 15 different local languages. The campaign was launched by the President of India, Mrs Pratibha Devisingh Patil, on the World Environment Day 2009, and included a poll where the children could vote for their own 'environmental ambassador' for India. After an 18-month campaign that attracted more than 11 million votes from as far afield as Argentina, Canada, Nigeria, and Russia, the students selected the former Indian President and celebrated scientist Dr. APJ Abdul Kalam. He will now be the voice of the children in the climate change debate in India, which is becoming so important for the country's future development.

## Q How do we encourage our employees to get involved with their local communities?

A We want as many employees as possible to get involved in their local communities, whether by fundraising for good causes, or by volunteering for local groups.

Volunteer Work is a significant factor in the ArcelorMittal Foundation's strategy. It strengthens the Group's and our employees' commitment and relationship with the communities we work in. Based on successful experiences by the Units, the programme encompasses and encourages local actions which respect regional culture and is in alignment with the Group's global approach.

The biggest event of the year in this respect is the International Volunteer Work Day. The second annual event was held on December 4, 2009, engaging over 8,500 employees at more than 75 sites within the Group. The projects supported included working with children with learning difficulties in Algeria, clearing a local park in Bosnia and Herzegovina, fundraising for charities in Canada and France, cleaning up a school playground in Costa Rica, mentoring for schoolchildren in the USA, repainting rooms for a special-needs school in the Czech Republic and a social centre in Spain, tree-planting in India, street-cleaning in Macedonia, river clearance in Romania, and Christmas activities for children in Poland and senior citizens in the UK.

### South Africa



540 ArcelorMittal employees in South Africa extended Volunteer Work Day to a whole week, helping the non-governmental organisation Habitat for Humanity to build eight new homes for needy families in Orange Farm, Johannesburg.

Other staff volunteer activities during the year included two sponsored running events in France that raised over €200,000 for the national bone marrow register. In Brazil, a number of volunteers from ArcelorMittal Cariacica have been giving up their time to support the Digna Idade, or 'Dignified Age', project since 2005. This project involved working with a group of elderly women, teaching them new craft skills, which helps to keep their minds active and gets them involved with the local community. As Tania Pires Duarte, the Cariacica city psychologist says:

"Many of the women in this group suffered from depression or serious physical disabilities. Digna Idade has helped rebuild their self-esteem because it gives them a space to meet other people and to socialise, which has genuinely improved their quality of life."

The markets where we operate have very different ways of doing business, which makes it crucial that we have rigorous ethical, business and compliance standards. But having the right framework is only half of the answer and ongoing training of our employees is key - everyone must understand what is expected of them.

**Carole Wintersdorff**

Senior Legal Counsel of ArcelorMittal

## Transparent governance

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We believe that a successful business is a principled business. Now more than ever, the public expects multinational companies such as ours to behave responsibly, communicate openly, and engage proactively with stakeholders.

For ArcelorMittal, transparent governance is not just about the way we manage the Company internally, but also what we are doing to encourage higher standards of corporate responsibility across the world.



Q

## How does ArcelorMittal's governance structure ensure accountability?

A

ArcelorMittal is listed on nine stock exchanges across Europe and North America, and is therefore subject to regulatory regimes. Still, we aim to go beyond the letter of the law, and set standards that reflect our own ambitions for leadership in our sector.

We believe our procedures are robust, and our checks and balances reliable, but we are not complacent. We are always looking for ways to strengthen our governance framework, and the establishment of a new Board Risk Management Committee last year is a good example of this. The Committee was formed in June 2009 and meets at least four times per year. Its main responsibilities are to support the Board of Directors on issues such as risk identification, including those related to corporate responsibility, reviewing the effectiveness of the Group-wide risk management framework, developing policies and processes, and reviewing the Group's internal and external audit plans.

**Decisive leadership at the top, where decisions can be quickly assessed and swiftly implemented, is a major strength of ArcelorMittal.**

The strategic direction of the business is the responsibility of the Group Management Board (GMB) under the supervision of the Board of Directors. The GMB members are appointed by the Board of Directors and the GMB is headed by Lakshmi N. Mittal as Chief Executive Officer.

The ArcelorMittal GMB is responsible for the operational management of the Group, while the Board of Directors oversees major investments and the overall strategy.

Eight of the eleven Directors that form the Board of Directors, are independent. The Board's Lead Independent Director liaises between the Chairman and CEO and the independent directors, and calls meetings of the independent directors when necessary. In 2009, five meetings of the independent directors outside the presence of management and non-independent directors were held.

In addition to the Risk Management Committee, there are two other Board committees: the Audit Committee, and the Appointments, Remuneration and Corporate Governance Committee, both of which are comprised exclusively of independent directors.

In 2009, the Board of Directors carried out the first annual review of its own working practices, with the aim of identifying any areas needing improvement. A number of recommendations were put forward for discussion. The Board of Directors also has an ongoing education programme for its members, covering issues such as strategy, marketing, human resources, industrial development, and corporate governance.

### United Nations Global Compact

This section covers:

**Principle 10** – Businesses should work against corruption in all its forms, including extortion and bribery

92%

of employees had completed Code of Business Conduct training by the end of 2009

## Q What ethical standards do we expect from our operations?

**A** We have made a firm commitment to fair and ethical business practices. As a member of the United Nations Global Compact, we are committed to ten key principles designed to tackle unacceptable practices from child labour to anti-corruption, especially in developing countries. There is more information on these principles on page 45 and at [www.unglobalcompact.org](http://www.unglobalcompact.org)

We have also reinforced the anti-corruption principles of ArcelorMittal's Code of Business Conduct by adopting detailed guidelines. These set out the standards we expect our employees and agents to follow, and cover areas of particular sensitivity such as gifts and entertainment, offshore payments, and due diligence of business partners. The training programme began in 2009, and will be extended further in 2010.

These guidelines sit alongside our anti-trust compliance guidelines and insider-dealing regulations, and complement our Code of Business Conduct, which is available on our website. This Code covers the way we deal with suppliers, business partners and individuals, and addresses specific issues such as anti-trust, anti-corruption, insider dealing, conflicts of interest, and non-discrimination. The Code of Business Conduct applies to all employees. Senior managers who are responsible for running individual businesses have to renew their certification every quarter. Training is offered in person and online, with electronic

modules available in English, French, Portuguese, Russian and Spanish. By the end of 2009, 92% of our employees had completed Code of Business Conduct training.

## Q How do we ensure that we are open and transparent in our communications?

**A** Clear, open and honest communication is a principle that guides our business. This applies as much to our public and financial reporting as it does to the way we engage with stakeholders both inside and outside the Company.

There is another important aspect to this, which is specific to our role as a mining company. In early 2009, we joined the Extractive Industries Transparency Initiative, or EITI, which offers guidance about how companies should disclose the taxes, royalties, and other payments they make to governments. The work we have done under the EITI was showcased in the 2009 Annual Report by the United Nations Principles for Responsible Investment. This focused in particular on how we responded to requests from a number of leading fund managers for more transparency about our operations in Liberia and our involvement in the Liberian EITI stakeholder panel.

Liberia was, in fact, the first African country to be officially recognised as fully EITI-compliant in October 2009. We were the

first major overseas company to invest there after the civil war. As a member of the EITI, ArcelorMittal has continually supported Liberia in its steps towards complying with this global standard for transparent management of revenues from its extractive industries. This is a good example of a successful collaboration between government, business, and civil society. There is more on this at [www.eitransparency.org](http://www.eitransparency.org)

Looking more widely, mainstream fund managers and investors have started to pay more attention to social, environmental, and ethical factors in the last few years. As a result, corporate responsibility has now become an integral part of our Investor Relations programme.

We regularly present our corporate responsibility strategy and performance to fund managers and analysts, and the feedback is incorporated into our management and reporting practices. We are also a constituent of the FTSE4Good index – the index series designed to measure the performance of companies meeting globally recognised corporate responsibility standards. To qualify for this index you have to meet strict performance standards on issues such as, transparency, climate change and human rights.

## 21

ArcelorMittal operations have established local whistleblowing notification systems

## Q What role do we play in encouraging higher standards of corporate responsibility in the countries where we operate?

A ArcelorMittal faces some corporate responsibility challenges that are unique to our sector. An increasing proportion of our industrial operations are located in developing markets, and in many cases we are a significant employer or economic contributor to these host countries. This means we have an opportunity to exert a real and positive influence within those economies, through the way we are managing our supply chain, compensating local employees and by engaging other local companies about the value of strengthened ethical business practices. There have been good examples of this in 2009. In Liberia, in partnership with the German development agency for technical cooperation, GTZ, we instigated the first national Corporate Responsibility Forum. The Forum, which was launched officially in early 2010, aims to encourage greater coordination of social investments in line with the Liberian government's poverty reduction strategy. It also encourages the sharing of corporate responsibility best practice between multinational companies,

government and small and medium-sized enterprises, as well as supporting the adoption of conflict sensitive business practices. Liberian President Ellen Johnson-Sirleaf stated at the launch:

"Government cannot, by itself, achieve the vision for Liberia that is enshrined in our Poverty Reduction Strategy. . . We need the participation of the private sector – one that will bring in sustainable investment and promote good corporate citizenship."

Another way we encourage responsible business practices at local levels is through membership of local chapters of the United Nations Global Compact and the World Business Council for Sustainable Development. Both organisations work towards a more sustainable and responsible approach to business, especially in the areas of human rights, labour relations, anti-corruption and the environment. For instance, in Argentina, ArcelorMittal Acindar has been a member the United Nations Global Compact since 2004, and in 2009 was elected to its Argentinian board for a two-year period.

Moreover, our whistleblowing procedures continue to improve. The global system, which conforms to the Sarbanes-Oxley Act of 2002, is available at [www.arcelormittal.com](http://www.arcelormittal.com). Additional local level processes allow employees to report any suspected accounting irregularities, auditing and financial issues, as well as any other fraud issues. By the end of 2009, 21 operations had implemented a localised whistleblowing system. Employees are made aware of the systems via the intranet, email, newsletters and notice boards.

### Czech Republic



*In April 2009, ArcelorMittal Ostrava brought together more than 17 corporate responsibility managers and company representatives from other companies to share good ideas and discuss their respective community projects. They explored ways of dealing with the current economic crisis, which is reducing the corporate support available for community investments.*

# \$30bn

was the approximate value of ArcelorMittal's supply chain in 2009, which extended from primary raw materials such as iron ore and coking coals, to products and services

## Q How are we influencing social and environmental performance in our supply chain?

**A** In 2009, ArcelorMittal had approximately a \$30 billion supply chain which extended from primary raw materials such as iron ore and coking coals, to products and services. Over 60,000 firms sell to us across the world, and while this makes our supply chain complex, it gives us a real opportunity to set new standards for social and environmental performance, and help our suppliers work towards more sustainable business practices.

In 2009, we set up a working group to develop a new sustainable supply chain approach. We want to do this, because our ambition is to help improve labour conditions and environmental management practices through the supply chains that we influence; but we also need to do it because our customers expect it. Increasingly, companies are insisting that we comply with their own ethical codes, and open up our facilities to third-party scrutiny. Some purchasers look for regular engagement, like the Automotive Industry Action Group in North America, while others have specific queries about particular products or countries of origin. Key areas of interest are how and where we

source our materials, and our position on issues like working conditions, human rights, and environmental protection.

This approach is led by our Procurement team. Their goal is to develop an integrated plan that will allow us to secure our own supplies, increase the number of preferred suppliers, lower our costs, and gain competitive advantage. In 2009, we conducted a thorough analysis of our entire supply chain, taking into account resource stewardship, the environment, and labour practices.

**We have now identified the most significant risks and opportunities in our supply chain. In 2010 we will be developing an action plan to address these areas.**

Many of our large suppliers are familiar with what is expected of them in this area, and have already been certified or assessed in accordance with international labour standards or environmental management systems. Smaller firms are likely to require more active support – they may need help with self-assessment and measurement, environmental management, labour standards, as well as help in understanding how these areas can add value to their own business. We aim to use a collaborative approach whereby both parties will gain from working together to raise overall standards.

### Did you know?

**ArcelorMittal is a member of the newly-established United Nations Global Compact Supply Chain Steering Group.**

42 Key performance indicators

We have defined key performance indicators to monitor the four areas of our corporate responsibility strategy. We have begun reporting our progress against these criteria and establishing targets.

Key areas	Key Performance Indicator (KPI)	Definition
Investing in our people	Lost Time Injury Frequency Rate (per million hours worked)	Lost Time Injury Frequency Rate (LTIFR) is the number of injuries which has resulted in an employee or contractor being away from work at least one day after the day it occurred, per million hours worked.
	Percentage of operations* certified to the Health and Safety Management System, OHSAS 18001	OHSAS 18001 is the international management standard for Health and Safety.
	Number of hours of full-time employee training at the ArcelorMittal University	Number of hours of full-time employee training at the ArcelorMittal University. This excludes Health and Safety training and local formal and on-the-job training.
	Number of social dialogue interactions at corporate level	Formal worker representation at European level, this includes core employee relation activities such as Plenary Assemblies, Select Committees, European Works Council Secretariat meetings as well as Health and Safety working groups and Union training.
Making steel more sustainable	Total Group carbon dioxide (CO <sub>2</sub> ) emissions per tonne of steel produced (tonnes)	Total Group CO <sub>2</sub> emissions per tonne of steel produced. This excludes data from mining activities.
	Percentage of industrial operations certified to the Environmental Management System, ISO 14001	ISO 14001 is an international environmental management system.
	Total spend on environmental capital expenditure (\$)	Any investment in environmental improvements, such as water treatment facilities, de-dusting equipment and technology upgrades. This excludes environmental operating expenditures that are incurred as a result of continuous improvement.
Enriching our communities	Economic value added (\$)	ArcelorMittal's economic value added figure is based on the Company's indirect economic contributions and includes wages and salaries, contractual and supplier payments, capital expenditure, research and development spend, corporate income tax, local taxes and shareholder dividends. This does not include electricity and local utility payments and ArcelorMittal Foundation investments.
	Number of community engagement plans	The ArcelorMittal Community Engagement Standard defines minimum community engagement requirements that all significant operating subsidiaries must meet. These requirements include: undertaking a stakeholder mapping exercise, where stakeholders and issues are identified, the establishment of communication channels that stakeholders can use to raise concerns, and the documentation of engagement activities.
	Number of community grievance mechanisms in place	A mechanism to receive and act upon local community grievances.
	Number of direct beneficiaries from ArcelorMittal Foundation projects	Direct beneficiaries include individuals, organisations and neighbourhoods.
Transparent governance	Percentage of employees receiving Code of Business Conduct training	The ArcelorMittal Code of Business Conduct covers all our dealings with companies, suppliers and individuals, and addresses specific compliance issues such as anti-trust, anti-corruption, insider dealing, conflicts of interest, non-discrimination, Health and Safety and environmental performance. The training applies to all employees.
	Number of significant operating subsidiaries with whistleblowing notification systems in place	Significant operating subsidiaries are required to supplement the Group's centralised whistleblowing procedures with additional local-level processes that enable employees to report suspected accounting irregularities, auditing and financial issues, as well as any other fraud matters.
	Number of significant operating subsidiaries undertaking Annual Board self-assessments	Significant operating subsidiaries are required to undertake annual Board self-assessments which cover issues such as strategy, values and performance. These assessments help Board members to identify areas for improvement.

\*This figure excludes ArcelorMittal's Distribution Solutions, which is primarily an in-house trading and distribution arm of ArcelorMittal.

\*\*The figure printed in the 2008 corporate responsibility report has since been updated.

## Key

● Good progress    ◐ Progress    ○ No significant progress

Progress			Management commentary	Page
2008	2009			
2.5 per million hours	1.9 per million hours	●	Improvement in Health and Safety performance, based on employee and contractors lost time injury frequency rate, seen in 2009. The Group target for 2010 is to reduce LTIFR by 20% based on 2009 performance.	15
37%	45%	●	Ongoing investment in Health and Safety management systems in 2009, with many sites in the process of certification. The target is to achieve 100% certification of industrial sites by mid-2011.	15
320,000 hours	310,000 hours	○	The economic crisis forced a reduction in total training spend in 2009; however, the level of training remained comparable to 2008. In 2010, the ArcelorMittal University will re-launch many of its classroom training programmes.	18
28 formal consultations	29 formal consultations	◐	We are committed to maintaining open and regular dialogue, whatever the economic climate.	14
2.184** tonnes of CO <sub>2</sub> per tonne of steel produced	2.245 tonnes of CO <sub>2</sub> per tonne of steel produced	○	Total CO <sub>2</sub> emissions reduced in 2009, compared to 2008, but emissions per tonne of steel increased by 2.8%. Our target is to reduce emissions by 170kg per tonne of steel by 2020 – equivalent to an 8% reduction in emissions per tonne of steel, compared to 2007 levels.	22
91%	93%	●	In 2009, 93% of steel production plants were certified to the ISO 14001 standard with a target of achieving 100% certification by the end of 2010. A plan is being developed for the certification of our mining sites.	25
\$235 million	\$224 million	○	The financial crisis impacted our ability to invest in environmental improvements as originally planned. However, announcements towards the end of 2009 were made and approximately \$224 million was spent on environmental investments and energy saving projects in 2009.	22
\$30.8 billion	\$48.5 billion	◐	In 2009, this figure included \$9.759 billion in employee wages and salaries, \$30 billion in supplier payments, \$354 million in corporate income tax, \$626 million in local taxes, \$2.612 billion in capital expenditure and \$253 million in Research and Development. This figure is a significant increase on the previous year as we have included supplier payments for the first time.	30
Not applicable	2	◐	All industrial operations have started the process of complying with the Community Engagement Standard by having identified local stakeholders and issues, and developed an engagement action plan. In early 2010, we have begun a capacity improvement programme for selected sites. Kazakhstan and Liberia produced formal community engagement plans in 2009, and our target for 2010 is to have eight other sites establishing community engagement plans.	32
Not applicable	Not available	○	During 2009, industrial sites were reviewed to identify best practice within the Group. In 2010, guidance will be issued to support the further implementation of local grievance mechanisms.	32
Not applicable	8.8 million	◐	In 2009, the ArcelorMittal Foundation supported more than 550 projects in 27 countries, which impacted more than 8.8 million direct beneficiaries.	34
90%	92%	●	Approximately 92% of employees had some form of training on the Code of Business Conduct in 2009 compared with approximately 90% the previous year. We will continue quarterly monitoring of Code of Business Conduct training, which is supplemented by training in Insider Dealing Regulations as well as anti-trust and anti-corruption guidelines.	39
12	21	●	By the end of 2009, 21 localised whistleblowing systems have been put in place, an increase from 12 in 2008. The target for 2010 is to have 23 systems in place.	40
Not applicable	1	◐	The first Board self-assessment was completed in 2009 and the results have been presented to the Appointment, Remuneration and Corporate Governance Committee. Our aim is to complete self-assessments every year and to implement similar self-assessments in the boards of significant operating subsidiaries.	38

## Bureau Veritas' Independent Assurance Statement

### To: The Stakeholders of ArcelorMittal

Bureau Veritas UK has been engaged to provide external assurance to the stakeholders of ArcelorMittal over its Corporate Responsibility Report 2009 'Our progress towards Safe Sustainable Steel' (the report).

The preparation of the report is the sole responsibility of ArcelorMittal. The objectives, scope, methodology and limitations of our work are detailed below.

### Objectives and Scope of Assurance

The assurance process was conducted in accordance with the AA1000 2008 Assurance Standard (AA1000 AS) and provides Type 2 assurance. The assurance process was designed to provide a high level of assurance concerning the nature and extent of ArcelorMittal's adherence to the AA1000 accountability principles and a moderate level of assurance of the reliability of specified performance information within the report. Specific objectives of the assurance were to:

1. Review the continued integration and implementation of ArcelorMittal's corporate responsibility approach across its global operations;
2. Review underlying systems for governance of corporate responsibility, identification of stakeholders and management of issues; and
3. Verify performance data, factual information and activities undertaken by ArcelorMittal over the reporting period of January to December 2009 as presented within the report.

### Methodology

To conduct the assurance we undertook the following activities:

- Interviews with 17 senior managers (up to and including the responsible GMB member) and other key individuals at ArcelorMittal's Luxembourg and London offices to review the ongoing development and implementation of the overall corporate responsibility strategy;
- A review of ArcelorMittal's process for identification and management of key issues and risks to the company and its stakeholders, and justification for subsequent inclusion within the report;
- A review of the appropriateness of ArcelorMittal's corporate responsibility governance arrangements through interviews with members of the Corporate Responsibility Coordination Group and reviewing relevant documentation;
- Verification of performance data and factual information contained within the report through a process of document review, data sampling and interrogation of supporting databases and associated reporting systems; and
- Visits by Bureau Veritas to four major operational facilities within different global locations (USA, Bosnia, Spain and Poland) to evaluate integration and implementation of corporate responsibility at site level as well as assessing the reliability of data collection systems and reporting at a site level.

### Adherence to the AA1000 principles

**Inclusivity** – ArcelorMittal has robust processes in place for engaging with key stakeholders including undertaking centralised stakeholder engagement with key audiences such as Socially Responsible Investors, non-governmental organisations and the European Works Council. Further demonstrating adherence to this principle is the strong edict from ArcelorMittal's Head Office that all operations are to regularly engage with local stakeholders at a site level. The site visits undertaken as part of this scope of assurance indicate that the maturity and form that the local stakeholder engagement takes varies considerably from site to site. Some of the sites visited demonstrated a comprehensive programme of local stakeholder engagement in line with the corporate guidance on stakeholder engagement whilst others had yet to move engagement from a philanthropic to strategic approach.

**Materiality** – The internal materiality determination process results in a comprehensive and balanced understanding and prioritisation of ArcelorMittal's key material sustainability issues. Particularly encouraging is ArcelorMittal's approach to review its materiality determination on an annual basis to reflect current market conditions resulting in the additional recognition and focus of its activities and reporting concerning employee relations in the economic downturn.

**Responsiveness** – The report provides a comprehensive response to the many issues and stakeholder concerns relating to its activities. Through the assurance process it is evident that ArcelorMittal is responding to concerns raised by specific stakeholder groups and seeking proactive discussions to ascertain their views and progress towards addressing any grievances. At most of the sites visited it was apparent that stakeholder views were being listened to and that site level management are willing to work with local communities to achieve suitable solutions.

**Specified Performance Data** – Performance data within the report is gathered through a variety of data systems and processes. Some data, such as Health and Safety data are captured via a globally applied system on a continual basis whereas others, such as environment and community engagement are captured on an annual basis for the purposes of reporting. We consider the data as presented in the report to be reliable but also recommend that ArcelorMittal reviews the data gathering inputs against the key performance indicators stated in the report to ensure that performance against these metrics can be consistently and regularly reviewed.

### Recommendations

Bureau Veritas also presents this additional priority recommendation for consideration by ArcelorMittal below. These and further detailed recommendations have been provided to the management of ArcelorMittal in a separate internal Management Report:

- The site visits demonstrated the benefits of having strong leadership regarding corporate responsibility issues. ArcelorMittal should continue to focus on ensuring that its operations understand the importance of the stated corporate responsibility strategy and how this translates at a local level. As well as building the capacity of understanding amongst its network of practitioners, the Company should also embark on a programme of knowledge building with senior operational managers.

### Limitations and Exclusions

The opinion above has been formed on the basis of, and is subject to, the inherent limitations outlined below in this independent assurance statement.

Excluded from the scope of our work is information relating to:

- Activities outside the defined reporting period;
- Company position statements (including any expression of opinion, belief, aspiration, expectation, aim or future intention provided by ArcelorMittal); and
- Financial data which is taken from ArcelorMittal's Annual Report and Accounts, audited by an external financial auditor.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

### Statement by Bureau Veritas of Independence, Impartiality and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety and social accountability with over 180 years history in providing independent assurance services, and an annual turnover in 2009 of €2.7 billion.

Our assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes in accordance with best practice. The assurance team does not have any involvement in any other Bureau Veritas projects with ArcelorMittal and there is no conflict between the other services provided by Bureau Veritas and that of our assurance team.

Bureau Veritas has implemented a Code of Ethics across its business which ensures that all our staff maintains high ethical standards in their day-to-day business activities.

Bureau Veritas UK Ltd  
London, May 2010



## GRI Index

To develop and inform our own existing internal reporting systems and disclosure we are using and referencing the Global Reporting Initiative (GRI) sustainability reporting guidelines including the mining and metals sector supplement, which can be found at [www.globalreporting.org](http://www.globalreporting.org)

To assist certain readers in the navigation of this report and other ArcelorMittal publications, we have included a full table of the GRI G3 guideline parameters on which we currently report as well as the United Nations Global Compact Principles, which can be found at [www.arcelormittal.com](http://www.arcelormittal.com)

## United Nations Global Compact Principles

Human Rights	Principle 1:	Businesses should support and respect the protection of internationally proclaimed human rights
	Principle 2:	Businesses should ensure that they are not complicit in human rights abuses
Labour Rights	Principle 3:	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
	Principle 4:	Businesses should support the elimination of all forms of forced and compulsory labour
	Principle 5:	Businesses should support the effective abolition of child labour
	Principle 6:	Businesses should work to eliminate discrimination in respect of employment and occupation
Environment	Principle 7:	Businesses should support a precautionary approach to environmental challenges
	Principle 8:	Businesses should undertake initiatives to promote greater environmental responsibility
	Principle 9:	Businesses should encourage the development and diffusion of environmentally friendly technologies
Anti-corruption	Principle 10:	Businesses should work against corruption in all its forms, including extortion and bribery

*This Corporate Responsibility Report contains forward-looking statements that represent the expectations, beliefs, plans and objectives of ArcelorMittal's management regarding ArcelorMittal's financial and operational performance in 2009 and beyond, and assumptions or judgements based on such performance. Future performance expectations are forward-looking and accordingly involve estimates, assumptions, judgements and uncertainties. A number of factors may cause actual results or outcomes to differ materially from the expectations of our management. These risk factors are outlined in ArcelorMittal's Annual Report on Form 20-F filed each fiscal year with the US Securities and Exchange Commission and available at [www.arcelormittal.com](http://www.arcelormittal.com) in 'Investors and Shareholders – Activity Reports and Documents – SEC Filings'.*

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Corporate Responsibility Report,  
please contact:

**ArcelorMittal**

Luxembourg:  
19 Avenue de la Liberté  
L-2930 Luxembourg  
Grand-Duchy of Luxembourg

London:  
7th Floor, Berkeley Square House  
Berkeley Square  
London W1J 6DA  
United Kingdom  
T: +44 20 7629 7988  
E: [crteam@arcelormittal.com](mailto:crteam@arcelormittal.com)

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