



ArcelorMittal  
DOFASCO | HAMILTON

Our product is steel. Our strength is people.

Stories in sustainability



# ArcelorMittal Dofasco

## Our product is steel. Our strength is people.

### Stories in sustainability

In the following pages read six sustainability stories as told by the amazing people behind them. We are proud to play a role in each story—and to share a glimpse into our world. This is us.

To find out more about our ongoing sustainability initiatives, ask questions, get involved and learn about how we're transforming tomorrow, go to: [theworldiswhatyoumakeit.ca](http://theworldiswhatyoumakeit.ca)

### About ArcelorMittal Dofasco

ArcelorMittal Dofasco has been in business for more than 106 years. Our achievements are in part due to our ongoing ability to stay ahead of the curve, react swiftly and persevere through periods of immense change to emerge stronger.

We are part of the world's largest steel and mining company. ArcelorMittal is present in more than 60 countries, has an industrial footprint in 19 countries and 200,000 employees.

Our nearly 5,000 employees make more than 100 grades of steel for 200 customers here in Hamilton and it is used in the automotive, distribution, construction and manufacturing, tubular and consumer and industrial packaging sectors. Ingenuity and creativity have been the driving force of our organization throughout our history. They have pushed our team to design and develop steels that are transforming the design, performance and sustainability of autos. They are creating stronger, safer and more sustainable buildings, innovative new packaging as well as supporting emerging technologies in the tubular energy market.

ArcelorMittal Dofasco also has an incredible legacy of support for community across a diverse portfolio of organizations and projects. Today, our community work takes on a much broader scope and it is rooted in our 10 Sustainable Development Outcomes. These are outcomes that help us achieve our goal of sustainability leadership — by defining the kind of company we want to be. This Sustainable Development Framework also helps us secure the commercial success of our business in the medium term, while contributing to solving the world's sustainable development challenges in the long term. This is good for society, good for our stakeholders and good for us.

Strong companies like ours have people that work together to meet challenges head on. We recognize that our strength is people. We stop, challenge and choose before we take action. We play to win. We are continuously looking for ways to improve and innovate and while we celebrate the past, our sights are firmly set on transforming tomorrow through our products and our people.

PO Box 2460, 1330 Burlington Street East  
Hamilton, Ontario  
L8N 3J5 Canada

 @ArcelorMittal\_D  
 facebook.com/arcelormittaldofasco  
 @arcelormittal\_dofasco

T 1-800-816-6333  
E [theworldiswhatyoumakeit@arcelormittal.com](mailto:theworldiswhatyoumakeit@arcelormittal.com)







*Our famous tagline  
Our product is steel.  
Our strength is people.  
is really at the core of  
everything we do.*

*SP Donnelly*

Sean Donnelly  
President and CEO, ArcelorMittal Dofasco

## Steel is the most wonderful material in the world

The long-term vision of ArcelorMittal Dofasco is really about transforming tomorrow. We look at sustainability at a global level, then we look at how steel is competing against other materials, be it aluminum in automotive or perhaps wood in construction, and we see how steel is the most sustainable material in the world. We can go toe-to-toe with any other material in the applications in which we compete.

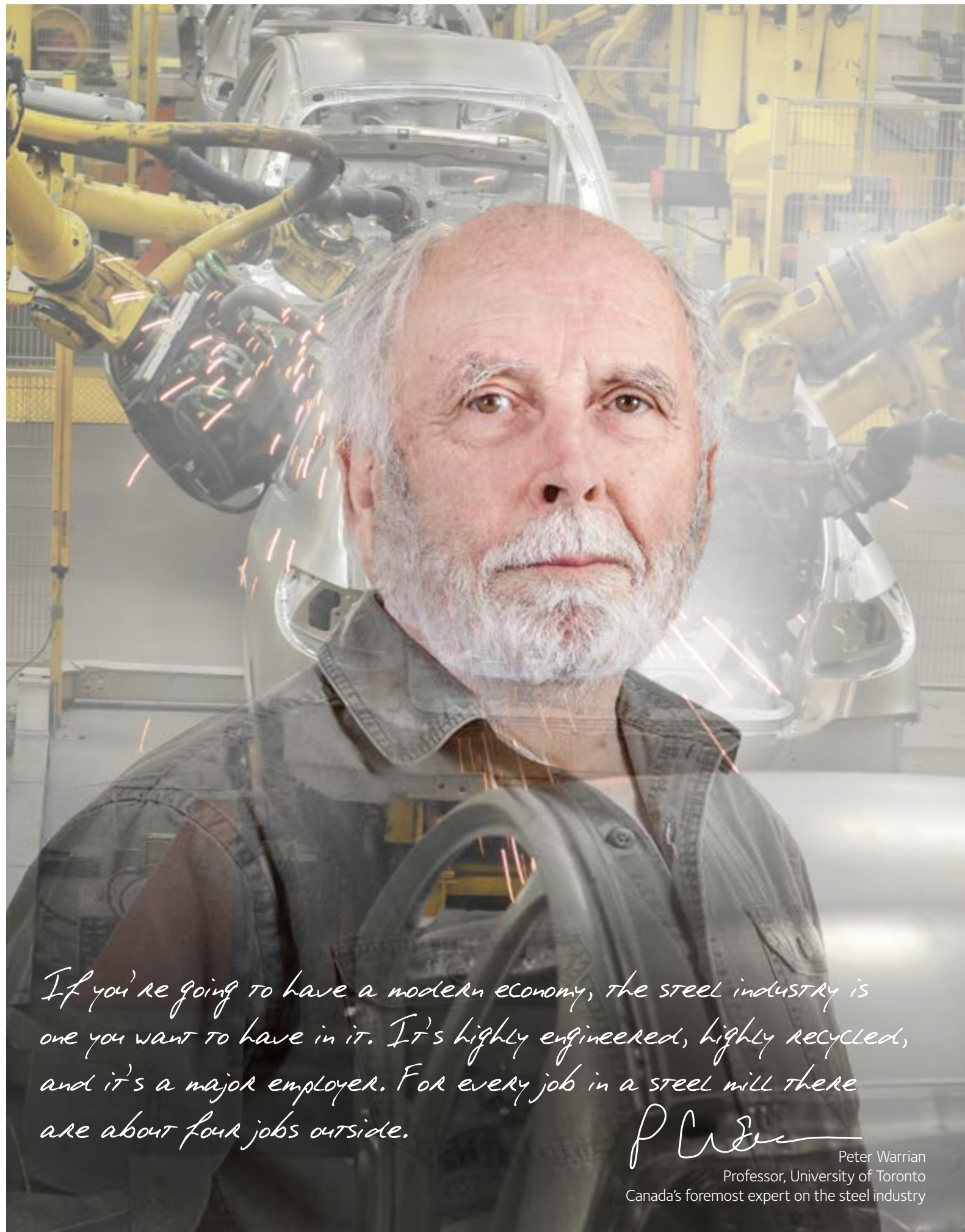
What excites me on a daily basis is the opportunity to improve. We're really driving at continuous improvement, driving to zeros in a lot of things that we do. That ranges from zero injuries in our workforce, zero emissions, be it air or water, zero quality defects in the products that we make and supply to our customers.

On the people side, it's about building the knowledge, acquiring and hiring the right people with the right skill sets. It's about training the next generation and giving them the experience and wisdom to drive this organization forward while understanding the culture by which we do that – through care and concern for each of the employees.

When I look at the calibre of people that mentored me, that provided the experience, wisdom and guidance that has brought us to where we are today as a company, I see a tremendous continuum of excellent people that are part of Dofasco's current and past employment.

We've been here for 106 years and we're a real institutionalized part of the fabric of this community. That's a tremendous legacy. Our plan to stay in existence for the next 100 years is about the sustainability of the business...a sustainability that is predicated on the people that we have at ArcelorMittal Dofasco.





*If you're going to have a modern economy, the steel industry is one you want to have in it. It's highly engineered, highly recycled, and it's a major employer. For every job in a steel mill there are about four jobs outside.*

Peter Warrian  
Professor, University of Toronto  
Canada's foremost expert on the steel industry

## The tapestry of steel

### Supply chains that our customers trust

Manufacturing matters. Steel is the material backbone for manufacturing. Different kinds of steel. Steels you never dreamed of. Steels that are as light as aluminum and as strong as diamonds.

Because of efficiency, productivity and technology gains, not as many people work in the steel industry as they used to. But we continue to consume more steel than ever before and our use of steel continues to rise by about 1 per cent a year.

If you're going to have a modern economy, the steel industry is one you want to have in it. It's highly engineered, highly recycled, and it's a major employer. For every job in a steel mill there are about four jobs outside. In another era, that may have been jobs like welders, but now more likely they are engineers, and computer programmers.

If you got in a spaceship, you could see from Southern Ontario through Michigan, down the Central U.S. and right into Mexico. That is what's called automotive alley. It's why 40 per cent of a Canadian car is actually American, 30 per cent of a Mexican car is made in the U.S., and 13 per cent of a Mexican car is from Canada. If you're going to succeed in steelmaking, you want to be in automotive alley.

Fifteen per cent of what's in a car is not made by an auto company. It's made in the supply chain with all the companies within Automotive Alley – instead of just the steel plant and the auto producer, you've got 85 per cent of the parts and the value added being done in the supply chain. Of that group, 80 per cent are small and medium size firms, that are all over the place. What starts as a coil at Dofasco in Hamilton could be across the border four or five times before it winds up in an engine part in Oshawa.

From 1990 until 2010, about 90 per cent of all steel research and design dollars went into automobile lightweight steels. The next largest customer then was the construction industry. Now you see these big beams, big buildings, condos, or office buildings going up, even bridges. The new steels are migrating to the construction supply chain. The steels are now so complex that steel companies want to be in communication with not just the steel fabricators, but even the architects, because there are different design choices they can make due to the sophistication of steels. You'll see whole subdivisions that used to be made with wooden two by fours, are now steel frames for housing.

Right now, about 26 per cent of steel goes into automotive. Steel economists think that by 2030, as much steel will go into construction – large institutions, residential, and the structure around them.

If we're going to live in a material economy, we have to have a production system that is environmentally, socially, and economically sustainable. And I think against those three measures, steel in its best days qualifies.

You go from a city story of Hamilton, to a regional story about Ontario, and then you go to a continental story, and then you go to a global story. These are all part of the tapestry of steel.





# Less energy. More power.

## Responsible energy user that helps create a lower carbon future

I was born in Hamilton but I lived in Welland when I was younger. We used to cross the Skyway Bridge to visit relatives quite a bit. Every time I would look over I'd see those flares at Dofasco and I'd wonder, what is that? Why are they doing that, and why can't we make use of that?

Energy awareness was taught to us even back in the 1980s, when I was a kid. I thought it was silly that we could be so wasteful, that someone has got to do something about that. To have been able to help address that in my career has been very rewarding.

I do a lot of troubleshooting of equipment, make suggestions for improvements and identify things that we can do to solve reliability issues. My primary focus is on the improvement side and I've been lucky to have been involved with teams that have installed two turbine generators at ArcelorMittal Dofasco, and now we are installing a third.

Our current utilities and boiler power generation project is really about two things. We are replacing some small, old boilers with a larger boiler while at the same time installing a 20 Megawatt turbine generator which will produce electricity very efficiently from the steam generated by the new boiler. There are two large impacts that this project is going to have on ArcelorMittal Dofasco. It will simplify our steam systems which will improve the reliability of the system overall, which is crucial for our iron and steel making process. It will also, by generating power, improve our cost of operations by offsetting purchased power from the grid.

It's a big step toward becoming a sustainable business, and a more competitive business; one where we have the minimum carbon footprint possible. What I see is this company adopting processes that are state of the art, use the minimum amount of power, produce electricity where possible and have the smallest possible carbon footprint.

I remember my first day vividly driving past the boiler house thinking, Wow, it's so complicated. How will I ever get a handle on this? Now it's like the back of my hand. It's been very rewarding to go from seeing these flares as a child to helping to deal with them as an adult.

*From an environmental perspective, the boiler power generation project is a step toward the fight against climate change because we will be offsetting 20 Megawatts of purchased electricity from the grid.*



Grant Zavitz  
Senior Specialist, Technology  
ArcelorMittal Dofasco





## Built by a community

### Safe, healthy, quality working lives for our people

What I like about coming to work every day is that it feels like my contribution makes a difference, that the things I do and the things I help to drive make life a bit better for people and make sure that people go home safely.

I've got two brother-in-laws that currently work here, I have another brother-in-law that recently retired, one of my wife's cousins works in process automation. A long time ago, my sister worked here for a period of time. Many years ago, my uncle worked in the hot mill. And lots of friends I grew up with work here. I'm excited that my daughter Brittany is here at ArcelorMittal Dofasco. There's great opportunity here and I think that her career can be whatever she wants it to be. I think she's on a great path.

Beyond Dofasco, there's been an opportunity to give back to the community and in particular, somewhere people really need some help.

I travel a lot and I have learned this notion that our strength is people is something unique that's grown over the past 100 years.

*This is a great place to work. It's a fair place to work, they treat people well. They create opportunities for people. There's camaraderie between all the employees. If you're a Dofasco employee, it's a pretty cool thing, and people are pretty proud of it.*



Jim Murray  
General Manager, Health, Safety and Loss Prevention  
Global Health and Safety Council  
ArcelorMittal Dofasco



## Opportunity knocks

It's true what they say, Our Product is Steel. Our Strength is People. There's a very family-like vibe at ArcelorMittal Dofasco. It's something that you don't really expect growing up, especially as a woman, that you're going to work in the steel industry. But once you get here it's different. There are so many opportunities. There are a lot of things that you can do within the company that you don't realize are even here.

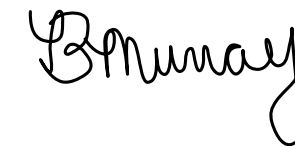
The thing that I love most about coming to work each day is that every day is different. I'm always faced with a new challenge or something new to accomplish. And the people; the people really make the job exciting, and they make it worth coming to work every day. Being here for the past eight years I've seen the opportunities and the benefits that the company provides, so I'd really like to continue my career here, and hopefully be able to extend those benefits to my own family one day.

I see a positive future for ArcelorMittal Dofasco. To me, sustainability means making sure that we're able to maintain our status of excellence and making sure that we're constantly evolving. It means constantly changing so that we can meet tomorrow's demands and so that our future employees and their families can be sure they have a future here, and that there will be continued success for the company.

Dofasco has provided a lot to our family. I see first-hand the benefits of working here, and my father's career here. It's allowed us to have many opportunities. It has put my sisters and I through school, it has put food on the table and it's given us a lot of opportunities through the Rec Park's recreational activities. Some of my earliest memories are of the Dofasco Christmas party. Having that memory and having these opportunities for our family has been awesome.

Having my dad here, being able to follow in his footsteps and make him proud and work at the same company...it's big for me.

*It's something that you don't really expect growing up especially as a woman, that I'm going to work in the steel industry. But once you get here it's different. There are so many opportunities.*



Brittany Murray  
Administrative Assistant, Commercial Department  
ArcelorMittal Dofasco







## The only way to succeed is together

### Pipeline of talented scientists and engineers for tomorrow

When I was in grade six, I saw LEGO moving across the table. I was blown away. I saw toys that I was playing with at home coming alive, and I was always wondering, how? Why?

Robotics has taught me this completely different perspective where instead of individuals having to build themselves up in a community it's more of individuals coming together to form groups and those groups work together to build up the community as a whole. It's not just about one or two people succeeding, it's about everybody succeeding together. Whether that be a school community, whether that be a geographical area, whether that be literally the entire world, the only way that we can truly succeed is with each other. It's all about working together to achieve the best goal and result that we have possible.

This is kind of a sport for the brain and it teaches you things that you really can't get anywhere else. Different skills, different ways to approach things, unique ways of thinking. Robotics truly takes what you learned in the classroom and puts a real-life example behind it. It lets kids know where they're going to be applying the concepts that they're learning before they have to go out and find an avenue to connect the two by themselves. It makes school a lot less confusing and far more relatable, because you get to learn concepts and approach concepts that adults are doing. That's really cool.

When I joined team 4039 Makeshift FIRST Robotics at St. Mary's I found out that I love strategy and I love presenting, two things that I had no idea about before joining. Where the avenues take me, could go either strictly in the form of engineering or could side track into a different field of STEM. The lessons I've learned with teamwork and collaboration and building people up with you, those are what are going to stick with me.

I'm graduating this year and moving on to pursue engineering at the University of Windsor. When I first joined the team in grade six, I told my head mentor, who is still my head mentor today, it's because of you and it's because of this program that I already know that I want to become an engineer when I'm older.



*In robotics, it's not just about winning. It's about going out there and competing at the highest level possible. With robotics, the best matches aren't the ones that you necessarily win, the best matches are the ones that you play your hardest and play against your opponents when they're at their very best.*

*Jonathan Bednarski*

Jonathan Bednarski  
Student, team 4039  
Makeshift FIRST  
Robotics,  
St Mary's Catholic  
Secondary School







*Hamilton has the most remarkable topography in Southern Ontario. We have agricultural land, we have natural land, we have urban land, and we have industrial land, and they all have enormous value.*

*Patrick Bermingham*  
Patrick Bermingham  
Philanthropist

## A landscape for everything

### Active and welcomed member of the community

I spent most of my early childhood playing in the stream around Hamilton. When I wasn't there, I was playing at the RBG Rock Garden. My mother was working there as a volunteer. I very reluctantly went to school because I had such a rich childhood growing up in the woods of the Hamilton area. That's the kind of upbringing that I wouldn't trade for any other. And it made a deep impression on me.

The Cootes to Escarpment EcoPark is much like Algonquin Park. It just happens to be located right here in the middle of Hamilton, Dundas and Burlington. The EcoPark, which goes beyond governmental boundaries, is all of the water and streams which are flowing down into both Cootes Paradise and Hamilton Harbour. You have the confluence of the Carolinian Forest and the Canadian Forest mixing together to provide an incredibly diverse range of both plants and animal wildlife living in a very small local area.

The people of Hamilton, led by T.B. McQuesten, saw the value of it many, many years ago, at the time when Hamilton was just beginning to develop. It's remarkable that we have it still intact. It's the antidote to the congestion of the city and it really makes this city a great city.

When I was first approached by the Hamilton Conservation Authority I couldn't believe there were still large tracts of land that could be purchased and saved, and added to the conservation of the whole network.

I've always thought that the view from the High Level Bridge is the prettiest view of Hamilton, both looking over the city and looking over Cootes Paradise. So, I had the idea to host a fundraiser on the bridge.

We had thousands of people spend the day on the bridge on June 11, 2017. When the High Level Bridge was built, it was closed to traffic, and they had a dinner dance on the bridge. A woman came to our Day on the Bridge who danced there as a child. She's in her '80s now and she wanted to once again dance on the bridge like she did when she was young.



I sometimes used the analogy when we were fundraising, when there were issues about whether a piece of land that was going to be purchased belonged to Hamilton Conservation or Halton Conservation, I said, if you look at it from the point of view of an animal, a bird, or a drop of water, it doesn't matter. All of it is important and valuable to nature.

I think Hamilton only recently realized the value of its industrial land. It's incredibly valuable for creating clean, green, sustainable jobs, and it's not something that we want to erase or remove. Neither do we want to erase or remove an EcoPark right in the middle of the city. Everything has its value and its place.





## 2017 SUSTAINABILITY OUTCOMES



We are the Golden Horseshoe's largest private employer, with  
**4,874 permanent employees**  
and **6,368 retirees.**

We are also responsible for an additional 19,500 indirect jobs.

The direct economic value generated and distributed by ArcelorMittal  
Dofasco while producing

**4.1 million metric tonnes of steel**  
was  
**\$4.859 billion.**



We spend more than  
**\$4.6 billion**

each year on everything from wages and salaries to raw materials, and  
from capital investment to everyday supplies, with

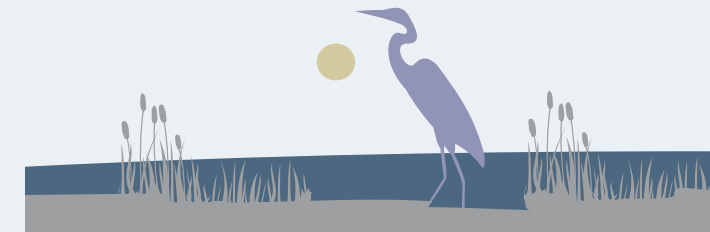
**58% of all expenditures spent in Ontario.**



In 2017 Team Orange put  
**5,800 volunteer hours**  
into our local communities.

We are a part of the fabric of the community.

In 2017 ArcelorMittal Dofasco, invested  
**\$120,000** to purchase land to build  
the Cootes to Escarpment EcoPark.



This is just one of the  
**43 community organizations**  
we supported last year.

In total, ArcelorMittal Dofasco contributed  
**\$1.6 million** to the community

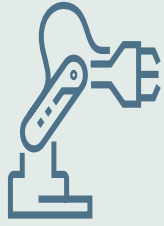
while  
our employees contributed an additional  
**\$483,500.**

We create opportunities for our employees. Our people are our competitive  
advantage and their growth and development leads to ownership and  
accountability in their work and job satisfaction in their careers. We

delivered  
**199,324 hours** of learning and  
development to our employees in 2017.







As part of our continued commitment in developing the next generation of talented scientists and engineers, in 2017

ArcelorMittal Dofasco invested

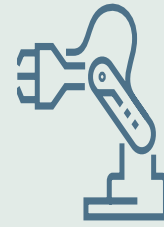
**\$672,000**

in support of science, technology, engineering and math education through

**33 STEM initiatives**

while also creating an environment where

**220 college level apprentices are training at Dofasco.**

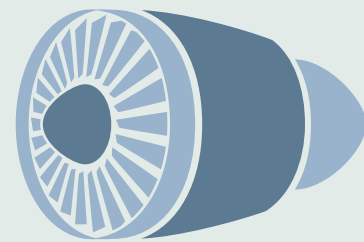


We have invested

**\$112 MILLION**

in a sustainable, on site, energy project for a third turbine generator.

Combined, our three generators will create

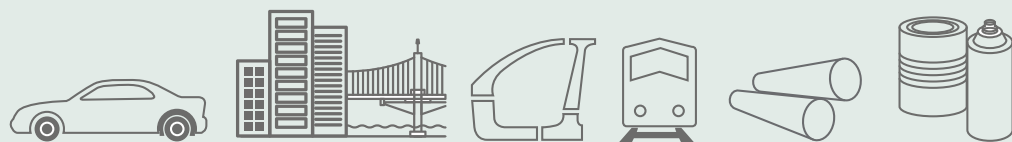


**41.5 Megawatts of electricity per year.**

Since 2011, we have produced

**295,000 Megawatts of electricity.**

That's enough to power 29,000 homes for a year!



In 2017 our employees worked hard making steel for over

**200 customers across North America**

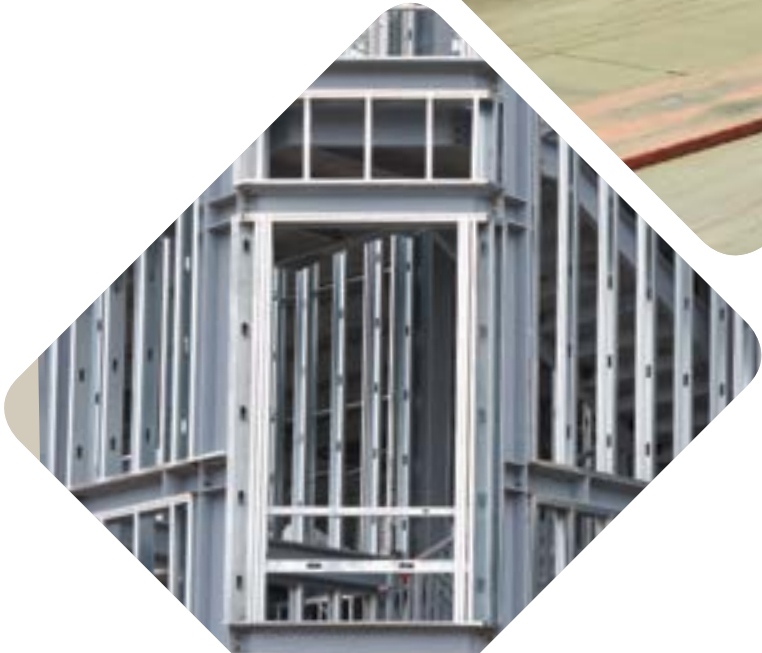
in six major market sectors, including:

**automotive, construction, manufacturing, distribution, tubular, consumer goods and industrial packaging.**




To find out more about our ongoing sustainability initiatives, ask questions, and learn about how we're transforming tomorrow go to:

[theworldiswhatyoumakeit.ca](http://theworldiswhatyoumakeit.ca)





**ArcelorMittal**  
DOFASCO | HAMILTON

 @ArcelorMittal\_D  
 facebook.com/arcelormittaldofasco  
 @arcelormittal\_dofasco

[theworldiswhatyoumakeit.ca](http://theworldiswhatyoumakeit.ca)