

# JOURNEY TO THE BOARDROOM

**Company name :** ArcelorMittal

**Activity sector :** Industrie manufacturière

**Company category :** Grande Entreprise

## Description of the action

In 2024 we have launched a comprehensive training program during several months called "Journey to the Boardroom" initially to enhance the representation of women within our local board entities. This program includes a series of live virtual sessions, each lasting an hour, focusing on various topics such as relational, role, and cultural aspects, as well as essential business acumen required for such responsibilities. Indeed, these sessions are designed to provide participants with the skills they need for these new responsibilities, helping them to effectively represent and advocate for our entity's interests or the interests of any other organization they may support as Board Member.

## Context

The "Journey to the Boardroom" program was initiated due to several key factors.

With a generational shift in our organization, it became crucial to secure the talent pipeline for our various positions and ensure as well the succession planning for our managerial positions and board entities in Europe, including nine in Luxembourg.

Additionally, the European Union has mandated that by June 30, 2026, listed companies must have at least 40% female non-executive directors or 33% of all director positions held by the underrepresented sex. This directive aims to enhance gender balance on corporate boards.

We have thoroughly analyzed the situation and acknowledged the significance of spearheading this initiative for our European entities. Board inclusivity is crucial as it drives innovation and creativity and provides opportunities for all talents, especially underrepresented groups to engage in decision-making processes of an organization. By implementing this initiative, we aim to foster a more inclusive and innovative environment, ensuring that diverse perspectives contribute to our success.

## Objectives

Attract and prepare underrepresented talents to join a company Board and be part of the decision making process of the business.

## Approach

In the summer of 2024, 35 talented women were selected to participate in the inaugural cohort of the program, which ran from October 2024 to March 2025. These sessions were facilitated by both our external partners and key speakers from our Group. The participants graduated in June 2025 from ArcelorMittal Europe - Long Products and

from our external partner.

## Impact

Out of 50 applications received, 35 women were selected by the Project Manager and Sponsors. This group represents 16 functional areas, with 49% under the age of 45.

The status breakdown of our inaugural cohort participants is as follows: General Managers: 3%, Managers: 26%, Exempts: 71%.

These participants not only follow the training but also gain exposure to the senior leadership team through interactions and future mentoring opportunities.

In addition to this exceptional experience, the participants have not only enhanced their leadership and decision-making skills, but they have also built confidence and self-efficacy, created a supportive network among themselves, and encouraged career advancement.

Few of them are part of our ArcelorMittal entity Board. The program is now open to everyone (men and women) and open via our platform ArcelorMittal University.

## « To do »

Get sponsors of the program at all level of the organization, engage with different stakeholder (internal and external) to design the program and launch a strong communication process to explain the objective of the training.

## « Not to do »

Even if a specific target has been identified for the project, make sure that the communication and the training is open to everyone to avoid focus on specific target.