

We Build Trust

Empowering our employees and reinforcing mutual trust with all our stakeholders

At Tenova, we believe trust is our license to operate. We build trusting relationships with all our stakeholders, from our employees to our clients. For us, trust is based first and foremost on safe and reliable technology that enables long-lasting client relationships. Our commitment to safety is distilled into two focus areas: **"Safety First"**, promoting a culture of safety among our people; and **"Safety by Design"**, designing robust safeguards directly into our technologies.

Creating a safe workplace is just the baseline. We also want our teams to thrive. We provide them with market-leading benefits, pathways to growth, and equitable access to opportunities. In this section, we detail the programs we have put in place to make Tenova a workplace and enterprise that fosters trust.

We also report on how we empower our employees by creating a safe and supportive workplace and develop trust with our customers and other stakeholders through proven, reliable technologies and services.



1. Safety, Well-Being, and Personal Development

1.1. Occupational Health and Safety

Safety is paramount at Tenova. From worksites to production facilities, from technology labs to office headquarters, we make the mental and physical well-being of our people and those they interact with a top priority.

No matter where our facilities are located or which local laws govern them, **we always apply the most stringent international safety regulations** available. Tenova S.p.A.'s Health, Safety, and Environment system is certified to **ISO 45001** standards, the most rigorous global standards for environmental and occupational health and safety. The system covers all workers and processes, including design, manufacturing, and commissioning of equipment, plants, and ancillary machines.

All **new employees of Tenova S.p.A.** are required to complete a **two-hour safety induction course**, as well as additional required trainings depending on their role. We schedule and conduct regular safety training sessions and provide all our people with **Basic Safety Rules** to govern day-to-day activities. We also **distribute a Tenova Project Site Safety Rules booklet** across our company to ensure all our entities are operating at the same high level of standards and to promote safety awareness among all personnel. Employees are empowered to stop work in the case of unsafe

activities and anonymously report safety risks to their representative, their manager, or directly to the Health and Safety team. Reported incidents are investigated, root causes are identified, and corrective action is taken.

Our **training programs** prepare our people to identify, evaluate, mitigate, and – wherever possible – eliminate safety risks. In 2022, at our locations in Italy, we rolled out new rigorous mandatory training for project site personnel. We also continuously analyze error reports, warning flags and near misses, including any incidents that might help us improve Health, Safety, and Environmental Management protocols.

We regularly carry out a **risk assessment of work sites and activities** conducted by internal health and safety team members and external consultants. The assessment includes inspection of work sites and interviews with employees to identify potential hazards or risks associated with each site and work activity. A **company doctor** is on-site at each of our Castellanza and Genoa locations. The doctors organize annual health checks and contribute to our risk assessment. From these various inputs, we identify priority actions points. This process is periodically audited by ISO 19011/45001-accredited auditors.

In 2022, we issued a **new procedure for global project sites** to better manage health and safety issues as they arise. We also made a **significant investment in our machine fleet**, which will result in an overhaul of our whole fleet within the next five years. This investment has helped our Pomini workshop remain at top performance. The key activities related to this overhaul in 2022 included:

- **Replacing machines with highest safety risks**, such as vertical-horizontal lathes and radial drills, with new, safer machines;
- **Replacing outdated machinery**, including milling and boring machines; and
- Purchasing a new milling machine tool and **retiring CNC machine tools.**

Safety Day

Since 2015, we have hosted an **annual Safety Day** held every year on **World Day for Safety and Health at Work, April 28th**. Safety represents one of the company's core commitments and permeates every single activity and project, with the aim of safeguarding the health and mental well-being of all employees and other stakeholders collaborating with us. This is why safety is at the heart of Tenova's culture – with the motto **Safety First** – as well as of our technologies – which is called Safety by Design.

To help maintain the rigor of our health and safety standards, we host a permanent **health and safety working group** that meets monthly to assess our illness and injury data, consider new regulations, and recommend changes to management. We also run **regular audits** that measure and review existing safety standards as part of our standard work routine. We report our progress to all stakeholders, reinforcing the company's open work culture, strengthening accountability, and making sure improvements are ongoing.



In 2023, we plan to implement a new procedure and training on health and safety for the management of project sites. We also plan to act on data collected in 2022 of accidents, injuries, and near misses by creating new company-wide safety awareness campaigns.

Work-related injuries

GRI 403-9 Work-related injuries

Employees		
	2021	2022
Number of fatalities as a result of work-related injury	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Number of recordable work-related injuries ¹	3	4
Number of hours worked	550,992	644,815
Multiplier	1,000,000	1,000,000
Rate of fatalities as a result of work-related injury	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	0	0
Rate of recordable work-related injuries	5.4	6.2

Workers who are not employees but whose work and/or workplace is controlled by the organization ²		
	2021	2022
Number of fatalities as a result of work-related injury	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Number of recordable work-related injuries	1	5
Number of hours worked	117,662	585,599
Multiplier	1,000,000	1,000,000
Rate of fatalities as a result of work-related injury	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	0	0
Rate of recordable work-related injuries	8.5	8.5

¹ The main types of work-related injuries are related to fall of materials, fall from height, mechanical activities, uneven ground, animal attack, grinding activities. Workers can directly contact their representatives (RLS), Direct Manager or QHSE Dept to report work-related hazards/hazardous situations. The RLS are

required to manage the report anonymously. Finally, the supervision body can be contacted as well. The processes used to investigate work-related incidents include incident notification, investigation and corrective actions, according to an internal procedure.

² This safety data refers to the following workers:

- workshops Tenova workers and subcontractors involved in the production (no maintenance companies)
 - temporary sites Tenova workers and subcontractors involved
- Workers operating in the offices are not included.

1.2. Talent

For Tenova to succeed, our talent must have the latest skills in an industry that is constantly evolving. We pride ourselves on providing a **supportive work environment where employees can grow and develop in their careers**. In 2022, we experienced a 14% new employee hires and 8% employee turnover rates, demonstrating employee job satisfaction.

We consider ourselves a **learning company** – we upskill and reskill our employees through on-the-job training, cultural exposure, and education. We support their professional development through numerous **training and upskilling programs** that span all employee levels, including:

1,386 Tenova employees as of December 31, 2022¹
95% permanent employees
11 average hours of training per employee in 2022

INTERNSHIPS

We offer **internship opportunities** to students who are studying towards a BA/MA degree, so they can gain hands-on experience. Moreover, we collaborate with local high schools for **school-work alternation initiatives** in our headquarter's departments, in particular in our Pomini workshop. Interns are able to gain hard and soft skills by interacting with Tenova employees.

T-READY

Launched in 2019, T-Ready is a **talent development program** targeting recent graduates. The two-year program assigns new hires to a global Techint Group office for the first year and Tenova headquarters for the second. They follow an individual development path supported by a dedicated tutor.

HIGH TECH PROGRAM

Our High Tech Program is a **two-year, global internal training program** for a select pool of high-potential, talented young people. The program aims to train the pool in managerial and business skills.

TENOVA CORPORATE ACADEMY

Our **in-house academy** provides specific training around the four pillars that are central to Tenova's needs: **institutional corporate guidelines, technical training, managerial training, and linguistic training**. A core focus is on keeping employees up-to-date with the latest trends in innovation, leadership, and business, such as digitization, sustainability, and process innovation.

DEVELOPMENT CENTER

Tenova's Development Center provides employees with access to a **digital platform** where they can take **self-guided courses** to improve business, interpersonal, and leadership skills.

¹ Number of employees not including TAKRAF and DELKOR.

We also provide one-on-one support to employees through **peer mentorship**. Our **Leadership Mentorship** program pairs mid-level employees with senior executives to improve their leadership skills and create a pipeline for the leaders of tomorrow. Our **Reverse Mentoring** program pairs a junior and senior employee to bridge the generation gap, foster digital and technical skills, and improve Tenova's internal networks.

In 2022, we updated several of our training path course offerings, including on digital products and services, soft skills for sales, retaining our culture while hybrid working, and global trade and commerce. We also revamped our **Tenova Corporate Academy**, streamlining the programs into the four areas mentioned above as well as expanding the catalog with the Tenova Leadership Lab, an experimental digital space for managers and employees to connect with each other, develop new competencies, reflect on work contexts in which these competencies are actionable and experiment with new situations and ways of operating.

Moreover, we enhanced our **High Tech Program** with a three-day intensive training program. Looking ahead, we plan to continue to formalize training as a part of each employee's Tenova journey by creating individual development plans as part of performance reviews and identifying a core set of learning programs for each employee level, starting at onboarding. In 2022, our employees collectively completed more than 15,000 hours of training.



1.3. Benefits and Well-being



We know that attracting and retaining the right talent includes creating a package of benefits that proves our commitment to creating an equitable and supportive workplace. This begins with a competitive salary. Our **compensation policy** sets common rules for determining salaries and increases to ensure fair treatment of all employees. High-performing employees are additionally rewarded with an annual bonus based on performance.

All full-time employees receive a full suite of **standard benefits**, in line with local standards in their country of residence. Tenova has always been sensitive to employees' benefits and well-being; therefore, Tenova complies with local rules and to follow high well-being standards. Employee well-being extends beyond standard salary and benefits which is why we also offer employees **additional benefits and services** based on regional norms.

For example:

- In **Italy**, we provide employees with access to a campus gym and cafeteria, shuttle transport to our offices, annual influenza vaccinations, and more.
- In **South Africa**, we provide educational support for employees' children, supplemental life insurance, travel insurance, and counseling services, among others.
- In **India**, we subsidize transport to our campuses, provide access to an on-campus cafeteria, and more.

CASE STUDY

Employee Opinion Survey (EOS) 2021

Tenova regularly carries out an **internal feedback survey**, a tradition established by the Techint Group. During our most recent survey in 2021, we checked in with our team members to assess their well-being through our online EOS. Overall, our employee **response rate was 88%**, which increased by 10% compared to the last EOS, indicating a **high level of engagement**.

The EOS included 36 questions, grouped into 30 clusters. The **Purpose** cluster of questions achieved the highest scores, underlining the importance of Tenova's mission to our employees, which also has a high impact on engagement.

According to our employees, Tenova is a company based on **Ethics** where **Diversity** is respected and enhanced, by constantly trying to reduce the gender gap; it is a company where employees are proud of its **Products and Services**.

EOS 2021 KEY NUMBERS

RESPONDENTS

1,133

vs 1,282

RESPONSE RATE

88%

VS 80% GLINT BENCHMARK¹

COMMENTS RATE

57%

1,835 comments by 651 commenters

ENGAGEMENT INDEX

73

eSat²

¹ Glint is a survey platform that leverages real-time people data to help global organizations increase employee engagement, develop their people, and improve results. Glint defines employee engagement as the degree to which employees invest their cognitive, emotional, and behavioral energies toward positive organizational outcomes.

² eSat, or Employee Satisfaction Index, is the key indicator to measure employee engagement, and it is detected by the question "How happy are you working at Tenova?".

1.4. Diversity, Inclusion, and Equal Opportunity

We strive to create an environment where **all our employees feel respected and treated fairly**, regardless of gender, religion, origin, nationality, age, sexual orientation, or disability. We adhere to all local and national regulations relating to equal employment opportunities in all jurisdictions where we operate. While we universally hold values related to fairness and equal opportunity, as stated in our **Code of Conduct**, we also tailor our diversity and inclusion programs by country, taking into account specific, regional socio-historic contexts. For example, our South Africa offices have a policy to promote diversity related to the country’s history of apartheid. In India, we maintain a committee against sexual harassment to make the workplace safe and welcoming for female employees. We also promote diversity at the recruitment stage of employment to ensure we attract the widest possible array of candidates. Tenova is working to **enhance gender diversity** among our staff as well.

To support our diverse employees and communities, we hold regular **awareness-raising events and campaigns** to educate and engage employees on diversity, inclusion, and equal opportunities. For example:

- On **November 25, 2021**, we held our first campaign in honor of the **International Day for the Elimination of Violence Against Women** to raise awareness about this issue. We invited employees to wear a red garment of clothing as a pledge to fight all forms of abuse and harassment against women. In 2022, the initiative was renewed with the motto

“Stand up, Don’t Stand by”. All are encouraged to support victims of any form of violence through concrete actions, by following the 5 Ds – Distract, Delegate, Document, Delay, and Direct. The company distributed to employees a 5Ds guide and bookmark to discover what each D stands for.

- In honor of **2022 International Women’s Day**, Tenova Advanced Technology held a fundraiser for The Gorgeous Initiative collecting new toiletries and makeup from our employees and other organizations for women’s shelters.
- In **2022**, we hosted an online seminar in Italy about violence at the workplace and how to recognize and help victims of violence. It had 267 attendees.

- During **Jewish holidays**, our Tenova Advanced Technology site in Israel supports local non-profits helping children and people with disabilities by purchasing calendars and gifts from them to give to our employees.

Employees (HC) as of 31st December 2022		
by gender	Male	82%
	Female	18%
by region	Africa	4%
	Americas	17%
	China	9%
	Europe & CIS	57%
	Middle, Far East & Oceania	13%
by age range	under 30 years old	10%
	30-50 years old	54%
	over 50 years old	36%



2. Safety by Design



2.1. Safe Technology for Clients

Tenova encourages employees at every level to focus on eliminating potential dangers before they emerge. This means **safety starts at the design stage**, leveraging the experience, know-how, and innovative approaches of our experts and engineers to build safety directly into products from the start. This attention to detail has enabled us to build an extensive, multi-decade track record of safe and high-performing products, systems, and facilities.

A tech-forward approach, focused on digital technologies, data gathering, data analysis, and dedicated training, enables us to deliver products with significant safety advantages. We build monitoring features – including robotics, smart sensors, and AI – directly into our products. We collect digital data on facility performance and production errors, and compile digital report cards for maintenance effectiveness and troubleshooting. These innovations provide real-time and predictive analytics to **enable clients to prevent accidents** before they happen and reduce potential harm to their employees. For example:

- Our **iBOF Intelligent ISDSR Slop Detection System** closely monitors vibrations in the BOF route and alerts technicians when the risk of slopping, or an overflow, increases past a given threshold. iSDS® technology **significantly** reduces the number of slopping events through effective prediction of such occurrences and alerting of the furnace operators. Accurate slop

prediction is a critical tool in the BOF operation that provides an additional protective system to increase yield and productivity while reducing operating costs and minimizing fugitive emissions. Preventing slopping **reduces potential harm to workers** from direct contact or slop emissions and reduces product loss.

- Our **Water Detection System (WDS)** predicts **leaks** with a high degree of accuracy. The WDS monitors leaks and alerts plant operators when higher than normal water conditions are present in the EAF. Tenova's WDS is the only commercially-available system that is capable of continuously analyzing EAF off-gas for both H₂ and H₂O vapor. The real-time EAF process information and NextGen® off-gas hardware include full spectrum analysis of the water conditions in the EAF, which are evaluated for abnormalities compared to standard levels.
- Our **Platinum Group Metals (PGM)** Submerged Arc Furnaces provide more **reliability and safety when processing ferro-alloys** than other furnaces. Because they use electricity as an energy source, our SAFs provide high process efficiency at low energy utilization levels. Furthermore, Tenova has developed a patent that covers the use of graphite with copper cooling to prevent the sulfide corrosion of the copper cooling elements in a furnace sidewall. The use of graphite helps to protect the copper cooler from the corrosion caused by free sulfur

present in the furnace sidewall adjacent to the concentrate feed layer.

- **Pomini Digital Texturing™ (PDT™)** is inherently, by nature, fire risk-free, and fully enclosed, thus **reducing the exposure of workers** to internal processes.

