

14. HUMAN RESOURCES

Our success as a steel and technology group is based on our employees' particular expertise and high motivation. Hence voestalpine places great value in a respectful corporate culture, the diversity and individuality of its employees as well as their qualifications—all of which is reflected in the guiding principles of our Sustainability Strategy.

Corporate Culture

We create a respectful corporate culture in which we expect and encourage trust, diversity, self-determination, and personal responsibility. voestalpine's culture, as a symbol of our Group-wide identity, is continually being refined in this sense.

Diversity

We value the individuality of all our employees and their capabilities—irrespective of gender, age, origin, religion, sexual orientation, or potential impairment—and create the conditions for both equal opportunity and work that maintains people's health and is appropriate to life's different phases.

Training and Continuing Professional Development (CPD)

Targeted measures help voestalpine's employees gain qualifications and thus broaden their career opportunities. We believe, furthermore, that both training young people and encouraging lifelong learning are long-term determinants of the company's success.



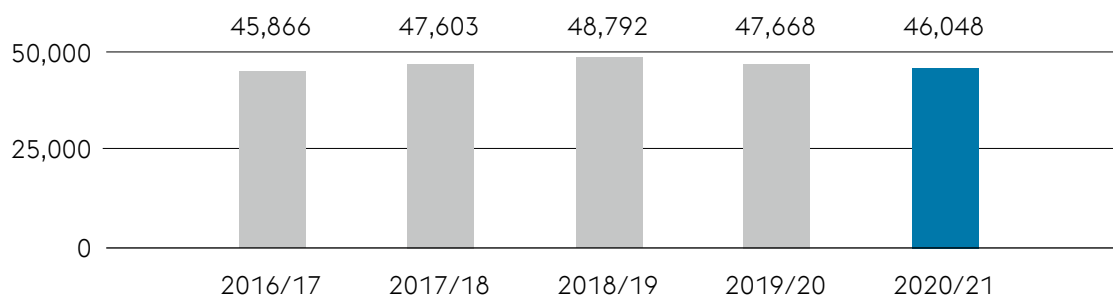
14.1 EMPLOYEE STRUCTURE

As of the annual reporting date (March 31, 2021), the voestalpine Group had a global workforce of 46,048 employees (head counts).

When 1,309 apprentices and 3,116 temporary employees are included, this number rises to 48,654 full-time equivalents (FTEs).

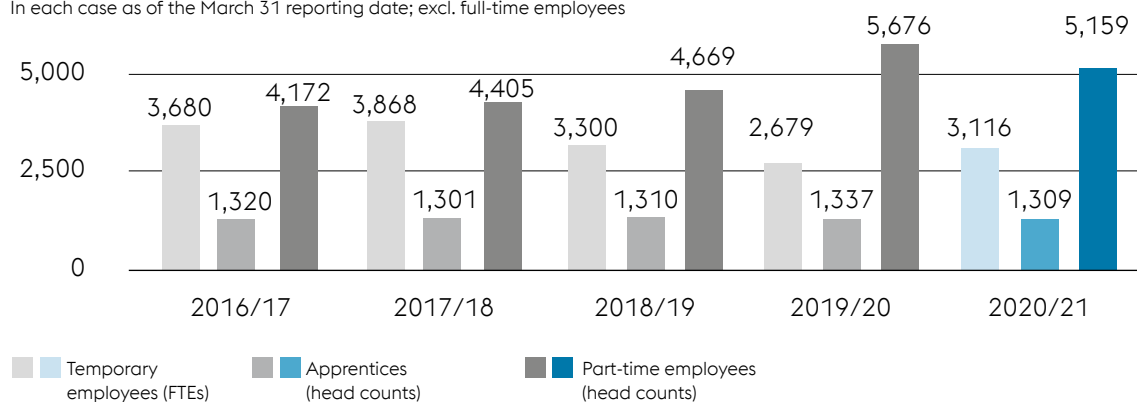
DEVELOPMENT OF THE NUMBER OF EMPLOYEES

Personnel (excl. apprentices and temporary employees, head counts) as of the March 31 reporting date



EMPLOYEE STRUCTURE BY EMPLOYMENT CONTRACT

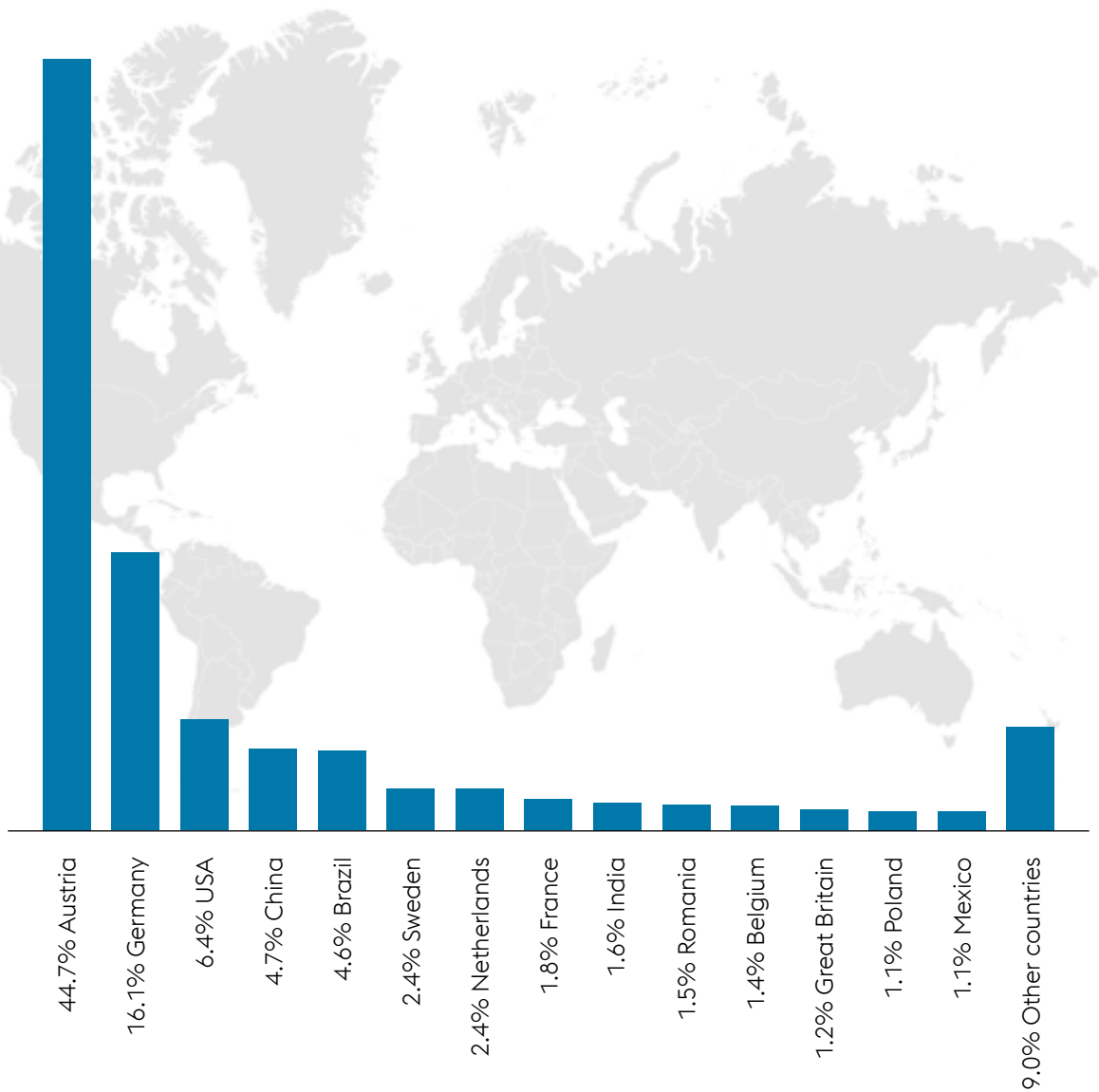
In each case as of the March 31 reporting date; excl. full-time employees



14.1.1 EMPLOYMENT BY COUNTRY AND REGION

voestalpine comprises about 500 Group companies and sites in 50 countries on five continents. A total of 44.7% of the company's

employees (FTEs) are based in Austria, and 55.3% work at facilities outside of the country.

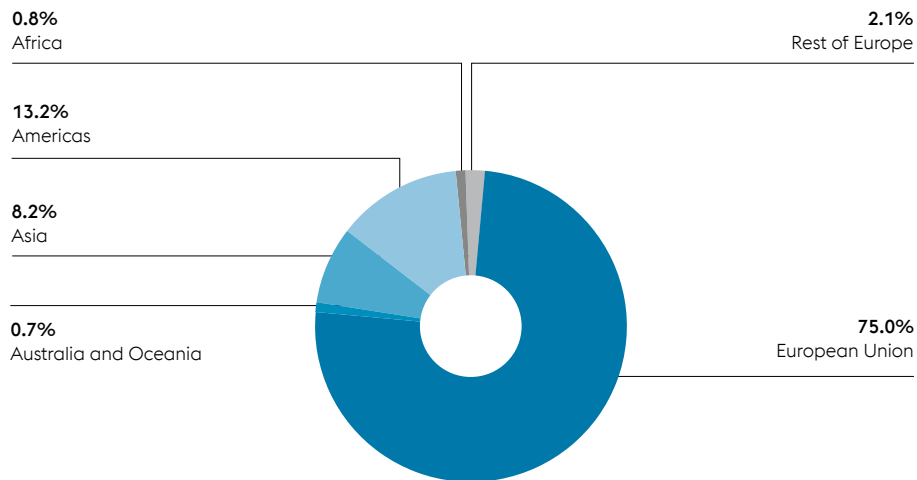


voestalpine is considered an attractive employer in the countries in which it works. This facili-

tates local recruiting, with the result that most employees at any given site are local residents.

WORKFORCE BY REGION

As of the annual reporting date (March 31, 2021), based on FTEs



German and English are the predominant languages in the voestalpine Group. The Group's most important publications are published in these two languages, but they are translated

into multiple other languages also; this applies to the Code of Conduct, the Corporate Responsibility Factsheet as well as the Employee Magazine.

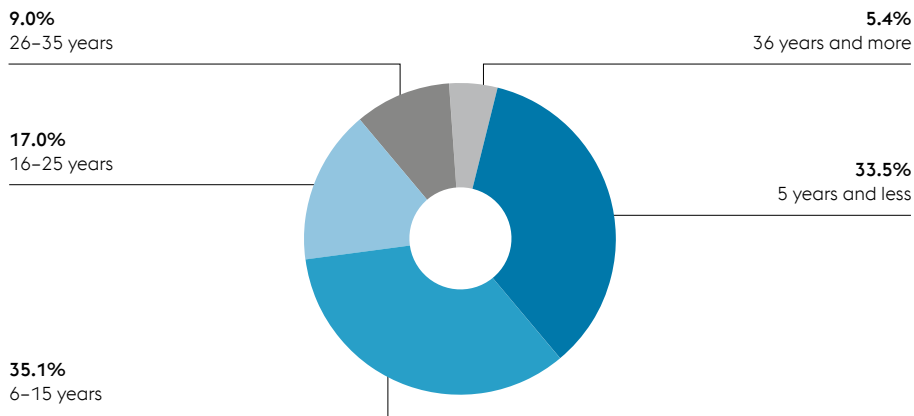
14.1.2 YEARS OF SERVICE AND EMPLOYEE TURNOVER

In the business year 2020/21, employees who had six to fifteen years of service with the Group constituted the largest group, followed by em-

ployees who had been with voestalpine for a period of five years or less.

YEARS OF SERVICE

As of the March 31, 2021, reporting date
All employees excluding apprentices, interns, freelancers, and master's/doctoral degree candidates



Numerous measures ensure that both the knowledge and the experience of our employees are put to the best use possible, thus continually enhancing voestalpine's attractiveness as an employer. This also keeps the employee turnover rate low. In the business year 2020/21, the turnover rate for employment contracts terminated by mutual agreement or by the employee was 7.7%. The collection of data regarding new

hires and departures takes all employees into account (managing directors, management board members, and temporary absentees are included; but apprentices, interns, freelancers, and master's/doctoral degree candidates are excluded). There were 24 applications for each job opening, thus illustrating voestalpine's attractiveness as an employer.

14.2 EQUALITY AND DIVERSITY

Globally, just over 49,000 people (FTEs) work for voestalpine. Each and every employee is valuable on account of their individual strengths and abilities and must be respected. The fact that voestalpine's then CEO signed the company's "Diversity Charter" in February 2018 underscores the Group's approach to both diversity and equal treatment. voestalpine is committed to respecting all people with whom it has a relationship—employees, customers, business part-

ners—irrespective of gender, skin color, nationality, ethnicity, religion or worldview, impairment, age, sexual orientation, and identity. This commitment and corresponding actions create a climate of acceptance and mutual trust. As laid out in the chapter on "Respect and Integrity" of the voestalpine Code of Conduct, the Group does not tolerate any discrimination, whatever form it may take.

14.2.1 DIFFERENTLY-ABLED INDIVIDUALS

In Austria, companies with more than 25 employees are required to make jobs available for differently-abled individuals. As of March 31, 2021, a total of 611 voestalpine employees in Austria reported that they were subject to the beneficiary classification under the Austrian Act on the Employment of Differently-Abled Individuals (*Behinderteneinstellungsgesetz*). For reasons related to data privacy, outside of Austria no information is collected on employees' po-

tential impairment. It goes without saying that voestalpine fulfills all statutory requirements regarding the employment and integration of differently-abled individuals that may apply at any given location. A range of measures also ensures that everybody within the Group engages in mutually respectful treatment. voestalpine also supports integration measures outside of the Group's purview.

myAbility Talent® PROGRAM

voestalpine has participated in the myAbility Talent® program since 2020. It helps differently-abled or chronically ill college and university students and young graduates to network with companies that consider an impairment a strength and not an impediment. The program has already been rolled out in seven cities in German-speaking territories; 2020 was the first year it took place in Linz, Austria.

The talent identified as part of the myAbility program is supported over one semester with respect to questions such as how to apply for a job, how to plan their careers, and how to build up their soft skills. During subsequent networking events, the respective indi-

viduals can network with companies that recognize the potential of differently-abled individuals and are open to new recruiting approaches. Following the initial contact, the relationships are expanded through so-called "job shadowing," where select talent spend between one and three days learning about a given employee's day-to-day work; this involves observing the employee while they carry out their tasks as well as during meetings, events, etc. Unfortunately, no in-person job shadowing took place during the reporting period due to short time work, increasing work from home, and the COVID-19-induced limitations, but digital alternatives were sought out and offered.

14.2.2 WOMEN IN voestalpine

It is voestalpine's stated goal to increase the percentage of women on all levels, from apprentices to executives, as set forth in the company's Sustainability Strategy:

"We create the general framework for equal opportunity and aim to raise the percentage of women in technical fields and/or among technical apprentices by 2025. We help to make mathematics, informatics, natural sciences, and technology (MINT) more attractive for women and seek to increase the percentage of women in both job applications and employment."

voestalpine ensures through measures that are adapted to individual companies and regional circumstances that potential female applicants are interested in the company and that female employees are given good development opportunities.

As of the annual reporting date (March 31, 2021), women accounted for 14.8% of all employees in the voestalpine Group. The percentage of female workers among wage employees was 5.8%; among salaried employees it was 29.3%. A total of 13.6% of all executives (salaried employees with permanent responsibility for human resources, including forepersons, but excluding members of the Management Board) were women. There was a slight increase in the number of women in most of these categories. The number of women among apprentices completing non-technical training (shown in the "Female apprentices (other)" category) was particularly high and surpassed 50% in the reporting period for the very first time.

STRATEGIC SPHERE OF ACTION "WOMEN IN & INTO voestalpine"

Numerous activities aimed at promoting women are already having an effect. For example, there has been an increase not just in the percentage of women in the Group on the whole but also in management positions. An incremental change in the corporate culture can also be attributed to these measures. The promotion of women was made part and parcel of the HR Strategy 2030 in order to flesh out the relevant action steps and further intensify them. A survey was conducted worldwide in voestalpine's divisions at the end of 2020 to ascertain what exactly was needed. The responses from more than 100 international Group companies showed that the following measures are key: specific personnel marketing, focused talent and personnel development, work-life balance as well as adjustment and/or adoption of internal guidelines.

Existent activities include companies' own kindergartens and/or childcare facilities; collaboration with external childcare facilities or childcare grants; flexible work and shift models; enhanced technical training programs for women; continuing professional development (CPD) for apprentices and assistants; mentorship programs; special health programs as well as equal treatment and anti-discrimination policies and guidelines. Additionally, voestalpine will also prioritize the following issues:

- » *Reduce factors within the corporate culture that pose obstacles to equality*
 - » *Promote respectful relationships*
 - » *Implement policy initiatives and campaigns specific to women as part of personnel marketing*
 - » *Establish continuing professional development*
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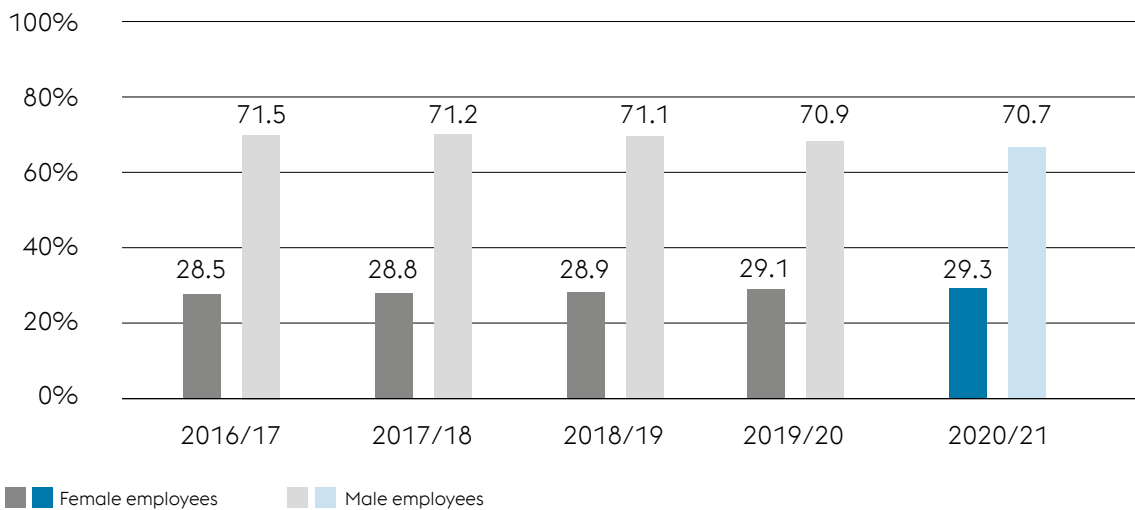
PERCENTAGE OF FEMALE EMPLOYEES

In each case as of the March 31 reporting date

	2016/17	2017/18	2018/19	2019/20	2020/21
Women overall	13.5%	13.8%	14.4%	14.7%	14.8%
Female executives	11.5%	12.3%	12.5%	12.5%	13.6%
Salaried employees	28.5%	28.8%	28.9%	29.1%	29.3%
Female wage employees	4.5%	4.9%	5.7%	5.8%	5.8%
Female apprentices (technical)	12.4%	13.5%	13.4%	15.6%	14.0%
Female apprentices (other)	50.8%	47.4%	52.7%	47.8%	50.3%

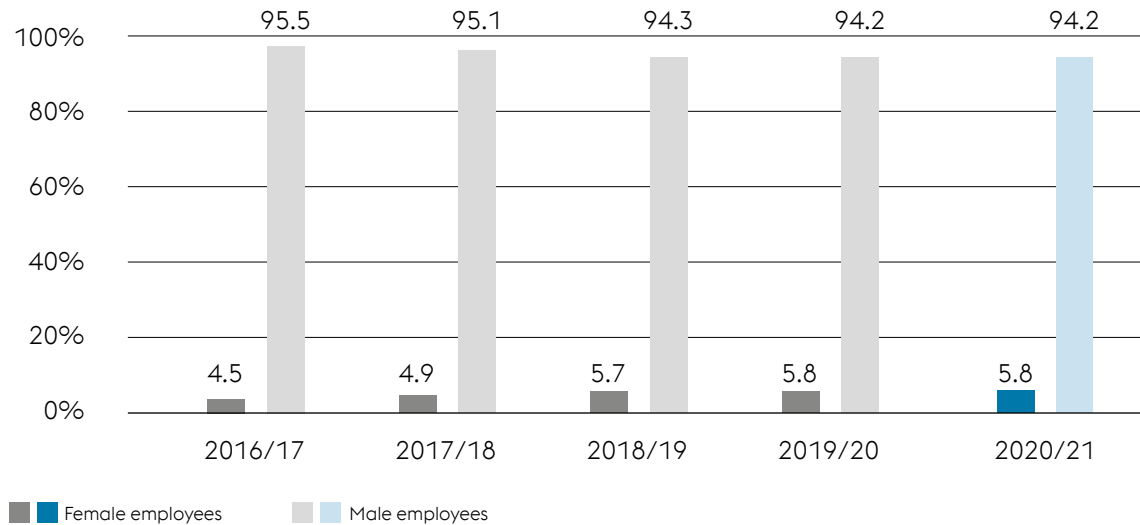
SALARIED EMPLOYEE STRUCTURE BY GENDER

In each case as of the March 31 reporting date



WAGE EMPLOYEE STRUCTURE BY GENDER

In each case as of the March 31 reporting date



14.2.3 AGE STRUCTURE OF EMPLOYEES

As of the annual reporting date (March 31, 2021), the average age of employees in the Group was 41.6 years. The following table shows

the average age by employment contract and gender.

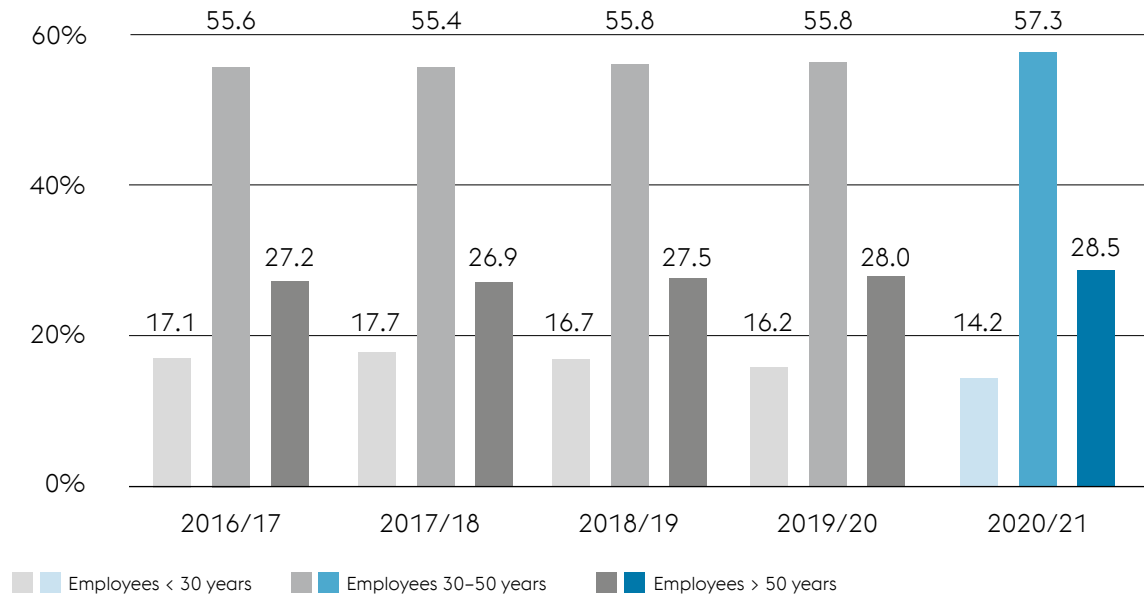
AVERAGE AGE OF EMPLOYEES

In each case as of the March 31 reporting date

	2016/17	2017/18	2018/19	2019/20	2020/21
Wage employees	40.5	40.4	40.4	40.8	40.9
Salaried employees	42.2	42.4	42.3	42.6	42.8
Women	39.5	39.7	39.9	40.1	40.6
Men	41.4	41.3	41.4	41.7	41.8

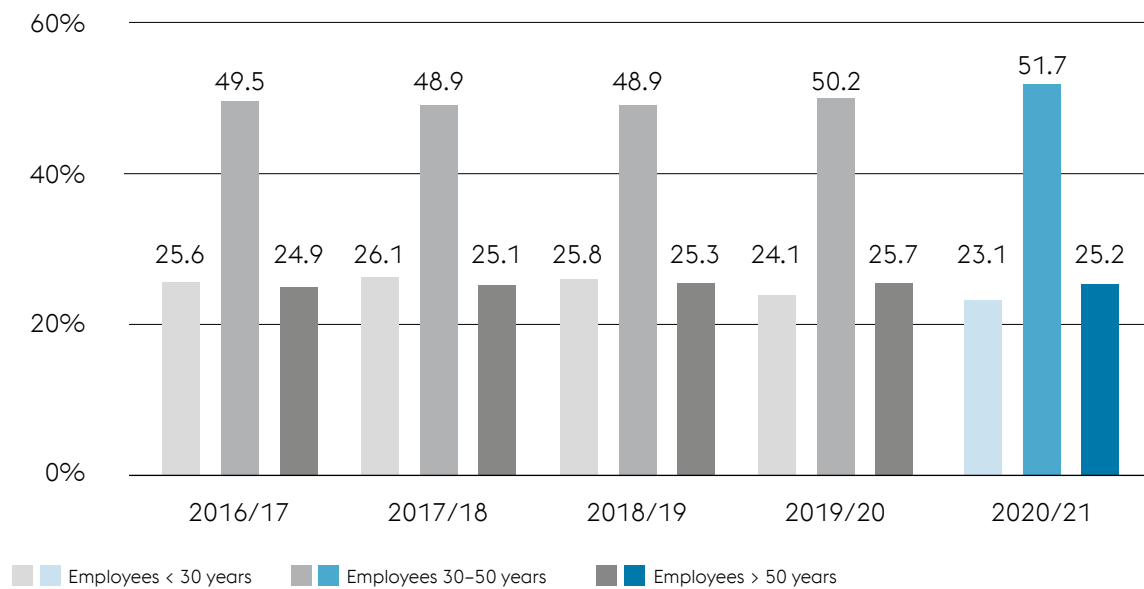
SALARIED EMPLOYEE STRUCTURE BY AGE GROUP

In each case as of the March 31 reporting date



WAGE EMPLOYEE STRUCTURE BY AGE GROUP

In each case as of the March 31 reporting date



14.3 ATTRACTIVENESS AS AN EMPLOYER

14.3.1 EMPLOYEE SURVEY

voestalpine generally conducts Group-wide surveys to ascertain employee satisfaction. The most recent employee survey took place in the fall of 2019. The findings were communicated to the individual Group companies so that they could analyze them together with their workforce. The outcome of the two most important action steps that were stipulated for each company was reported at the end of September 2020 using a Group-wide reporting tool (total of 428 measures in 215 companies). Fully 88% of the measures concern continuous actions, most of which relate to the following areas: information and communication, engagement, cooperation between co-workers as well as CPD opportunities.

The initial plan provided for reducing the interval between employee surveys from three to two years. However, the economic situation and the uncertainty as to the trajectory of the COVID-19 pandemic have made it necessary to rethink the timeline for voestalpine's next employee survey. Given that this extensive project requires a lead time of almost one year for the Group-wide project team as well as the Group companies and ties up many resources, the decision was made to stick with a three-year cycle for the time being and to conduct the next survey in the Northern fall of 2022. Until then, the Group companies are free to carry out their own interim surveys (so-called "pulse surveys").

14.3.2 EMPLOYER BRANDING

Its positioning as an attractive employer is very important to voestalpine. The Group can drive innovation and compete successfully in the market only if it has committed and professionally competent employees. The regular employee survey serves as a barometer of employee satisfaction and results in the development of pertinent internal measures. Numerous external personnel marketing activities such as col-

laborations with (primarily technical) universities, participation in job fairs and career expos as well as sponsoring are pursued to further enhance voestalpine's employer branding. A strong presence in all of the relevant online and social media channels as well as active reporting about the company increase voestalpine's visibility among the target groups.

14.3.3 ANNUAL EMPLOYEE PERFORMANCE REVIEW

The annual employee performance review has become a key HR development tool in many voestalpine companies. A structured, annual conversation between supervisor and employee outside of daily routines provides the basis for positive collaboration. Careful preparation, regularity, and documentation among other things distinguish these reviews from other kinds of meetings.

Annual employee performance reviews of salaried employees are mandatory throughout the Group. A recommendation has been made to introduce suitable instruments of this nature (e.g., team assessment dialogues) for wage employees also, but the binding standards do not provide relevant guidance. While corporate headquarters offers standardized questionnaires and manuals, adjustments specific to companies and countries may be made. In the business year 2020/21, a total of 27,528 annual employee performance reviews were conducted Group-wide.

14.3.4 PROTECTION OF EMPLOYEES DURING THE COVID-19 PANDEMIC

To protect the health and safety of its workforce, voestalpine put appropriate measures in place as soon as the first cases of COVID-19 became known in early 2020 and developed recommendations as to possible actions for its employees as well as for its suppliers and partners. All the measures meet current local and national regulations and are reassessed and adjusted on an ongoing basis. voestalpine is in constant, close contact with the authorities and works councils, and monitors the given situation in cooperation with them. COVID-19 (coronavirus) task forces were established at the level of both the divisions and the Group for this purpose. They were tasked with jointly developing and compiling all operational measures and then adopting them in close coordination with the Chairman of voestalpine AG's Management Board. A broad range of communication measures ensures that comprehensive information is continually provided to the Group's global workforce.

To protect employees, remote work was quickly instituted in March 2020 for all employees who can carry out their tasks from home. This rapid change was a major challenge, especially for the IT departments. Furthermore, in-person meetings and business travel were limited to the absolute minimum. Comprehensive hygiene measures were developed for employees tasked with maintaining critical infrastructure, and the given companies made personal protective equipment (PPE) and disinfection materials available to them. Organizational procedures were re-organized in order to maintain minimum distancing requirements during shift changes.

Thanks to the engagement and flexibility of all our employees, voestalpine quickly adapted to the new, challenging situation.

RECRUITING IN THE AGE OF COVID-19

The COVID-19 measures also posed a challenge for recruiting. Shifting to interviews conducted by phone and video, however, made it possible to maintain the quality of the Group's interview process and initial follow-up conversations. Personal meetings during

the final recruitment phase are held subject to the highest safety precautions, which involve not just mask wearing but also partition walls made of plexi-glass sheets for protective purposes.

14.4 TRAINING AND CONTINUING PROFESSIONAL DEVELOPMENT

Innovation and high quality are not conceivable absent continual employee training and continuing professional development (CPD). Hence training courses are an important prerequisite for voestalpine's success. In addition, they promote employees' career opportunities at the personal level as well as their ability to network across departments and locations.

The total expenditure for human resources development in the business year 2020/21 exceeded EUR 43 million. A total of 66.5% of all Group employees took part in training and CPD programs. The total training volume in the business year 2020/21 amounted to 507,855 hours, which equates to an average of 16.6 hours per trained employee.

DIGITALLY INTO THE NEW CPD YEAR

Going forward, the educational program for voestalpine's Austrian employees will be published & presented in digital formats. We have succeeded in creating a new format for seminars and courses in collaboration with the human resource developers of all divisions. In this connection, particular emphasis was placed on a needs-based selection of topics, regional emphases, and participants' wishes. Adapt-

ed content and new in-person courses as well as the growing number of online-only formats or mixtures of in-person and digital content enhance the variety of the company's educational program. Its new iteration offers opportunities for all target groups in the company and includes exciting topics and flexible methods.

14.4.1 EXECUTIVE TRAINING PROGRAMS

voestalpine relies on the so-called "value:program" it developed in-house to train current and future executives. The limitations resulting from the COVID-19 pandemic made it impossible to implement this multi-level leadership program in the business year 2020/21. The international aspect of the value:program along with the cross-divisional, personal network that it spawns is one of the program's cornerstones that could not be implemented due to travel restrictions.

Programs that had already started were completed in the course of the business year by carrying out individual modules digitally. However, there were never any plans to shift the program to an online-only format, for two reasons: What makes this program special (aside from the wide range of methods that leading international experts use to teach relevant skills) is the intensive participation by voestalpine's management (whether as presenters, project managers, or sparring partners, so to speak) in exchanges of experience. This mixture of external and internal know-how along with the shared, Group-wide interest in ensuring that employees possess advanced qualifications make the in-person training aspect of the value:program extremely successful and unique.

Irrespective of these considerations, however, in the future additional digital content will increasingly supplement and expand individual modules. By implementing this kind of blended learning, voestalpine is taking the next steps in the direction of digital delivery of executive training programs, albeit without sacrificing the quality that comes from facilitating personal contact during the training. The fact that the partici-

pants work jointly on internal projects is another aspect of the programs. It gives project mentors insight into the benefits of having international teams from the most divergent corporate units and cultures. This is yet another reason why the content redesign will focus more strongly on diversity and on integrating appropriate learning content into each and every module.

UNCONSCIOUS BIAS

So-called “unconscious bias” as it relates to the topic of diversity in executive training programs is important because it is a major barrier to greater diversity at the workplace. Every person is characterized by cognitive thought patterns that affect their judgment and cause them to engage in discriminating behavior—unintentionally and unconsciously. Starting with prejudices based on outward appearances such as a person’s looks, height, age, or gender, unconscious bias extends all the way to decisions made under peer pressure. Developing an awareness of one’s own

prejudices and learning to deal with them in appropriate ways is fundamental to both team dynamics and the company’s management culture. The participants in such training learn how unconscious bias develops and how it can affect a company’s performance. Not a single human being is free of automatic assumptions, but voestalpine wants to shape its systems in ways that help people to recognize such assumptions for what they are so that their decision making is more objective and fair.

14.4.2 PROFESSIONAL ACADEMIES

In addition to its proven programs for executives and specialists, voestalpine also offers training programs for wage and salaried employees. These programs not only expand these employees’ professional qualifications and expertise, they also boost soft skills such as teamwork,

self-reflection, and agility. Topics such as guiding values and corporate responsibility are explored as well. The voestalpine Group believes that these competencies besides high levels of professional expertise are important factors in employees’ successful future advancement.

PURCHASING POWER ACADEMY

The Purchasing Power Academy has been working since 2014 to facilitate greater networking and professionalization among buyers. Purchasing strategies, purchasing processes, and communication, but also and increasingly sustainability in the supply chain, are some of the topics that are addressed. The multi-stage approach to training is implemented by voestalpine’s own dedicated employees and external trainers. In order to enable international buyers from

absolutely all voestalpine companies to participate in resource-efficient ways, the intensive in-person component is complemented by e-learning modules and apps, video conferences, training videos as well as self-study materials. So far, about 280 buyers have availed themselves of this continuing professional development opportunity. Every training stage ends with a final discussion.

14.5 APPRENTICES/TRAINEES

As of the annual reporting date (March 31, 2021), the voestalpine Group was training 1,309 apprentices in about 50 skilled trades, the majority (64.6%) at locations in Austria. A total of 22.6% of apprentices were being trained in Germany under the dual system applicable in that country. Because apprenticeships are based on defined needs, almost all of the apprentices who successfully complete their training are offered full-time positions. voestalpine clearly believes that it has the duty to invest in the training of young, skilled workers. In addition to excellent professional training, the focus also is on developing personal and social skills. The Group currently invests more than EUR 90,000 on training a single apprentice.

During the COVID-19 pandemic, new ways had to be found to meet with potential apprentices for the company's 410 trainee slots. Online formats such as a digital open house, digital presentations by the company at schools, or participation in digital trade shows took the place of in-person trade shows, open houses, and applicant interviews. The Group's HR departments are continually reviewing their options in their given regions in order to determine whether in-person meetings with applicants are possible.

DIGITAL GROUP APPRENTICE DAY

Even the annual voestalpine Group Apprentice Day had to take place in a completely new format due to the limitations arising from the COVID-19 pandemic. This event enables apprentices to network Group-wide and gives them insights beyond their own workplace. Apprentices thus met on October 6, 2020, for a hybrid event. The Management Board as well as select representatives of the Linz facility spoke live from Stahlwelt to approximately 400 apprentices and their trainers from Austria, Germany, and Switzerland who participated via interactive livestreams. voestalpine

facilities such as Zeltweg, Schwäbisch Gmünd, Wetzlar, Wallisellen, and the Linz Training Center along with group-IT were represented interactively by one trainer and apprentice each, both of whom provided insight into the individual facilities' activities and products. The members of the Management Board and the Group Works Council answered apprentices' questions in a Q&A session. Many participants concluded that "solidarity and courage are more important now than they have ever been."

14.6 THE STAHLSTIFTUNG

The Stahlstiftung (Steel Foundation) was founded in Linz, Austria, in 1987. Its aim was to provide employees of the VOEST-ALPINE Group (as it was called at the time), who had to leave the company due to a crisis, as well as employees of companies outside of the Group with opportunities for reorienting themselves professionally.

Up to four years of training and continuing professional development were funded for this purpose. In the business year 2020/21, about 76.3% of the participants looking for work were able to develop a new professional perspective with the help of the Stahlstiftung. The fact that this metric declined by 10.6 percentage points relative to the business year 2019/20 is yet another consequence of the COVID-19 pandemic.

As of the March 31, 2021, reporting date, a total of 546 individuals were receiving assistance from the Stahlstiftung, 73.1% of whom were former employees of the voestalpine Group. The total number of active Stahlstiftung participants in the business year 2020/21 was 888, i.e., 62.6% less than in the previous year (546 individuals).

In addition to the participants covered by the Stahlstiftung in its capacity as a classic employee fund, the activities of 68 individuals related to an educational leave were supported during the reporting period.

14.7 EMPLOYEE SHAREHOLDING SCHEME

voestalpine has had an employee shareholding scheme since 2001, which has been continually expanded since then. Besides the company's workforce in Austria, employees in Great Britain, Germany, the Netherlands, Poland, Belgium, the Czech Republic, Italy, Switzerland, Romania, Spain, and Sweden also have a share in "their" company. The voting rights associated with stock issued to employees are combined in the voestalpine Mitarbeiterbeteiligung Privatstiftung (employee foundation for the Group's employee shareholding scheme), making this entity a stable, key shareholder of voestalpine AG. As of March 31, 2021, a total of 24,100 employees have a stake in voestalpine AG. They

hold about 25.2 million shares which, due to the general bundling of voting rights, represent 14.1% of the company's share capital (previous year: 12.9%). In addition, former and active employees of voestalpine hold approximately 1.1 million "private shares" of voestalpine AG via the foundation, which equates to 0.6% of the voting shares. The foundation exercises the voting rights of these shares, too, as long as the given employees do not exercise their right to freely dispose of the shares. On the whole, therefore, as of March 31, 2021, the voting rights of 14.8% of the share capital of voestalpine AG are bundled in the foundation.

15. health & safety



Safety at the workplace and the health of its employees are core values of voestalpine and thus have highest priority. We work to further reduce the frequency of accidents and to improve the health of all employees of the voestalpine Group—wherever they work, whatever their position. Safety standards that apply Group-wide are at the root of an effective health & safety culture.



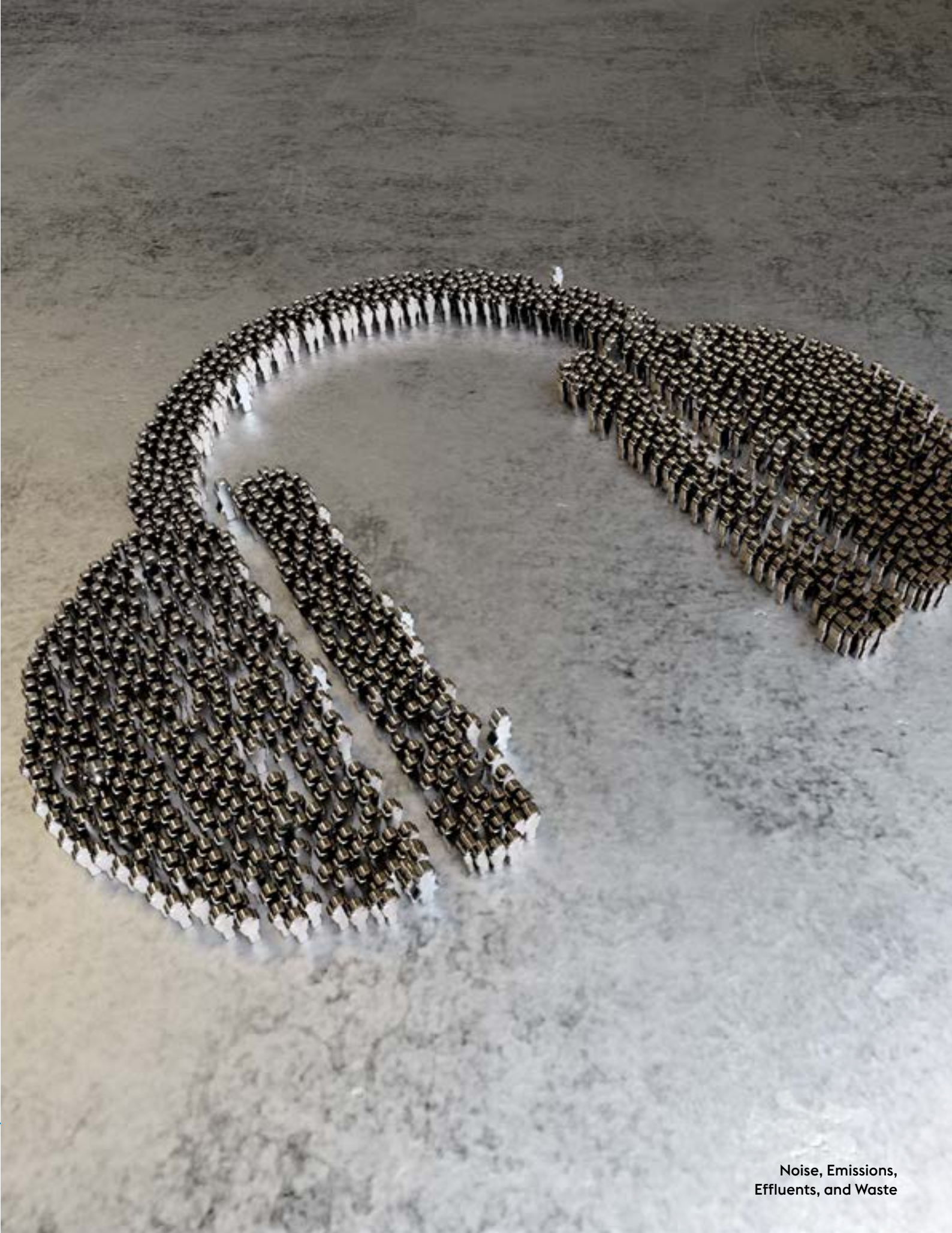
voestalpine's health & safety Values

Protecting its employees and their health is a central element of voestalpine's Sustainability Strategy. What matters, day in and day out, is to implement the Group's high standards at all facilities and refine them. We thus treat issues of health & safety with the same consistency and passion as we treat the quality of our products and processes. Because: Sustainable success is predicated on a healthy workforce in a safe environment.

Our health & safety values:

- >> Safety and health have the highest priority.
- >> Our executives stand for these core values, ensure consistent compliance with them, and assume leadership roles in doing so.
- >> Safe work practices (SWP) are a prerequisite for employment with voestalpine.
- >> Our employees' personal conduct at the workplace affects everybody's safety and health.
- >> Conscientious and responsible employees pay attention to themselves as well as to their co-workers.
- >> We also expect our contractors and partners to give priority to the safety and health of their employees.
- >> Healthy employees who have not been harmed are the foundation of a healthy and successful company.
- >> Every occupational accident is one too many and preventable.

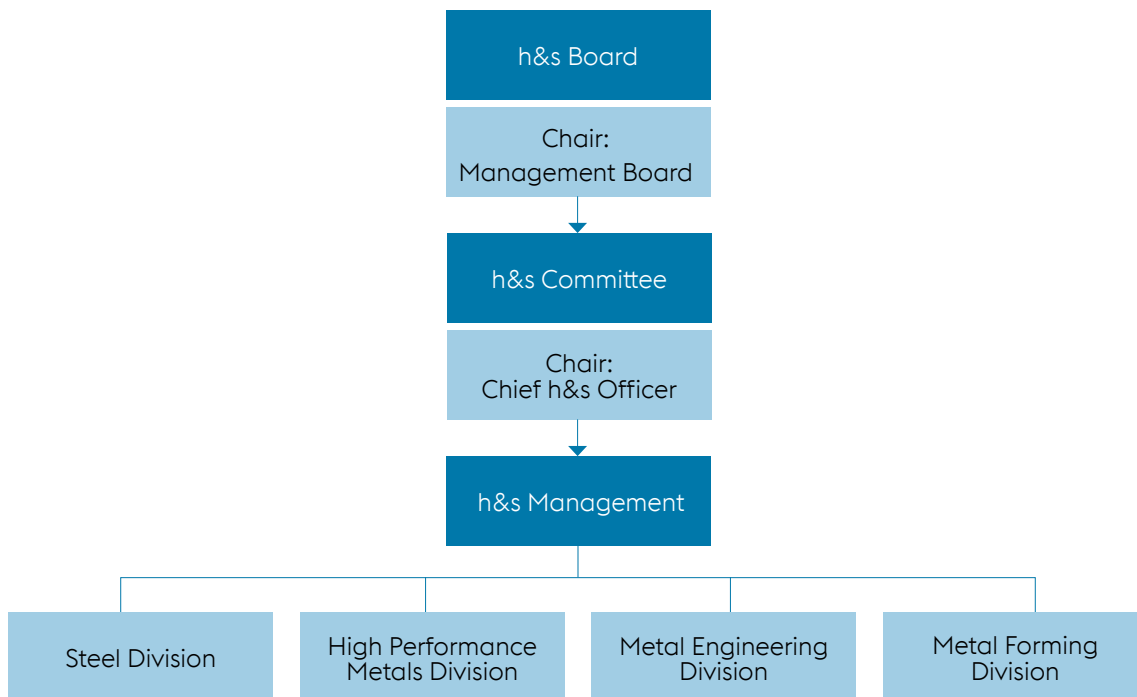
OUR VISION: Zero workplace accidents.



15.1 THE health & safety SYSTEM

The physical and psychic health of all employees and safety at the workplace are core values for voestalpine. This is underscored by the fact that the corporate health & safety (h&s) unit reports directly to one of the members of voestalpine AG's Management Board. It is run by the Chief health & safety Officer and fosters cooperation across the Group. This unit and a health & safety Committee, which is made up of employees of all four divisions as well as Works Council representatives, collaborate intensely on lowering the frequency of accidents. The accident frequency rate has already been reduced by approximately 50% Group-wide since the department was established five years ago.

voestalpine's health & safety unit works to develop a health & safety culture that all employees throughout the Group can embrace. In each division, managers also have a role to play in this connection alongside the Chief health & safety Officer, the h&s Board (comprising all Management Board members who also head a division), and the h&s Committee. Safety projects that serve to prevent accidents and strengthen people's awareness of safety issues are carried out in all divisions.



The voestalpine Group has defined the following safety standards:

- >> Every production company must put in place a safety system appropriate to its size and the nature of its activities.
- >> Safety audits are measures aimed at checking the lived reality of the safety culture and must be conducted by production company executives.
- >> Near misses must be reported, documented by way of event analyses, and appropriate actions devised and implemented.

The effectiveness of the Group-wide safety standards is reviewed annually using a Web-based tool and improved as necessary through appropriate action.

voestalpine's Management Board member responsible for workplace safety has been required to perform annual safety audits since the business year 2018/19. The managing directors responsible for workplace safety at the production companies, in turn, must carry out quarterly safety audits. The lost time injury frequency rate (LTIFR) and the health status are the two key safety indicators that the companies compile uniformly throughout the Group.

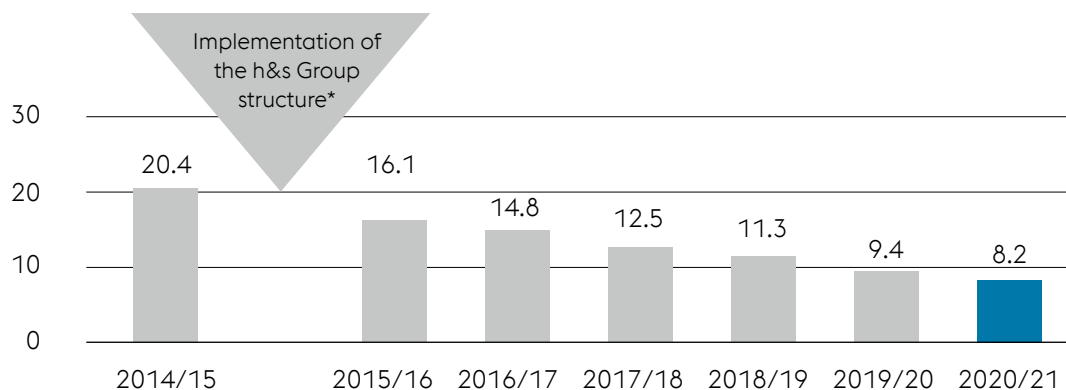
15.2 LOST TIME INJURY FREQUENCY RATE

The LTIFR shows the number of reportable workplace accidents entailing more than three sick days per one million hours of work performed. The Group established uniform definitions of reportable workplace accidents, sick days, and working hours in the business year 2015/16 because there are stark differences in the given rules and regulations that apply in individual countries.

Thanks to consistent h&s measures in the divisions, the number of workplace accidents has fallen continuously in recent years. There were 626 reportable workplace accidents and one fatal accident among employees of the voestalpine Group during the business year 2020/21.

DEVELOPMENT OF THE LOST TIME INJURY FREQUENCY RATE (LTIFR)

As of the March 31 reporting date



* Change in the definition of the key performance indicator (KPI)

The accident reports are recorded in a central database system for the purpose of carrying out event analyses and filing the information with the authorities. Appropriate improvement measures are adopted and communicated based on the findings of the event analyses.

The number of near misses is recorded in accordance with voestalpine's safety standards using a Group-wide h&s Web-based tool. If compliance at a facility with the required processes is insufficient, it must report planned improvement measures along with the completion date in this Web-based tool.

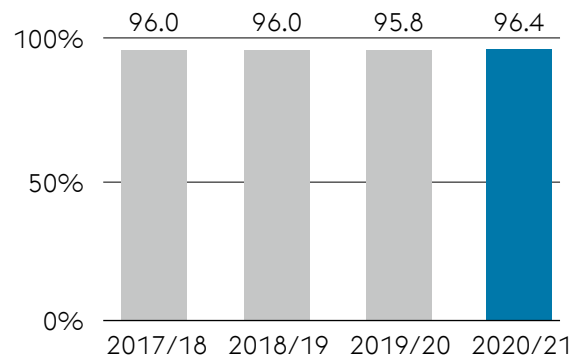
15.3 HEALTH STATUS

The health status shows the percentage of prescribed working hours during which all employees were actually present during a pre-defined period.

A high health status is not only good for the employees, it is also good for the company. It demonstrates the outcome of an effective health policy as well as the company's responsible and respectful attitude toward its employees. No matter how important it is to achieve a high health status, it is equally important to ensure that employees do not come to work when they are sick.

DEVELOPMENT OF THE HEALTH STATUS

As of the March 31 reporting date



15.4 OCCUPATIONAL health & safety AND HEALTH PROMOTION

voestalpine's larger facilities (for example, Linz and Donawitz in Austria) have dedicated occupational health & safety centers that offer not only acute medical care but also preventive care, physical therapy, vaccination campaigns, and physical instruction. Employees can use this medical support structure to avail themselves of voestalpine's employee health programs that surpass the statutory occupational health programs. At smaller facilities, occupational medical services are provided by select external partners.

There is no Group-wide guidance for such voluntary measures to promote employee health; instead, they are planned and carried out by the individual companies themselves. A survey of 168 voestalpine Group companies has shown that such measures focus on movement and ergonomics, medical tests and exams, mental health, vaccinations, and healthy nutrition.

15.5 health & safety MANAGEMENT SYSTEMS

Absolutely all of voestalpine's production companies have a health & safety management system, and 50% are certified pursuant to ISO 45001 (previously OHSAS 18001). This means that some 30,500 employees (72%) working in production are employed at a facility that has a certified occupational safety system.

Some 80% of the safety experts and/or health & safety officers are employees of voestalpine; at smaller facilities, external experts are hired to provide these services. voestalpine implements absolutely all laws pertaining to the protection of employees in all countries in which it works. In addition, compliance with the h&s Group guide-

line that the Management Board of voestalpine AG adopted in April 2021 is mandatory.

This guideline regulates the following issues:

- >> Our health & safety values
- >> Group-wide safety standards
- >> Reality checks
- >> Safety for new employees
- >> Implementation responsibility

**All relevant companies are certified
under ISO 45001 up to the
business year 2024/25.**

15.6 health & safety TRAINING

voestalpine Group companies regularly hold safety meetings with all of their employees. There is a monthly meeting between the master craftsman and their staff. The safety experts and health & safety officers at the production plants explain occupational safety rules and regulations during the monthly "15-minute safety training modules." These regular meetings, which are also attended by the Works Council, serve to discuss and adopt action steps aimed at improving workplace safety. The frequency of the meetings is contingent on the size of the given company and the participation of people from various levels of the hierarchy. In addition, physical safety inspections are conducted once every quarter by management and once a year by the Management Board.

health & safety training was rolled out Group-wide in the business year 2020/21. It is available in 14 languages and must be completed particularly by new employees.

The company's h&s values and the safety standards are imparted in this online training, which supplements the in-person training. These training sessions vividly demonstrate to employees how voestalpine's safety culture is developed and lived. The online module can be accessed from any PC via a learning portal. Additional training is carried out for managers as well as for master craftsman as part of their qualification program.

FOCUS ON HEALTH

voestalpine's Steel Division has been organizing so-called "Focus on Health" events since 2017. Owing to the COVID-19 pandemic, however, fewer lectures were offered in the business year 2020/21 than in previous years. Overall, 403 people participated in 23 events regarding issues such as stress management, mindfulness, mental health, and muscle relaxation.

15.7 WORKPLACE SAFETY AT CONTRACTORS/THIRD-PARTY ENTITIES

voestalpine also endeavors to protect the life and health of third-party employees. Binding guidelines that the employees of contractors and third-party companies must comply with have been issued to this end.

Compliance with voestalpine's safety standards and participation in safety training events are mandatory. In Austria, a badge that attests to completion of the safety training must be worn visibly.

The training that is conducted as part of the Safety Training Environment (SATRE) is prescribed in the company's General Terms and Conditions; compliance with implementation of the training is reviewed in connection with supplier assessments.

Temporary employees are treated the same as regular employees and thus are also trained and instructed with respect to occupational safety.

MEASURES TO PROTECT OUR EMPLOYEES AGAINST COVID-19

voestalpine's management took rapid action at the onset of the COVID-19 pandemic to protect its employees from becoming infected. A task force was put in place as early as in February 2020. It is made up of the CEO, the senior managers of voestalpine AG, the HR managers of the divisions, and representatives of the occupational medical services. The task force acts in a timely manner to coordinate all measures required for protecting our employees' health & safety in different regions.

It has been meeting once a week since the start of the pandemic.

A COVID-19 prevention package was made available to all Group companies. Current information on all COVID-19 measures (along with links to the relevant governmental information) are communicated Group-wide via email, newsletters, board notices, and articles in the intranet.

