

DRAFT - January 5, 2024

U. S. Steel internal/external social content for *Newsweek* recognition

America's Greatest Workplaces for Diversity 2024

Internal Content

Digital Signage

- With team members from all walks of life, we are one of “America’s Greatest Workplaces for Diversity 2024.”

X App

Headline (80-character limit):

- U. S. Steel Named One of “America’s Greatest Workplaces for Diversity 2024”

Description (300-character limit):

- The survey results are in, and U. S. Steel has made *Newsweek*’s list of “America’s Greatest Workplaces for Diversity for 2024.” The study spotlights large and mid-size organizations that are notable for providing excellent work opportunities and cultivating a healthy work-life balance for all.

Shareable text (243-character limit):

- *Newsweek*’s list of “America’s Greatest Workplaces for Diversity for 2024” is out, and #USSteel has earned a 5-star spot! Thrilled to work for a company recognized for providing great opportunity to women, veterans, LGBTQ+, and job starters.

External Content

Media Release Quotes

Dave Burritt:

- U. S. Steel’s strong commitment to diversity, equity, and inclusion is fundamental to our Best for All® strategy. Being publicly recognized by *Newsweek* as one of “America’s Greatest Workplaces for Diversity 2024” is an honor that reflects how much the progress we’ve made on our DE&I journey matters to our employees, without whom we could not have made the list.

Mona Dine:

- Being named to *Newsweek*’s list of “America’s Greatest Workplaces for Diversity 2024” is both a recognition to celebrate and to build on as we continue to foster our Culture of Caring and deepen the ways in which our employees experience inclusiveness, trust, and respect, all of which we believe to be essential to a thriving workplace.

Corporate Social Channels

LinkedIn:

- The results of one of America’s largest, independent workplace studies are in, and #USSteel has made *Newsweek*’s list of “America’s Greatest Workplaces for Diversity 2024.” Conducted by Plant-A Insights, the study interviewed over 223,000 employees and collected more than 1.5 million comprehensive company reviews to spotlight large

and mid-size organizations that are notably providing excellent work opportunities for women, veterans, the LGBTQ+ community, and job starters and cultivating a healthy work-life balance for all.

FB/IG:

- #USSteel is delighted to have been identified by *Newsweek* and Plant-A Insights Group as one of “America’s Greatest Workplaces for Diversity 2024.” It is a recognition that highlights our notable commitment to providing excellent work opportunities for women, veterans, members of the LGBTQ+ community, and job starters and to cultivating a healthy work-life balance for all.

Twitter:

- Being identified by *Newsweek* and Plant-A Insights Group as one of “America’s Greatest Workplaces for Diversity 2024” is a recognition that lets the world know how serious #USSteel is about supporting every employee and providing equitable opportunities for all.

Personalized LinkedIn Posts for Select Senior Leaders

Dave Burritt:

- A workplace that is #BestForAll is one in which everyone feels heard, empowered, and respected. #USSteel’s commitment to that vision and the progress it promotes on our DE&I journey just received validation from *Newsweek* when our company was not only identified as one of “America’s Greatest Workplaces for Diversity 2024,” but also earned a five-star rating.

Scott Buckiso:

- As executive sponsor of #USSteel’s LEAD ERG, it gives me great pleasure to share that U. S. Steel has made *Newsweek*’s list of “America’s Greatest Workplaces for Diversity 2024” with a five-star rating. This is yet one more accolade that owes a debt of gratitude not only to the leaders and members of LEAD, but to all our employee resource groups for prioritizing the physical and psychological safety of all team members and promoting inclusivity in every plant, facility, and office. Together, we have earned this distinction.

Tara Carraro:

- At #USSteel, we care deeply about furthering our DE&I journey. It is fundamental to our #BestForAll strategy and an important aspect of our corporate Culture of Caring. So, when well-respected organizations like *Newsweek* and Plant-A Insights recognize our company as one of “America’s Greatest Workplaces 2024” – with a five-star rating, no less! – that is really something to celebrate.

Christian Gianni:

- Being part of the senior leadership team at #USSteel gives me a front row seat to the transformation we are driving as part of our #BestForAll strategy. It also gives me a unique vantage point from which to appreciate how much our inventiveness benefits from having a diverse workforce. Today, I celebrate the good news of U. S. Steel being named to *Newsweek*’s list of “America’s Greatest Workplaces for Diversity 2024,” in large part because I know that the diversity of our people – with their wide-ranging

perspectives, backgrounds, and experiences – will continue to make us better problem-solvers, creative thinkers, and expansive innovators.

Jess Graziano:

- As we take actions and implement programs to advance #USSteel’s DE&I journey, we are encouraged by the validation we receive from external sources, but we are delighted when we receive validation from our own employees. That was the case when their candid, anonymous responses to Plant-A Insights Group’s large-scale survey recently earned U. S. Steel a five-star rating and a coveted spot on *Newsweek’s* list of “America’s Greatest Workplaces for Diversity 2024,” a distinction that pays tribute to every member of our diverse, inclusive workforce.

Duane Holloway:

- Newsweek and Plant-A Insights recently completed their second, large-scale study of the country’s best workplaces, and when the results came in, #USSteel was on the list of “America’s Greatest Workplaces for Diversity 2024,” and with a five-star rating! I’m delighted to help lead an organization that repeatedly receives recognition for providing excellent work opportunities for women, veterans, the LGBTQ+ community, and job starters and cultivating a healthy work-life balance for all.

Ken Jaycox:

- #USSteel has made Newsweek’s list of “America’s Greatest Workplaces for Diversity 2024” and earned a five-star rating for the outstanding opportunities we offer to women, members of the LGBTQ+ community, and veterans. As a member of the leadership team and executive sponsor of our SERVE ERG, I am grateful to our employees for this public recognition of our inclusive company culture and proud of all the ERG members whose caring for all people helped make it happen.

Mike Williams:

- At #USSteel, we are keenly aware that DE&I is essential to the well-being of our people, forms a cornerstone of our #BestForAll strategy, and fuels our creativity and innovation. Now, as a five-star company on Newsweek’s list of “America’s Greatest Workplaces for Diversity 2024,” we are excited to see how this enhanced recognition will help us attract new people and move up the talent curve in our organization.

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FINAL - July 2023

DBB Signs CEO Letter on Disability Inclusion - personalized social media posts for U. S. Steel SLT

U. S. Steel President & CEO Signs Disability:IN’s CEO Letter on Disability Inclusion

Personalized LinkedIn Posts

Below you will find a LinkedIn post written specifically for you. Simply copy and paste it into your LinkedIn feed to amplify our story.

SLT/Exec Sponsors (in alphabetical order):

Scott Buckiso: When doing what is right also makes good business sense, everyone everywhere wins. Today, that winning strategy is exemplified by #USSteel's Dave Burritt, whose signature on Disability:IN's *CEO Letter on Disability Inclusion* adds to the growing voice of leaders worldwide demanding that all companies step up and take action to build workplaces that are accessible and equitable for all. As executive sponsor of our LEAD employee resource group, which is dedicated to inclusivity and diversity for all minority communities, I applaud this influential alliance. #AreYouIN #DisabilityInclusion

Tara Carraro: When #USSteel's Dave Burritt added his signature to Disability:IN's *CEO Letter on Disability Inclusion*, he joined more than 170 high-profile CEOs from across the globe who are sending a powerful message that we will not stop working until disability inclusion is realized not only across our individual enterprises but across the broader corporate mainstream as well. #AreYouIN #DisabilityInclusion

Malisa Dunn: By signing Disability:IN's *CEO Letter on Disability Inclusion*, #USSteel's Dave Burritt joined other CEOs in proclaiming that until people with disabilities are fully represented in the workforce and their political and economic power is equalized, we all must be steadfast advocates for their inclusion and advancement in every workplace worldwide. I commend the effort of this influential alliance and hope it causes ripple effects for marginalized people everywhere. #AreYouIN #DisabilityInclusion

Rich Fruehauf: As the first – and currently lone – CEO of a steel company to affix his signature to Disability:IN's *CEO Letter on Disability Inclusion*, Dave Burritt continues #USSteel's legacy of leading transformational societal change and tackling the challenges of our times. As Chief Strategy & Sustainability Officer and executive sponsor of the SteelSUSTAINABILITY employee resource group, I am typically focused on sustainability matters, but today I am inspired by this influential alliance and applaud Dave for adding his voice to this global commitment to the advancement of people with disabilities in workplaces everywhere. #AreYouIN #DisabilityInclusion

Jess Graziano: By signing Disability:IN's *CEO Letter on Disability Inclusion*, #USSteel's Dave Burritt adds an influential voice to a contingent of prominent leaders insisting that the time to advance equality and inclusion is now and the need to make sure no one is marginalized is more pressing than ever. As executive sponsor of WIN, an employee resource group dedicated to enabling women to maximize their professional success, I applaud this effort not only for the lift it provides women with disabilities but also for the ripple effect it will have on the mothers and wives, sisters and daughters of disabled workers everywhere. #AreYouIN #DisabilityInclusion

Manpreet Grewal: Today, #USSteel CEO Dave Burritt has shown up as an important ally for disabled workers everywhere by being the first and only CEO of a steel company to affix his signature to Disability:IN's *CEO Letter on Disability Inclusion*. In doing so, he continues U. S. Steel's legacy of leading transformational societal change and tackling the challenges of our times. As executive sponsor of SteelABILITY, an employee resource group dedicated to driving increased awareness and understanding of disability-related issues, I am grateful for the amplified visibility and support this CEO Letter – and Dave's signature on it – gives to people everywhere who identify as having a disability or who provide care for someone else who does. #AreYouIN #DisabilityInclusion

Duane Holloway: By signing Disability:IN's *CEO Letter on Disability Inclusion*, #USSteel's Dave Burritt adds his influential voice to a contingent of prominent leaders insisting that the time to advance equality and inclusion for people with disabilities in all workplaces is now. As executive sponsor of SteelPARENTS, an employee resource group dedicated to supporting working parents and caregivers, I applaud this effort not only for the lift it gives to those who identify as having a disability, but also for the people everywhere who so selflessly provide care for others who do. #AreYouIN #DisabilityInclusion

Ken Jaycox: By signing Disability:IN's *CEO Letter on Disability Inclusion*, today #USSteel's Dave Burritt joins other CEOs in proclaiming that until people with disabilities are fully represented in the workforce, until their political and economic power is equalized, until we achieve a global economy in which people with disabilities participate fully and meaningfully, we all must be steadfast advocates for their inclusion and advancement in every workplace across the globe. As executive sponsor of SERVE, an employee resource group dedicated to honoring and supporting U. S. Steel's veteran employees, as well as the countless American vets who were disabled protecting and defending our freedoms, I applaud this influential alliance. #AreYouIN #DisabilityInclusion

Kevin Lewis: Today, #USSteel's Dave Burritt added his signature to Disability:IN's *CEO Letter on Disability Inclusion*. In doing so, he joined more than 170 high-profile CEOs from across the globe who are sending a powerful message that the work cannot stop until disability inclusion is realized not only across our individual enterprises but across the broader corporate mainstream as well. As executive sponsor of our NextGen Steel employee resource group, which is dedicated to empowering the next generation of U. S. Steel leaders, that is the kind of cooperation we need to shape the kind of future leaders we want. #AreYouIN #DisabilityInclusion

Mike Williams: As VP & Chief Human Resources Officer, I am keenly aware that hiring, promoting, and leveraging the skills of the talented, underrepresented people who identify as having a disability is not only right, it also makes good business sense. #USSteel's commitment to this win-win strategy has earned us recognition as a "Best Place to Work for Disability Inclusion." Today our CEO Dave Burritt amplifies that commitment by signing the Disability:IN CEO letter, adding his voice to a contingent of leaders demanding that all companies take action to build workplaces that are accessible and equitable for all. #AreYouIN #DisabilityInclusion

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FINAL - November 28, 2023

U. S. Steel internal/external social content related to earning Mansfield Certification

2023 Mansfield Certification

Internal Content

X App

Headline (80-character limit):

- Growing More Inclusive Together: U. S. Steel Legal Is Now Mansfield Certified

Description (300-character limit):

- By earning Mansfield Certification, we join other well-known companies that are diversifying the top ranks of their legal departments and opening doors to historically underrepresented individuals in the field, including women, ethnic minorities, LGBTQ+ persons, and people with disabilities.

Shareable text (243-character limit):

- #USSteel's legal department just earned Mansfield Certification, a process designed to ensure lawyers of all backgrounds have a fair and equal opportunity to advance into leadership roles, one more way we are progressing on our DE&I journey.

External Content

Media Release Quotes

Mona Dine:

- U. S. Steel's commitment to inclusivity and equity drives continuous progress on our journey to increase ethnic and gender diversity at all levels of our organization. Earning Mansfield Certification marks a significant step toward accelerating our ability to open doors to historically underrepresented individuals in the legal field.

Duane Holloway:

- At U. S. Steel, we believe diversity and inclusivity enhance our ability to innovate. Mansfield Certification is one more way we are expanding our thinking and our talent pool whenever new leadership positions become available --- not only on our legal team, but across all levels of our organization.

Corporate Social Channels

LinkedIn:

- Investing in and supporting a diverse workforce is key to #USSteel's #BestForAll business strategy. Today, we are delighted to share that our legal team has earned Mansfield Certification, a meaningful step toward diversifying the profile of our company at the highest level, enhancing tracking and transparency around recruitment of our senior leaders.

FB/IG:

- We are delighted to share that #USSteel, along with 60+ other influential companies, has just secured Mansfield Certification. We recognize and value how inclusivity and equity enhance business results; we are eager to see the added benefits that will come from encouraging and supporting an even more diverse legal team moving forward.

Twitter:

- By earning Mansfield Certification, #USSteel joins other companies that are diversifying the top ranks of their legal teams and opening doors to historically underrepresented individuals in the field, including women, minorities, LGBTQ+ persons, and people with disabilities.

Personalized Posts for Select Senior Leaders

Dave Burritt:

- Since #USSteel's inception, our S.T.E.E.L. Principles have provided the foundation of a strong ethical culture characterized by transparency, accountability, fairness, and respect. We believe our recent Mansfield Certification will help ensure that everyone has a fair and equal opportunity into leadership and a transparent pathway to advancement in our legal department.

Tara Carraro:

- At #USSteel, DE&I is a journey we are continuously on at every level of the organization. Today, that journey took a significant step forward as our legal department earned Mansfield Certification. This respected accreditation validates an ongoing commitment to expanding the pool of qualified talent considered for leadership roles and opens the door to historically underrepresented individuals in the legal profession. Achieving Mansfield Certification is just one way our senior leaders demonstrate their

commitment to learning together, working together, and creating a more inclusive team together.

Mona Dine:

- Diversity makes us better as people and stronger as a business. Period. Now, with Mansfield Designation, #USSteel has taken a meaningful step toward diversifying the profile of our company at the highest level and enhancing tracking and transparency around recruitment of our senior leaders.

Jess Graziano:

- The Mansfield Rule is named for Arabella Mansfield, the first woman admitted to the practice of law in the United States. It has given rise to Mansfield Certification, a process by which legal departments enhance their affirmative consideration of historically underrepresented attorneys for internal positions and outside counsel roles. As executive sponsor of an employee resource group dedicated to cultivating an inclusive environment that enables women to maximize their professional success at #USSteel, I could not be more pleased that our legal department has earned Mansfield Certification. This truly is #BestForAll.

Duane Holloway:

- #USSteel's commitment to diversity, equity, and inclusion continues to drive our efforts to address underrepresentation at all levels of our organization. This is particularly meaningful for our legal team, as we work together to frame some of the most important decisions our company makes. Earning Mansfield Certification marks a significant step toward accelerating our ability to reflect the great diversity of all employees working in U. S. Steel plants, mills, and facilities.

Mike Williams:

- I am pleased to share that our #USSteel legal department has just earned Mansfield Certification, which they achieved through extensive participation in a highly regarded program that will enhance our ability to think broadly whenever new leadership positions become available not only on our legal team, but across all levels of our organization. This certification validates our authentic commitment to improving our diversity profile, particularly at the senior level, and demonstrates the comprehensiveness and breadth of our #BestForAll strategy.

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FINAL - March 2, 2023

International Women's Day suggested social posts for Quest Global employees

International Women's Day Posts for Employees

Statement: To help celebrate International Women's Day, we've designed bold social tiles. Choose your favorite, and then pick one of the following social posts to go along with it or add your own voice. Either way, you'll be showing your support for women everywhere.

Similar design for all 4 social tiles with different headlines

- 1) **Headline: I am a fierce advocate of a gender equal world.**
#EmbraceEquity #InternationalWomensDay

- 2) **Headline: Together we can take action to drive gender equity.**
#EmbraceEquity #InternationalWomensDay
- 3) **Headline: Women’s rights are human rights.**
#EmbraceEquity #InternationalWomensDay
- 4) **Headline: I aspire to create a world free of bias, stereotypes, and discrimination.**
#EmbraceEquity #InternationalWomensDay

4 posts employees can use with tiles

1. Today and every day, I honor the many female and female-identifying engineers that work alongside me and drive innovations that solve the world’s hardest engineering problems. I truly believe that collectively we can bring about gender equity, and I am proud to work for a company that works toward achieving the same.

#EmbraceEquity #InternationalWomensDay #QuestGlobal #IWD2023

2. We can forge women's equality when collectively we #EmbraceEquity. Proud to see my company put this into action by prioritizing gender balance and helping girls in STEM succeed by subsidizing digital literacy and skill training programs.

#InternationalWomensDay #QuestGlobal #IWD2023

3. From the celebrated to the overlooked, the mothers to the daughters, the successful to the struggling, and, of course, from the aspirational STEM students to the accomplished engineers, I wish you all a happy International Women’s Day. Every woman deserves a chance to flourish, thrive, and live in a world free of bias, stereotypes, and discrimination. #EmbraceEquity #InternationalWomensDay #QuestGlobal #IWD2023

4. Who’s stronger than you and me separately? Us! Only together can we can make the impossible possible. I am proud of my team at #QuestGlobal, who stand united across cultural and gender differences to collectively assert that women’s rights are human rights.

#EmbraceEquity #InternationalWomensDay #QuestGlobal #IWD2023

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DRAFT - May 25, 2022

Quest Global Pledge - personalized posts for the Executive Team

Quest Global Pledge – Executive Team LinkedIn Post

Leader	Social Post
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Ajit	<p>In honor of our 25-year anniversary celebration, we're planting 500K trees around the world. That's twenty-five trees planted on behalf of every employee by 2025! Contributing to a better tomorrow and giving back to our communities has always been part of our DNA at Quest Global.</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Joe	<p>We're launching our Quest Global Pledge on World Environment Day, June 5th, to join the United Nations Environment Programme in raising awareness and advocating for effective environmental change. #OnlyOneEarth. We salute UNEP on their Golden Anniversary!</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Yumi	<p>N/A (Yumi will coordinate direct with Qnary)</p>
Andrew	<p>Preserving and expanding our forest cover is critical for combatting the accelerating effects of climate change. That's why in fellowship with World Environment Day, we're celebrating 25 years of Quest Global by kicking off our Quest Global Pledge to plant 25 trees on behalf of every employee to reforest 500,000 trees by 2025.</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Alfonso	<p>Thrilled to kick off our Quest Global Pledge to plant 500K trees by 2025, joining in fellowship with UNEP's World Environment Day. In concert with developing safer, sustainable transportation solutions, it is also our collective responsibility to be the Earth's most trusted partner.</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Shrikant	<p>It's a kick syncing up the Quest Global Pledge to plant 500K trees by 2025 with UNEP's World Environment Day on June 5th.</p> <p>Our employee's continual efforts to be our customers' most trusted partners matter even more when they align with our collective efforts to be our planet's most trusted partner.</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>

Lindsey	<p>We're celebrating our Silver Jubilee on World Environment Day by kicking off our Quest Global Pledge to plant 25 trees on behalf of each employee to reforest 500,000 trees by 2025.</p> <p>The Quest Global Pledge is our way of creating an environmental imprint that lasts for generations to come. Sustainability is no longer about doing less harm. It is about doing more good.</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Ajay	<p>Most far-reaching visions begin with planting a small seed and then enacting a thousand small details impeccably considered and executed. That's why in celebration of UNEP's golden anniversary and our Silver Jubilee, we're launching the Quest Global Pledge on World Environment Day.</p> <p>Our goal is to plant a total of 500K trees by 2025; that's 25 trees for each one of our 13,000+ extraordinary employees!</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Suraj	<p>With over 100mn hectares of forest cover lost in the last two decades, we're focusing our collective energy on World Environment Day goals by expanding forests around the world through our Quest Global Pledge to plant 25 trees on behalf of each employee by 2025.</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Dushy	<p>Honored to celebrate our 25-year anniversary with our Quest Global Pledge to plant 25 trees on behalf of each employee in order to reforest critical biodiversity areas around the world with 500,000 trees by 2025. Just as being our customers' most trusted partners is at the heart of our business, being the Earth's most trusted partner is at the heart of who we are.</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>
Niketh	<p>Celebrating our 13,000 extraordinary employees' unlimited potential to create a better future for us all on this World Environment Day with our Quest Global Pledge: Plant 25 trees for each of one for a total of 500,000 by 2025!</p> <p>#OnlyOneEarth #WeAreQuestGlobal #OneTreePlanted</p>