



ATTRACTING, RETAINING AND DEVELOPING THE 21ST CENTURY WORKFORCE

At Materion, we define an inclusive environment as the collective strength derived from the unique perspectives, experiences, backgrounds, geographies, cultures, and characteristics of our people. We believe that our broad definition of diversity fosters innovation, drives value, and creates a positive impact on our world. By embracing and leveraging these differences, we gain the critical insights needed to achieve successful performance on a global scale.

Materion is dedicated to fostering an inclusive and talented workforce that propels our company's growth. We have made substantial investments in a cutting-

edge Human Capital Management technology platform. As part of our ongoing transformation, we have streamlined and standardized numerous practices and continue to make enhancements to our systems and programs. This platform supports multiple activities aimed at attracting, growing, and retaining talent. As an example, we have fully integrated systems that enable initiatives such as an employee engagement survey, recognition, and feedback programs, learning management systems, individual development, and compensation cycle activities. These integrated systems give Materion the ability to create broad-based talent development programs for the workforce of the future.

Talent Attraction

At Materion, we prioritize the effective recruitment of top talent from local and national talent pools. To support U.S. recruitment, we have a centralized in-house talent acquisition team. This team has built an extensive network while simultaneously leveraging the most effective strategies to attract talent to Materion. In addition, Materion offers ongoing opportunities for advancement and promotion internally to ensure growth and career pathways for existing employees.

Over the last six years we have grown an early career talent pipeline, hiring several of our emerging leaders through internship, co-op, and apprenticeship programs. These efforts coupled with our rotational programs are building a strong internal development pipeline, enabling Materion to further create the next generation of technology and innovation leaders.

Talent Retention and Development

Operating in a highly competitive labor market, Materion recognizes the importance of attracting and retaining skilled professionals with a diverse set of technical and leadership skills. To achieve this, we offer a comprehensive benefits package that encompasses paid time-off, healthcare, disability, retirement plans, business travel accident insurance, life and accident insurance, medical travel insurance, holiday and leave entitlement, tuition assistance, and retiree-eligible healthcare counseling. Our commitment to our employees is reflected in recent enhancements to our dental, vision, critical illness, and accident coverage. Furthermore, we have introduced improved disability benefits and implemented paid family leave to support our employees during significant life events such as the birth or adoption of a child. To support employees in their wellness journey, Materion offers benefits that encourage employees to live a healthy lifestyle while also saving money.

Inclusion and Talent Management



We are fully committed to identifying and developing the talents of our current leaders, our next generation of leaders, and our early campus hires - for whom we have rotational programs established. To that end, we continue to invest in programmatic learning and develop additional career ladders to guide employee/manager career development discussions.

We support the development of our employees in a variety of ways:

- Feedback and career discussions with managers and mentors
- Rotations and stretch assignments
- Targeted training, including leadership development programs, coaching, technical training, and conferences
- Apprenticeships programs - which we continue to expand globally

Materion is also a member of *Women in Manufacturing*, through which we sponsor education through our Elevate Employee Resource Group. We also recognize our female leaders and allies by participating in the Manufacturing Institute's *Step Ahead Awards* program.

Leadership Model and Talent Development

At Materion, we have established a robust leadership model consisting of 10 competencies that encompass Leading the Business, Leading Others, and Leading Yourself. These competencies serve as a common performance language, providing clarity on what successful performance entails throughout our organization. They are applied to all salaried employees, ensuring 100% alignment from executives to front-line supervisors. Integrated into our recruiting, performance management, and employee development practices, these competencies enable us to foster a culture of excellence. As Materion continues to build its talent development approach, employees have access to a multitude of learning experiences. These include eLearning and classroom learning opportunities, apprenticeships, and professional development programming. In addition to focusing on leadership competencies, Materion also ensures full alignment of learning opportunities with Materion values.

Talent Reviews and Succession Planning

To effectively monitor and cultivate our leadership bench, talent pipeline, and future successors for key senior roles, Materion conducts annual organization, talent, and succession planning reviews. These comprehensive evaluations involve our CEO and business unit and functional leaders, utilizing a range of tools and criteria, including performance calibration. They enable us to assess our leadership capabilities and plan seamless transitions when necessary, ensuring our sustained growth and success.