

DIVERSITY AND INCLUSION

At Materion, we deeply value diversity and recognize that an inclusive culture drives innovation, workplace vitality, and positive impact for our business, customers, and communities. We understand that diversity alone is insufficient; true engagement requires an environment of openness, equal opportunities, and the ability for employees to bring their authentic selves to work.

Our approach is to celebrate diversity, prioritize diverse representation, and hold ourselves accountable as leaders for fostering an inclusive environment where all employees can thrive. To support these goals, we actively monitor the diversity of our workforce as well as the diversity within our leadership, ensuring that we create pathways for diverse candidates to advance their careers and assume leadership positions across the company.



We will foster an environment of inclusiveness in which all employees feel valued

Materion remains committed to enhancing the representation of diverse talent across all levels, including the Board, C-Suite, senior leadership, and the broader workforce. Our goal is to cultivate a positive and dynamic global work environment where every employee feels valued and included. To ensure accountability and progress, we regularly track and report on key talent metrics such as turnover, critical

role talent pipelines, succession readiness, performance management, and diversity hires.

By actively pursuing diversity and closely monitoring these metrics, we strive to create an inclusive workplace that embraces the unique contributions of individuals. Our dedication to fostering diversity extends beyond representation, as we continually work towards building a culture that promotes equality and empowerment for all.



Materion is committed to fostering diversity and inclusion throughout our organization. To drive these efforts, we have established a dedicated Diversity & Inclusion Council alongside four Employee Resource Groups (ERGs). In 2022, we expanded the Diversity & Inclusion Council by appointing three new site-based leaders, further enhancing our diversity initiatives. In 2023, our focus is on expanding the reach of our ERGs, which are company-sponsored groups that facilitate support and promote shared interests among employees and the company as a whole. We provide leadership development training to support our ERG leaders in their roles.

Our ERGs play a pivotal role in influencing business strategy, offering educational opportunities, and engaging in community service initiatives. They create platforms for employees to network, develop, and grow in a supportive environment. Our ERGs include:

- ELEVATE (women)
- V.E.T. (veterans and allies of the military)
- United Voices of Materion (all ethnic backgrounds)
- BeYou (LGBTQ+)

Looking ahead, we are committed to cultivating an inclusive environment where all ideas are welcomed and employees feel empowered to express themselves and actively participate in constructive conversations. In 2023, we are focusing on building a strong foundation for diversity and inclusion by implementing comprehensive training programs and facilitating D & I dialogue across the company.

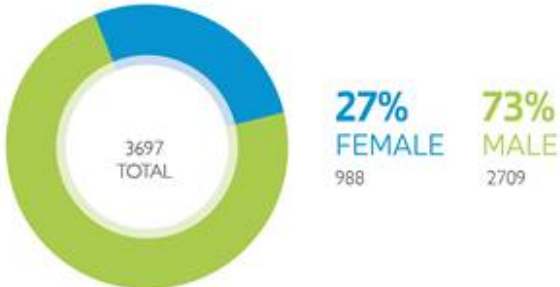
HUMAN CAPITAL MANAGEMENT

Diversity & Inclusion and Talent Management

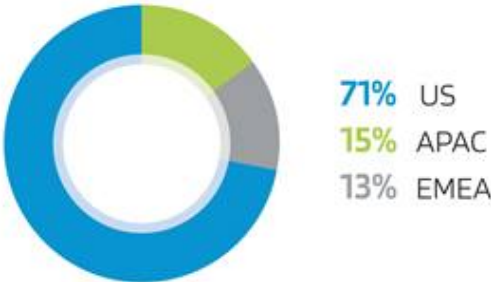


Materion boasts a global workforce of nearly 3,700 skilled professionals strategically positioned around the world. With approximately 15% in the Asia-Pacific region, 13% in Europe, and 72% in North America, our geographically diverse team brings a wealth of perspectives. The majority of our employees, comprising 78%, are engaged in manufacturing, driving our commitment to delivering high-quality products and solutions to meet customer demands.

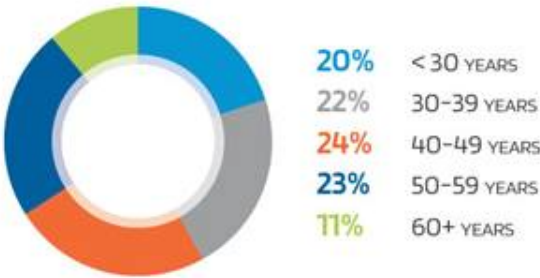
GLOBAL WORKFORCE BY GENDER



GLOBAL WORKFORCE BY REGION



GLOBAL WORKFORCE BY AGE



At the core of our company's success lies a robust employee base, coupled with a steadfast dedication to delivering exceptional customer service and upholding unwavering values. In 2022, we renewed our commitment to these values, which form the bedrock of our organizational culture. These values encompass Safety, Ethics, Social Responsibility, Collaboration, and Diversity & Inclusion. In 2023, we are actively promoting and embodying

these values through manager-led discussions, fostering a culture where they are not just words on paper but lived experiences within our organization.

Reporting to the CEO, Materion's Chief Human Resource Officer (CHRO) is responsible for overseeing our programs that support the attraction, development, and retention of employees and managers to drive performance and support employee development. The CHRO provides regular updates to the Board of Directors.

ATTRACTING, RETAINING AND DEVELOPING A DIVERSE 21ST CENTURY WORKFORCE

Materion is dedicated to fostering a diverse and talented workforce that propels our company's growth. In the past four years, we have made substantial investments in a cutting-edge Human Capital Management technology platform. This enterprise-wide solution empowers our managers and employees with enhanced tools to attract, develop, and retain exceptional talent on a global scale, thereby driving our overall performance. As part of our ongoing transformation, we have streamlined and standardized numerous Human Capital Management practices. Our focus remains on expanding and leveraging our advanced HRIS system, Workday, to fortify our capabilities and strengthen our commitment to excellence.

Talent Attraction

At Materion, we prioritize the efficient and effective recruitment of top talent. To support U.S. recruitment, we have established a centralized in-house talent acquisition team. In 2022, this team took on responsibility for hiring all U.S. production talent, enhancing our recruitment capabilities. Throughout the year, we successfully onboarded over 1,000 new employees globally, promoting diversity within our U.S. talent pool and fostering growth through a remarkable 47% increase in employee referrals.

Nurturing the early career pipeline is a crucial aspect of our talent management strategy. In 2022, our campus recruiting program, now in its fourth year, expanded to include 28 summer interns, accompanied by the introduction of a capstone week at our corporate headquarters. Additionally, we are proud to invest in multiple rotational programs such as Finance, Engineering, and Technology & Innovation.

Talent Retention and Development

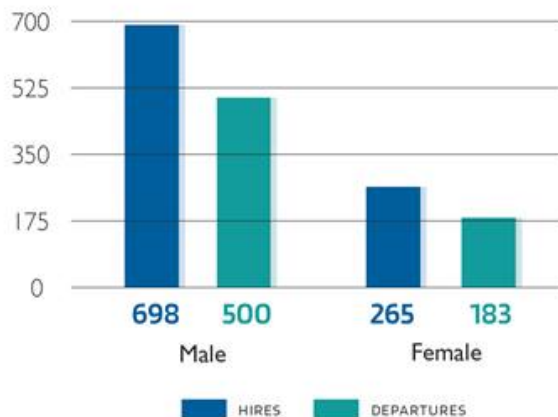
Operating in a highly competitive labor market, Materion recognizes the importance of attracting and retaining skilled professionals with a diverse set of technical and leadership skills. To

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 coverages. 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.

HIRES + DEPARTURES
2022 • BY AGE GROUP



HIRES + DEPARTURES
2022 • BY GENDER



Diversity & 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 – including expatriate assignments
- Targeting 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 for female manufacturing talent. We also recognize our female leaders in science, technology, engineering, and math (STEM) by participating in the Manufacturing Institute's *Women Make America Awards*. In 2022, we were pleased to have yet another Materion employee recognized as an award winner.



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.

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. These reviews were completed by 99% of our employees in 2022. They enable us to assess our leadership capabilities and plan for seamless transitions when necessary, ensuring our sustained growth and success.