

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.



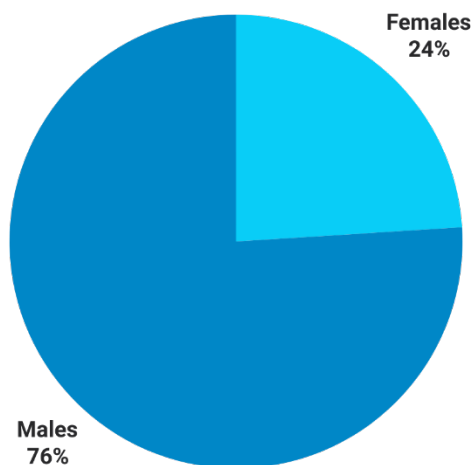
Our approach is to celebrate diversity, prioritize diverse representation, and hold ourselves accountable as leaders for fostering an inclusive environment where all employees can thrive. To support these goals, we actively monitor the diversity of our workforce as well as the diversity within our leadership,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

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

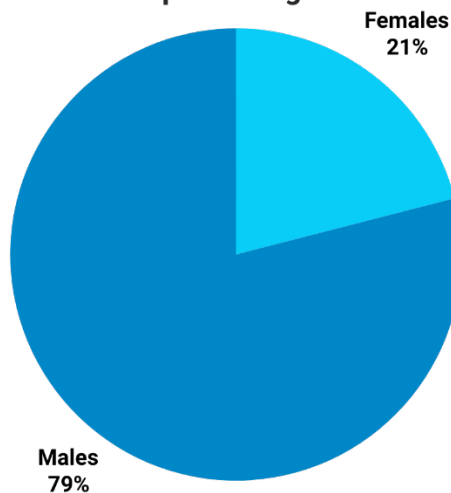
accountability and progress, we regularly track and report on key talent metrics such as turnover, critical role talent pipelines, succession readiness, performance management, and diversity hires. We also develop and monitor plans aimed at continuous improvement related to diversity and inclusion.

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.

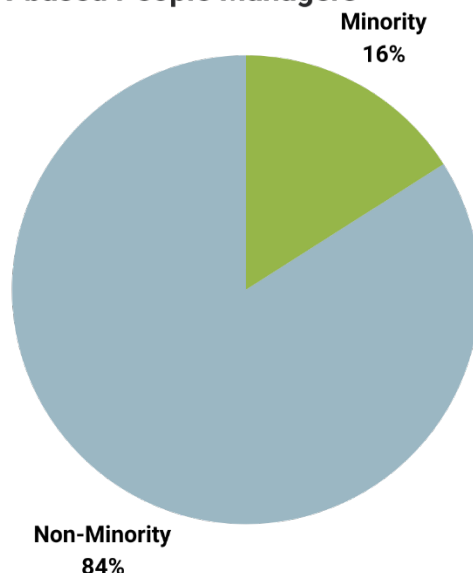
Global People Managers



USA-based People Managers



USA-based People Managers



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). The Diversity & Inclusion Council focuses on both Materion-wide initiatives as well as initiatives focused on field locations, further enhancing our diversity initiatives globally. We provide leadership development training to support our ERG leaders in their roles. Additionally, we encourage a model that allows all locations to adopt organization-wide activities while building locally impactful strategies and actions.

As an example, Materion has initiated Diversity and Inclusion roundtable discussions in multiple locations to aid in fostering a culture of openness and inclusion. Our ERGs play a pivotal role in influencing business strategy, offering educational opportunities, and engaging in community service initiatives. These partnerships allow for close alignment with organizations in the communities Materion employees live and work. Examples of community partnerships include volunteering at local foodbanks, financial support for local non-profits, and employee education and development events. ERGs create platforms for employees to network, develop, and grow in a supportive environment. Our ERGs include:

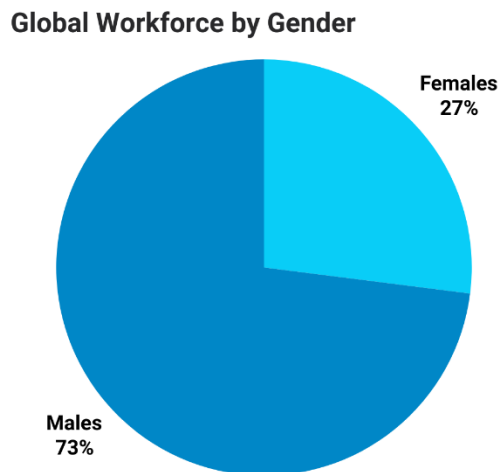
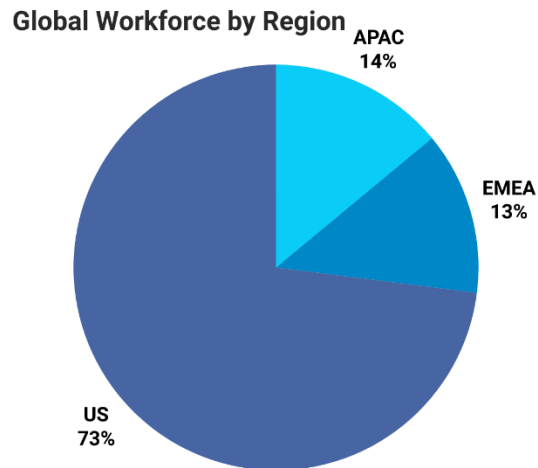
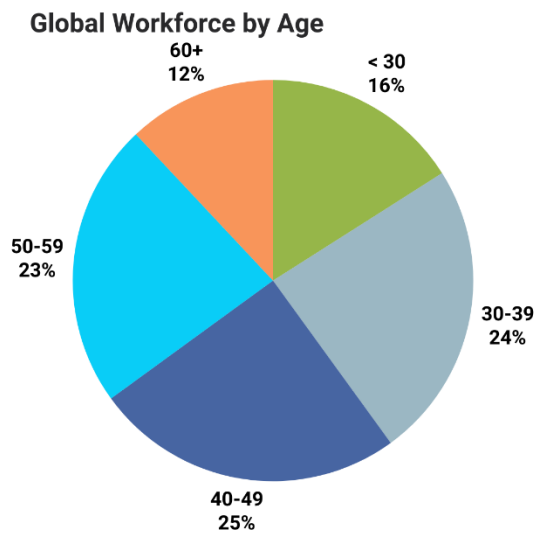
- ELEVATE (women)
- V.E.T. (veterans and allies of the military)
- United Voices of Materion (all ethnic backgrounds)
- BeYou (LGBTQ+)

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. We are continuing to build D&I business acumen at Materion through roundtable discussions with leaders and general workforce, so that our employees understand the importance of Diversity and Inclusion to their own success and to Materion's. In addition, our Employee Resource Groups are focusing their programming and initiatives to education, advocacy and increased engagement of our employees in building a greater sense of belonging at Materion, and participation in community outreach efforts. For example, our global approach to Diversity and Inclusion includes initiatives in Asia to drive female engagement, retention and hiring through activities promoting leadership development, well-being and opportunities to connect through the sharing of personal experiences. In Europe, Materion has launched an Annual Apprenticeship

Program and a dedicated Health Month, in addition to becoming part of Germany's German Charta der Vielfalt (Charter of Diversity), the largest employer initiative to promote diversity in companies and institutions in Germany.

HUMAN CAPITAL MANAGEMENT

As of December 2023, Materion boasts a global workforce of nearly 3,400 skilled professionals strategically positioned around the world. With approximately 14% in the Asia-Pacific region, 13% in Europe, and 73% in North America, our geographically diverse team brings a wealth of perspectives. Most of our employees, comprising 78%, are engaged in manufacturing, driving our commitment to delivering high-quality products and solutions to meet customer demands.



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. Our values, which form the bedrock of our organizational culture include Safety, Ethics, Social Responsibility, Collaboration, and Diversity & Inclusion. Materion has a global committee focused on Culture and Values. This committee is a cross-section of employees who are tasked with reinforcing our core operating principles. Recently, this committee sponsored a communications campaign featuring employees who embody Materion's values and created a framework to raise the visibility of values through branding, town hall content, and team discussions.

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. 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. 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.

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 established 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. We have onboarded hundreds of persons across our organization. In addition, Materion offers ongoing opportunities for advancement and promotion internally to ensure growth and career pathways for existing employees.

Over the last 5 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 approach, enabling Materion to further create the next generation of technology and innovation leaders.

Talent Retention and Development

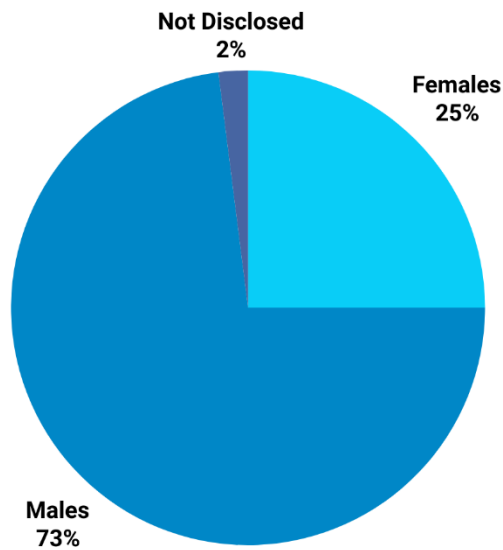
Operating in a highly competitive labor market, Materion recognizes the importance of attracting and retaining skilled professionals with a diverse set of technical and leadership skills.

Diversity & Inclusion and Talent Management

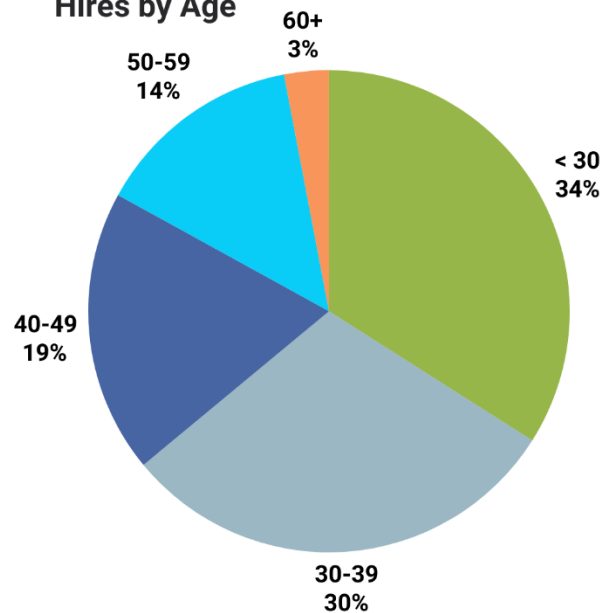


To achieve this, we offer a comprehensive benefits package that encompasses paid time-off, healthcare, disability, retirement plans, business travel accident insurance, life and accident insurance, medical travel insurance, holiday and leave entitlement, tuition assistance, and retiree-eligible healthcare 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. To support employees in their wellness journey, Materion offers benefits that encourage employees to live a healthy lifestyle while also saving money.

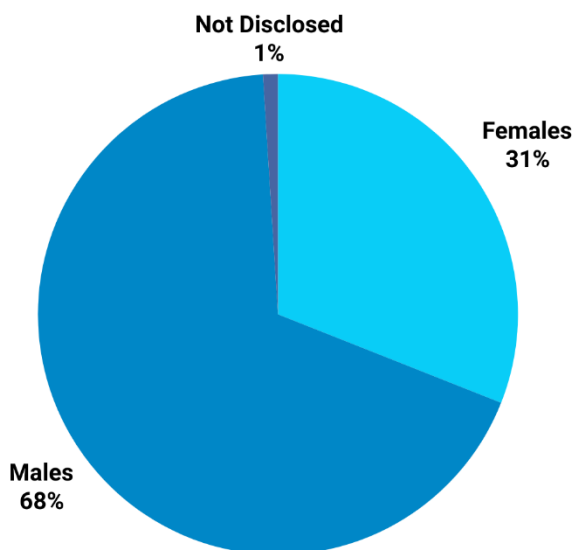
Hires by Gender



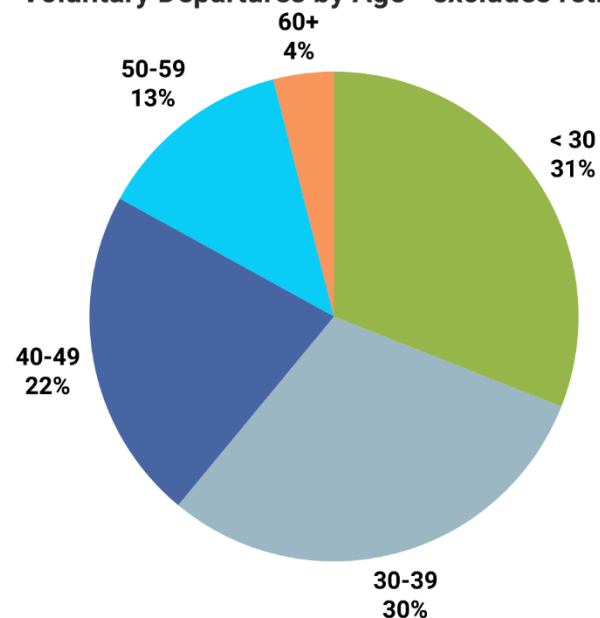
Hires by Age



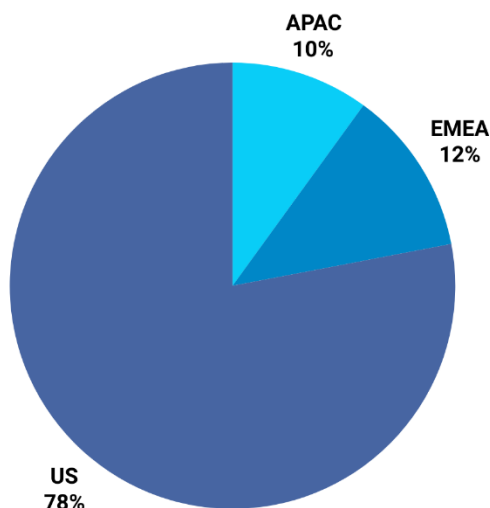
Departures by Gender



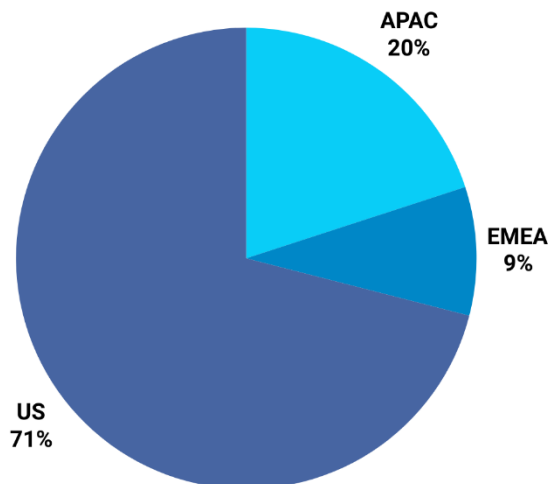
Voluntary Departures by Age - excludes retirees



Hires by Region



Voluntary Departures by Region



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
- 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 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.

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. These reviews were completed for our organizations in 2023. They enable us to assess our leadership capabilities and plan for seamless transitions when necessary, ensuring our sustained growth and success.