

# Editorial Guidelines

July 2015





“The most dangerous phrase  
in the language is,  
**we've always done it this way”**

Admiral Grace Hopper



The variety of communication platforms in existence today requires an editorial approach that is both dynamic and creative. What once was conceived as a fixed list of editorial rules should now be understood as a set of dynamic “editorial principles”. These principles must be clearly conveyed in the most innovative and appealing way, mainly seeking to capture and retain our readers’ attention.

By the same token, these editorial principles need to be consistent in style and content across all platforms so that the target audience is able to identify and differentiate our voice from that of other competing platforms.

It is important to remember that their dynamic nature requires from all of us to constantly challenge and adapt them in order to stay up-to-date and offer our readers the highest quality content. They should be nurtured by our constant sharing of our own best practices as well as of upcoming journalistic trends innovations. Furthermore, this set of principles helps us generate a true news content that aligns our people’s reality and current context with the company’s long-term outlook and strategic goals.

Regards,  
**Alejandro Alonso**  
Editor in Chief – TenarisToday





# Editorial Principles

## Mission

Make the presentation of the topics covered both:

✓ **Direct (visible):**

Readers should be able to clearly identify and understand what our stories are about, moving as far away as possible from any “abstract” content.

✓ **Relatable (recognizable):**

Readers must be able to relate directly to the produced content, reflect the reality, their experiences and their opinions.



# | Main Editorial Topics / 2015 - 2016

The following is a list of the company's main strategic goals which need to be communicated journalistically during this period  
(making them direct/relatable):

- Positive examples of post-crisis scenario
- Safety (prevention – transparency)
- Industrial excellence
- Industrial efficiency
- Continuous Improvement initiatives – results – best practices detected
- Cost reductions/cost efficiency
- Product Quality
- Process simplification (in all areas)
- New commercial approach – success cases
- New products and services offered to customers – trials – R&D
- Hard data regarding compliance with customer needs
- Customer feedback
- Community initiatives/feedback
- Diversity+



# Main dynamic editorial standards

## Context:

Time to redefine scope, procedure and guidelines for TenarisToday and other platforms. Increased demand for transparency and timeliness. Clearly convey a positive but realistic message of what lies ahead (see main editorial topics).

## Perspective:

Stories should be told from our people's perspective while directly addressing their information needs. Editorial agendas should be defined based on our readers' interest instead of an abstract institutional agenda. Strategic concepts (safety, industrial excellence, innovation, diversity, etc.) must be conveyed from this relatable perspective to ensure that the message is consistent and easy to understand.



# Main dynamic editorial standards

## Management Support:

The corporate journalism we produce is sensitive to the communication needs of our management and seeks to convey their message, without losing sight of our readers' needs and perspectives. In this sense, our content will "pave the way" for management to address these issues with their respective teams, thus providing support for the company's strategic goals in an efficient, consistent and transparent manner.

## Consistency:

Multi-platform editorial approach. Consistency in style and content. Continuous sharing of best practices among platform experts. Permanent pursue for innovative journalistic practices. Creative use of transparent figures, numbers and data.



# Main dynamic editorial standards

Made visual:

Graphic images, photographs, infographs and videos should be considered as strategically as the written content when seeking to communicate events, achievements, ideas or concepts.

# Editorial Criteria

- 1** Transparency (e.g. Layoffs), Timing and Support to local management in a crisis scenario
- 2** Multiplatform approach
- 3** People-oriented approach
- 4** Increased audiovisual content
- 5** Context
- 6** Aggressive headlines
- 7** Creativity



1

Transparency (e.g. Layoffs), Timing and Support  
to local management in a crisis scenario

APR. 14, 2015

## Reductions made at McCarty threading facility

Declining rig count and lack of orders lead to reductions at Houston threading facility

Tenaris reduced around 30 hourly employees at the McCarty threading facility in Houston on April 13. This decision was made due to declining rig activity and customer orders. Last week, US rig count fell to 988 rigs, the first time since September 2009 that active drilling rigs were below 1,000.

The facility reduced approximately 100 salaried and hourly employees in February and March.

Tenaris is adjusting the production of its facilities while positioning the company for long-term growth in the domestic market: moving forward with its investment plans, development of employees, and commitment to our local communities

**Reductions communicated  
through clear and  
concrete numbers**



Media: TenarisToday  
Region: USA  
April, 2015



1

### Transparency (e.g. Layoffs), Timing and Support to local management in a crisis scenario



TenarisTamsa  
Te gusta esta página · 20 de marzo · 48

La caída de más de 50% en los precios del petróleo ha frenado la actividad petrolera mundial, destino de nuestros productos y en consecuencia impactado en nuestras operaciones. Por lo anterior, los equipos de trabajo continúan analizando y tomando acciones para afrontar este difícil contexto; reducción de turnos con el consequente ajuste de puestos de trabajo, priorización de las inversiones estratégicas de largo plazo y análisis de la disminución de gastos de operación no esenciales, entre otras. Continuamos trabajando en equipo para mantener la posición competitiva de TenarisTamsa en el futuro. Confiamos que los efectos de la reforma energética colaboren en atenuar esta crisis.

Me gusta · Comentar · Compartir

A 260 personas les gusta esto. Lo más relevante

Miguel Lagunes Lazcano Arturo Bonilla Morón en el 2009, tenemos un presidente de la República con dinero suficiente en los arena...  
Me gusta · Responder · 15 · 20 de marzo a las 10:12

Emprender Juan Hasta el amor se acaba!!  
Me gusta · Responder · 5 · 20 de marzo a las 10:12

Escribe un comentario...

**Provide details regarding the workload of the mill and inform about the crisis actions taken by TenarisTamsa**



Media: Facebook – TenarisTamsa  
Region: Mexico  
January, 2015



## 1

Transparency (e.g. Layoffs), Timing and Support to local management in a crisis scenario

**4 TENARIS FLASH**

**CRISI DEL SETTORE PETROLIFERO**

**Aggiornamento dello scenario e delle azioni messe in campo da TenarisDalmare**

**P**rosegue il processo di riorganizzazione del settore petrolifero in seguito agli effetti del crollo dei prezzi del petrolio. I driller hanno dovuto affrontare condizioni competitive difficili, stanno per perdere circa il 50% del loro numero (rispetto all'adattamento di otto anni fa) e sono in declino della crescita. La crisi ha portato i driller dal mercato operazioni verso la sopravvivenza, queste per non cedere ancora, mentre sorpasso i 100 mila dollari di utilizzo a \$50.

comunemente, i driller hanno dovuto ridurre i costi per sopravvivere e quindi oggi la situazione sono le mani sul petrolio anche a quote per quelli con contratti. Al momento la produzione è in declino, mentre le reti e la CIOG l'attenderà per un altro anno. Questo è un problema per mantenere l'intera economia ed eventuali ritiri commerciali. Inoltre, i driller sono in una posizione peggiorante, in vista di risorse

disponibili sulle sponde o i costi di trasporto che sono aumentati rispetto alle basi degli ultimi dieci anni. L'attuale è sempre nata.

**C**on questi dati, la compagnia è stata costretta a fare una serie di tagli per i suoi 1900 dipendenti prima di maggio. 19 sono stati confermati come licenziamenti definitivi, mentre sarebbero accreditati 15 paesi di licenziamenti temporanei. I 171 restanti sono proposti da un punto anche le persone che hanno deciso di lasciare. Al fine di consentire soluzioni con le persone, TenarisDalmare ha messo in campo una divisione di avviso, mentre i licenziamenti definitivi saranno attesi a causa spesso con il precedente

**CRISI: PEGGIORAMENTO IN VISTA PRIMA DELLA RIPRESA**

**C**on le cose finite così come sono, la compagnia è stata costretta a fare una serie di tagli per i suoi 1900 dipendenti prima di maggio. 19 sono stati confermati come licenziamenti definitivi, mentre sarebbero accreditati 15 paesi di licenziamenti temporanei. I 171 restanti sono proposti da un punto anche le persone, che hanno deciso di lasciare. Al fine di consentire soluzioni con le persone, TenarisDalmare ha messo in campo una divisione di avviso, mentre i licenziamenti definitivi saranno attesi a causa spesso con il precedente

**LA CRISI NEL MONDO**

**ACCORDO PER LA RIDUZIONE DELL'ORARIO DI LAVORO A SIDERCA**

**T**enarisSiderca in Argentina ha concordato con i sindacati locali un piano semestrale per ridurre orario e effettivo al 50% stimando come parte di una strategia a lungo termine con la diminuzione del prezzo del petrolio. Il piano prevede una serie di obiettivi nella riduzione del tasso variazione in base al crollo aziendale delle rispettive aree, così come anche la riduzione dell'orario di lavoro. Il piano per tre mesi potrà essere prorogato per altri tre mesi. Attualmente TenarisSiderca sta operando alla metà delle sue capacità.

**INTERRUZIONE TEMPORANEA DELLA PRODUZIONE IN TENARISPRUDENTIAL**

**I**l driller di fiducia al prezzo del petrolio e delle attività di produzione con un impegno minimo di 80000 al mese più precedente un'interruzione temporanea della produzione in TenarisPrudential. La produzione sarà temporaneamente interrotta fino a quando saranno raggiunti i criteri stabiliti per riprendere a svolgere le operazioni nel mercato. In ogni caso Prudential sarà comunque in grado di fornire supporto per facilitare la riapertura quando il mercato migliorerà.

**5 TENARIS FLASH**

**La crisi del mercato petrolifero nel prossimi sei mesi colpirà ancora il mercato di Tenaris prima che l'attività si risollevi gradualmente entro la fine dell'anno.**

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**Double-page article combining global and local info about the crisis, including layoff figures and actions taken in other countries.**

Media: Flash – Mill Newspaper  
Region: Italy  
May, 2015



2

## Multiplatform approach



### Streaming nº 1:

- 4:20 min
- 36 live viewers
- 15 Replay viewers

### Streaming nº 2:

- 6:30 min
- 38 live viewers
- 7 Replay viewers

Tenaris @Tenaris • 22 de may.

LIVE on #Periscope: President @JuanManSantos of Colombia arrives at our new mill [periscope.tv/w/V0DF0DI4NTk5...](https://periscope.tv/w/V0DF0DI4NTk5...)



### Event: Opening of TenarisTuboCaribe's new mill



Media: Real time coverage using News Aggregator, TenarisToday, Periscope, Twitter and Facebook

Region: Andean  
May, 22, 2015

# Periscope



2

## Multiplatform approach

The image displays three screenshots of the TenarisToday mobile application interface across three different devices:

- Left Device (Android):** Shows a news article about the inauguration of TenarisTuboCaribe's new tube plant in Cartagena, featuring a large industrial building and a headline: "A commitment that is growing: In Colombia, TenarisTuboCaribe inaugurates its new tube plant in Cartagena today, with the presence of President Juan Manuel Santos and Paolo Rocca." The date is MAY 22 2015.
- Middle Device (Android):** Shows a news article from @TenarisToday (@Tenaris\_ar) about the inauguration of the plant, including a photo of the interior of the plant and a link to the full story.
- Right Device (iOS):** Shows the home screen of the app with the time 17:50, the date viernes 22 de mayo, and a news summary from @TenarisToday (@Tenaris\_ar) about the inauguration, with a "slide to view" button.



## News Aggregator



2

## Multiplatform approach

Tenaris @Tenaris - 22 de may.

Hoy inauguramos el proyecto de ampliación de nuestro Centro Productivo TenarisTuboCaribe



13 15 0 11 ...

Juan Manuel Santos @JuanManSantos - May 22

En Cgna acompañamos inauguración planta @Tenaris TuboCaribe. Con inversión de U\$240 mill la más moderna reg Andina



14 47 0 27 ...



Twitter



## 2

### Multiplatform approach

**TenarisToday**

China Asia Pacific Brazil Canada Italy Japan Mexico Romania USA

News

MAY 22, 2013

## A commitment that is growing in Colombia

TenarisTuboCaribe inaugurates its new tube plant in Cartagena in a ceremony attended by President Juan Manuel Santos and Paolo Rocca.

 Ribbon cutting

PHOTO 1 OF 9

Tenaris officially inaugurated on May 22 the expansion of its TenarisTuboCaribe Manufacturing Center in Cartagena, in a ceremony attended by Paolo Rocca and Colombian President Juan Manuel Santos Calderón.

Tenaris built the new tube plant in 18 months, thanks to the work of 1,200 people and a total of 250,000 engineering man-hours. The new plant expands TenarisTuboCaribe's production capacity from 180,000 to 250,000 tons per year – meaning it will be able to supply the local market and export as well.

TenarisTuboCaribe added 7 new photos to the album: Inauguración Centro Productivo TenarisTuboCaribe. Posted by Eliane González Salin | May 22 at 10:08pm - 4h

Con la asistencia del Presidente de Colombia, Juan Manuel Santos; el CEO de Tenaris, Paolo Rocca; empleados de la planta, autoridades y representantes de la Industria energética del país, inauguramos hoy oficialmente las obras de ampliación de nuestro Centro Productivo TenarisTuboCaribe en Cartagena de Indias.


66,292 people reached

Boosted

Unlike · Comment · Share · Hostel · Walter · Translate

43 Wow, Diego Bonelli, Alonso Ríos, Eliana González and 1,170 others like this.

See Comments



**TenarisToday  
and Facebook**



3

## People-oriented approach



**Safety recommendations to take into account before going on holiday**



Media: Facebook - TenarisTamsa  
Region: Mexico  
July, 2015



**Employees take center stage**



Media: Facebook - TenarisBayCity  
Region: USA  
June, 2015



### 3

### People-oriented approach

**PANORAMA**

**DURA SITUACIÓN**

4 TENARISTAMSA QUIUBO!

Las medidas tomadas no han sido bienas del implementar, con la desmovilización de compañeros de trabajo tanto sindicalizados como no sindicalizados.

Nuestros compañeros comentan:

"Me pareció muy buena la rutina que se realizó, y me gustó que Ale conversara preguntando cultura la perspectiva que tienen de la situación y cómo nos sentíamos o qué nos preocupa".  
Compartiendo la crisis de Alejandro Vázquez (Tecnico)

"Lo más importante es mitigar la incertidumbre, porque si no, el miedo genera estrés y ansiedad".  
Carmen Gómez (Tecnico en finanzas)

"YO PLATICO CON MUJERES SORBIERA NELIA Y ALBERTO REGALADO A LOS COMPAÑEROS QUE NO DEN CONOCIMIENTO DEL TEMA, TAMBIEN DIBUJO UNA LINEA PARA CHARLO QUE PINEVOS, LOS DEDICO A MI O QUE GRUINDA VNO DESPERDICIA".  
Miguel Angel Hernandez (Tecnico)

"PADIFENSIA DE CRISIS ANTERIORES EN ESTA OCASION FALTANDO UNA MUCHO MAS OPORTUNA Y PREVIA".  
Miguel Angel Hernandez (Tecnico)

"HAY QUE TENER LA CONFIANZA PARA LO QUE NOS PIDE A TODOS".  
Angel Cruz (Tecnico)

5 PANORAMA

TENARISTAMSA QUIUBO!

"ME DANIEDRA AFOMARA, CHISI PASA, ALBUQUERQUE, ALIMENTO DE LAS MEDIAS, TAMBIE SE ESTIENE GUERRA TIEMPOS".  
Alberto Regalado (Tecnico)

"ME MANTENGO INFORMADO GRACIAS A LOS SUPERVISORES Y LOS JEFESES, TAMBIEN BOLETIN QUIUBO".  
Alberto Regalado (Tecnico)

"MI MANTENGO INFORMADO LOS DIFERENTES DIARIOS INFORMAN SOBRE LA SITUACION Y LA DIVERSIDAD DE OPINIONES, DIPLOMAS CUDAR DEL DERECHO A LA VIDA, QUI A AFUGION ESTURO".  
Miguel Angel Hernandez (Tecnico)

"No debemos suponer cuando establecemos que un tema es específico es mejor para una persona que para otra, cada individuo tiene su concepto equivocado. Debemos sacar ventaja de los tiempos difíciles".  
Generacion anonima (Tecnico)

"Los tres me lleva ahorro, optimizacion de recursos y mejora de valor".  
Carmen Gómez (Tecnico)

"Los tres me lleva ahorro, optimizacion de recursos y mejora de valor".  
Carmen Gómez (Tecnico)

"En general se abordan los temas clave ante la situación global que está presentando".  
Compartiendo la crisis de Alberto Regalado (Tecnico)

"La Comunicacion, la Confianza, los compromisos son la toma de decisiones".  
Compartiendo la crisis de Alberto Regalado (Tecnico)

"HAY QUE UTILIZARLOS AL MAXIMO, HACER MEJOR TRABAJO Y AHORRAR EN ENERGIA, AGUA, ETC. SIEMPRE LOS PREDICAMIENTOS".  
Angel Cruz (Tecnico)

A description of the crisis from the perspective of the employees



Media: Quiubo! - Mill Newspaper  
Region: Mexico  
March, 2015

**3**

## People-oriented approach

**6 • TENARIS MIRÁ!** MARZO 2015 • N°6, AÑO 2

# ¿QUÉ BONITO TE DEJA BIEN?

Para que llegues bien a tu puesto y puedas salir tranquilo. Hay un nuevo recorrido, horarios y paradas de los colectivos internos. Conocé toda la info y ya no camines de más.

**COLECTIVOS INTERNOS**  
A partir del 9 de febrero, cumplen con normas de seguridad más estrictas en la logística en el ingreso y egreso de la planta y menor tiempo de traslado.

**RECORRIDO**

- FACU
- ALDE
- SIDERCAR por LACO 1 nuevo recorrido
- SIDERCAR por LACO 2 Premium
- Rondín continuo
- Rondín expandido

**TABLA HORARIA**

RECORRIDO	ORIGEN	METRO	HORARIO	ORIGEN	DESTINO
FACU	PAC 1	4:45 9:45 20:45	PAC 1	SIDERCAR	ALDE
ALDE	4:45 12:45 20:45	SIDERCAR	Porteria 2	SIDERCAR	Premium
SIDERCAR por LACO 1 nuevo recorrido	Premium	4:45 12:45 20:45	Premium	Porteria 2	General
SIDERCAR por LACO 2 Premium	Premium	4:45 12:45 20:45	Premium	Porteria 2	General
Rondín continuo	Do 8:30 a 17:30	General	General	General	General
Rondín expandido	6:50 7:15 7:45 18:50	General	General	General	General

**REFERENCIAS LOS RECORRIDOS**

■ FACU	■ SIDERCAR por LACO 1 nuevo recorrido	■ Premium por LACO 1 Fijo	■ Rondín continuo
■ ALDE	■ SIDERCAR por LACO 2 Fijo	■ Premium por LACO 2 Fijo	■ Rondín especial

**NUEVO RECORRIDO DE LOS COLECTIVOS INTERNOS**  
Algunos colectivos tienen un recorrido que pasa por la planta de LACO 1 y otros pasan por LACO 2.

**NÚMEROS**

**7** MINUTOS  
ES EL TIEMPO QUE TAKES UN COLECTIVO INTERNOS DESDE LA PLANTA HASTA EL PUNTO DE SALIDA.

**2** RONDINES  
SON LOS QUE LLEGAN A TODAS LAS PARADAS.

**DICEN...**

**ESTO ES MUY BUENO PARA NOSOTROS PORQUE ESTAMOS MUY LEJOS DE LOS MOTOCICLISTAS.**  
Sergio Varela  
Rondinero

**ANTES CRÍZABA DAMOLADA CALLE MUY TRISTE Y DESGARRADA. AHORA VAMOS A ESTAR MÁS SEGUROS.**  
José Varela  
Rondinero

**2** NUEVAS PARADAS  
SIDERCAR y, muy pronto, también en ALDE.

**TENARIS MIRÁ!** MARZO 2015 • N°6, AÑO 2

**Simple daily information regarding the new bus lines and times using graphics and tables. Strong title, using a popular idiom to effect.**

Media: Mirá! - Mill Newspaper  
Region: Argentina  
March, 2015





## 3

### People-oriented approach

JUL. 13, 2015

## Women in China Series – Chapter Two

In this chapter, Wang Peimel, Ju Lin and Li Qian, as representatives of the younger generation, shared their experiences of their development in Tenaris.



Wang Peimel(Left, Gaby), Order Execution Analyst.

PHOTO 1 OF 3

Opportunities for younger generation

Ju Lin (Olivia), Economic & Financial Planning Analyst, joined Tenaris China in October 2012 and from Jan15 she is also responsible for IMC (Industrial Management Control). She said, "Joining Tenaris means accepting an opportunity with endless possibilities. I didn't have direct experience, so I'm very grateful for the trust and openness of Tenaris."

The company opens development opportunities to its people. Wang Peimel (Gaby), Order Execution Analyst, who joined the company 2010 as HR intern is not an exception. After 6 months of internship, she took the position of Order Execution Analyst in Supply Chain. "Equality of men and women is part of the culture in the company. Women are excellent leaders of many departments in China. This inspires me to work harder to achieve my goals." said Gaby.

Li Qian(Lucia), Assistant of TQSP, has been working in the company for 8 years and grown from a Makeup Operator to Industrial operation clerk, and to Assistant of TQSP in 2015. She is also assisting Labor Union to organize employee activities, and many events she held gained good feedbacks. "To deal with numerous data and complicated details every day seems boring and challenging but it cultivated my work attitude of prudence and patience. I have learned thought it how to serve my colleagues with better result and efficiency.", Lucia said, "Now, the new assignment broadened my horizon and formed my awareness of bearing overall interest. I

## Younger women share experiences of their development in Tenaris



Media: TenarisToday  
Region: China  
July, 2015



4

Increased audiovisual content



### | **Definition of safety in the words of a group of employees**



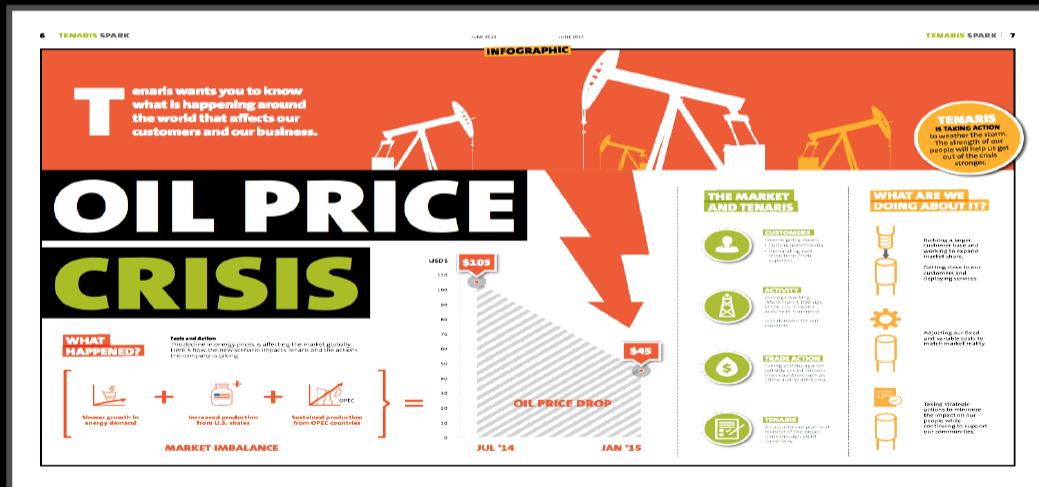
Media: Facebook - TenarisBayCity  
Region: USA  
June, 2015

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4

Increased audiovisual content



**Infograph giving full coverage of the oil price drop scenario. Includes a price drop timeline with key causes as well as global and local overviews.**

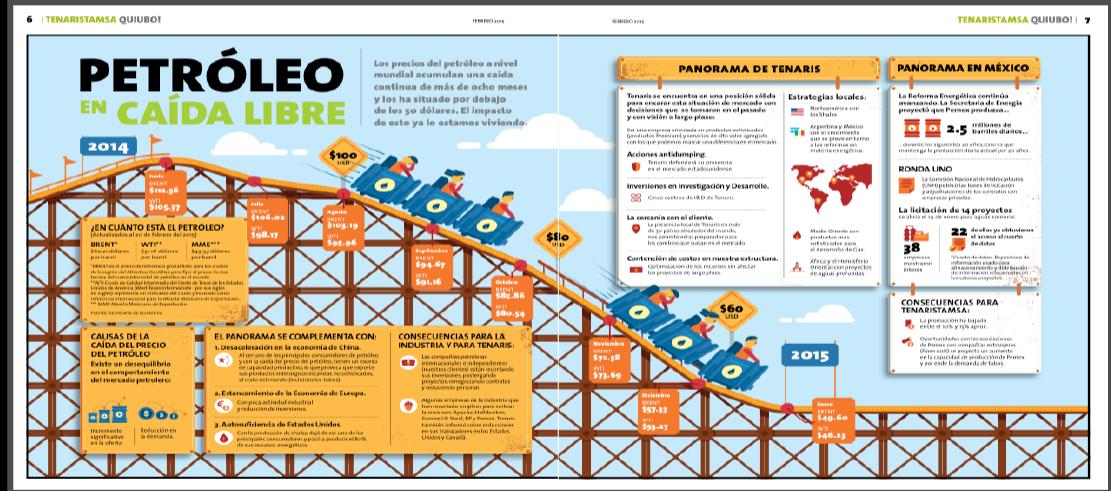


Media: Spark – Mill Newspaper  
Region: USA  
June, 2015



4

Increased audiovisual content



Infograph giving full coverage of the oil price drop scenario. Includes a price drop timeline with key causes as well as global and local overviews.



Media: Quiubo! – Mill Newspaper  
Region: Mexico  
February, 2015



## 5

### Context

TenarisTuboCaribe  
20 de marzo · 8h

En Rutina de Comunicación con el personal de Operaciones se presentó un balance de la situación del mercado petroero y la forma en que lo afronta la empresa. Mayor eficiencia y trabajo en equipo, fue el compromiso del grupo.

RUTINAS DE COMUNICACION

Me gusta Comentar Compartir

## How the company is communicating strategic messages about the crisis to employees (Communication Routines)



Media: Facebook  
TenarisTuboCaribe  
Region: Andean Region  
March, 2015

TEAM LEADERS: HERNAN BRONDINO  
"A leader needs to speak people's language"  
"You have to speak people's language, be with them. Rather than expect them to come to us, we have to go to them. There's only one answer here: Walk the plant," explains Hernán Brondino, Welded Operations Director USA, in a new edition of the Team Leaders series. "My objective as a leader is for my people to feel as close as possible to the decision-making process."

On the floor during a safety celebration

PHOTO 1 OF 3

FEB 11, 2015  
Is there a particular type of leadership for confronting times of crisis?

I'm not sure if there is one type of leadership for a crisis and another for stable conditions. But I do think that it's in moments of crisis that leadership skills become really apparent. Whether it's a "positive" crisis with increased production and your plant organizational scheme falls to pieces, or one of those crises where the crisis, unfortunately, has a negative impact and the team has to be reduced. That is where you begin to see who knows their team, who understands what makes their employees tick, the potential each team member has to make the right decision and then execute it. "Deciding" is something we all do, but when it comes to carrying out the decision, there is more than one who is unsure or afraid to take on the task. One example is the case of layoffs; that's where my real challenge, as a leader, was having to face a group of people who'd been selected and explain to them that they'd be out of job."

## TeamLeaders in a crisis context



Media: TenarisToday  
Region: Global  
February, 2015



## 5

## Context



**The crisis in one picture:  
empty racks showing the  
severe decrease in the  
mill workload.**



Media: Facebook – Sin Costura  
Region: Argentina  
June, 2015



## 5

### Context

**TFLASH**

# SAFETY, a foremost priority

Nothing is more important for Tenaris than the health and safety of everyone who works for us. We are committed to ensuring the safety and well-being of all our employees, contractors and visitors.

The entire organization is oriented towards achieving the goal of zero accidents in a transparent manner. Tenaris believes that all work-related injuries can and must be avoided. This is why safety is a core value of the company. Safety is not just a value; it is unique and its implementation is a reflection of the company's culture and mission.

Tenaris strengthens its management and its employees with constant training and updating of operational tasks in order to achieve this goal. Safety is the ultimate indicator of the quality and professionalism of Tenaris's work and teams, of the excellence of its industrial operations and of its long-term sustainability.

**OUR VALUES**  
Our Values  
Our Core Definition in China

**OUR LIFE**  
Female employees are important role

**OUR LIFE**  
Playing soccer is a posture

**OUR LIFE**  
Women employees in China are leading in every field. They are a key factor in demonstrating Tenaris's commitment to gender equality and professional development.

**OUR NEWS & REVIEW**

## CEO LETTER

"Redoubling our commitment to safety requires greater rigor at all levels. We have to do more to prevent injuries and ensure the physical integrity of our employees at risk. There is no justification for taking this at work; safety is more important than production, always and under all circumstances."

In the last five months we had an increase in track record accidents, which are not acceptable at all levels. What must never happen again is that a serious incident leaves the industry with a negative image. We must be able to demonstrate that regular checks, reviews and audits are carried out during the performance of business in Tenaris.

At our latest internal audit for all facilities, we measured our results against our own standards. An analysis of the cause of this deterioration shows that the causes are varied, ranging from the lack of attention to the execution of our safety culture, the lack of motivation of our workers, the lack of leadership, the lack of communication, and the lack of involvement of management.

In the last four years, all industrial sectors have had significant improvements in terms of safety and industrial culture improvement. Transparency audiences (DQHS) has been reduced by 60% in the Sinopec industry. From 2013 to 2015, the accident rate per employee has been reduced from 1.2 to 0.67 per year. Last year, the company reached a record low of 0.35 per employee. During the current fiscal budget year, we expect to

In this letter, I am reiterating that all the facilities must not help the company continue to earn an excellent safety record. It is particularly difficult for us to maintain the excellence of our products and services if we do not have quality and competitive costs. In addition, we must maintain a safe work environment in order to make improvements in our products and services, and under all circumstances.

It is my hope to receive your comments on the most recent information provided, and to thank you for your participation.

Giving time to safety is giving time to the machinery. We must apply strict procedures of environmental protection and safety to our employees and contractors, and to our customers. The observation shows that there is a positive correlation between a good safety culture and a good environmental culture. The observations show that there is a positive correlation between a good safety culture and a good environmental culture. The observations show that there is a positive correlation between a good safety culture and a good environmental culture.

Patricia Diaz  
Chief Executive Officer

**OUR NEWS & REVIEW**

Highlighting the importance of Safety as our top priority in a crisis context



Media: Flash – Mill Newspaper  
Region: China  
May, 2015



## 5

### Context



**Highlighting the importance of Safety as our top priority in a crisis context**



Media: Flash – Mill Newspaper  
Region: Italy  
May, 2015



6

## Aggressive headlines

TenarisBayCity  
7 de julio a las 14:24 ·

Did you know we've moved almost 2 million cubic yards of dirt at #TenarisBayCity? That's enough dirt to fill over half of NRG Stadium in Houston! #FunFact

[Ver traducción](#)



Me gusta · Comentar · Share

**Engaging and fun way of communicating mill dirt disposition.**



Media: Facebook  
TenarisBayCity  
Region: USA  
July, 2015



6

## Aggressive headlines



The screenshot shows a Twitter post from the account @Tenaris\_ar. The profile picture is a blue globe icon. The post features a photograph of two women wearing hard hats and safety glasses, smiling at the camera. They are standing in a industrial setting with large pipes in the background. The caption reads: "La industria del acero es cosa de hombres". En absoluto. [instagram.com/p/05Pmr6wA8L/](https://instagram.com/p/05Pmr6wA8L/)". Below the photo is a link to an Instagram post showing the same two women.

**Presents the diversity issue  
in a provocative way,  
through images and a  
catchy headline**



Media: Twitter and Instagram  
@Tenaris\_ar and tenaris\_argentina  
Region: Argentina  
March, 2015



6

## Aggressive headlines



| Metaphorical title using a popular expression



Media: Quiubo! – Mill Newspaper  
Region: Mexico  
August, 2014



6

## Aggressive headlines

**SAFETY FIRST**

# STOP. REALLY!

**Who has the authority, right and obligation to Stop Work? You do! So help a coworker by keeping them safe.**

It's official: Stop Work is now a formal policy for Tenaris employees, contractors, visitors, supervisors and managers—basically anyone at anytime! You have the authority and responsibility to immediately stop any unsafe activity or behavior. It could be something that threatens the safety and health of the workforce, harms the environment or could create an operational incident. And please—thank and/or recognize the Stop Work initiator for their concern when they use their authority. If there is retaliation for implementing Stop Work, call 1-800-987-9044 and leave your name, contact information and a brief des-

cription of the incident. You will receive a return phone call. Carry your Stop Work card as a constant reminder of your role in preventing incidents. •

**HOW TO STOP WORK:**

**When you recognize a potential HSE condition, act or lack of understanding you MUST:**

- Stop activities
- Notify affected personnel
- Analyze
- Correct
- Communicate corrective action
- Resume activities

WILLIE HOWARD, Shift Leader I at Texas ARAI, used Stop Work authority to help prevent an operator from injuring his hand.

| Displays a blunt, simple headline to catch the reader's attention



Media: Spark! – Mill Newspaper  
Region: USA  
September, 2014



## 6

## Aggressive headlines

**SEGURIDAD**

# CAMARÓN QUE SE DUERME...

**Como dice el refrán, si nos dormimos nos lleva la corriente. Por eso hay que estar atentos, concentrarnos y no bajar la guardia.**

**S**abemos que hay una baja carga de planta occidentalizada por las condiciones económicas del mercado petrolero, esta situación nos puede generar incertidumbre que nos distrae del nuestro trabajo. Y por si fuera poco, el incremento de los últimos días nos ayuda a mantenernos concentrados al 100%.

Asimismo, dejocetas condiciones habíamos demostrado que ¡si se puede!. Desde febrero a la fecha no habían ocurrido accidentes de severidad 4. Sin embargo, tuvimos un tropiezo (literal) el 4 de marzo en el área de Doble Junta. Consideramos tener otros tropiezos generados por la falta de atención, supervisión y apego a los procedimientos.

**Víctor Mentes**, Gerente de Seguridad y Salud Ocupacional "No debemos descuidarlos en ningún momento, mantenemos siempre en alerta todos nuestros sentidos". •

**REFLEXIONAR**

**"CONCENTRARNOS Y CUIDARNOS A NOSOTROS MISMOS Y A NUESTROS COMPAÑEROS, NO SOLO EN LA HORA SEGURA SINO A TODAS HORAS".**  
Jorge Josélin Badillo  
Pichalticúa PATA

**"LA HORA SEGURA ES UNA HERRAMIENTA MUY BUENA QUE AYUDA A QUE PODAMOS IDENTIFICAR LOS RIESGOS QUE SE ENCUENTRAN EN LO QUE ESTAMOS HACIENDO".**  
Omar Franco  
Tratamiento Sólido TAPSA

**"EL COMPROMISO QUE TIENE CADA OPERADOR CON SU SEGURIDAD, AL UTILIZAR EL EQUIPO DE PROTECCIÓN PERSONAL Y SEGUIR LAS INDICACIONES".**  
Carlos Diaz  
Tecnólogo del Laboratorio de Corrosión

**"NO BAJAR LA GUARDIA, SEGUIR EN EL MISMO CAMINO, SIN IMPORTAR LA CANTIDAD DE PRODUCCIÓN SOLO HACER EL TRABAJO SEGURO".**  
Aldo Tapia  
CMB Héroes

**"ES IMPORTANTE QUE NOS SINTAMOS CON LA CONFIANZA DE PARAR ACTIVIDADES PARA CUIDARNOS Y EVITAR ACCIDENTES".**  
Linda Álvarez  
Coordinadora de Operación de Fluidos en Mantenimiento

**ACCIDENTE SEVERIDAD 4s** aquellos en donde se presentan lesiones o alguna enfermedad con el potencial de haber sido fatales o tener consecuencias como hospitalización múltiple o incapacidad total permanente.

A catchy local proverb used as a headline to address security issues



Media: Quiubo! – Mill Newspaper  
Region: Mexico  
March, 2015



7

Creativity  
Videos



| Mira!'s contest winners travel  
to Comodoro Rivadavia



Media: TenarisTv

Region: Argentina  
December, 2014

| The adventures of Safety Man



Media: YouTube – Tenaris USA

Region: USA  
June, 2015



## 7

## Creativity

MAY 1, 2015

### It gets worse before it gets better

The oil prices crisis will most affect Tenaris's market in the next six months before activity gradually becomes to pick up by yearend, company management tells analysts in a conference call to present first quarter results.



PHOTO 1 OF 1

There is good news and bad news. "The bad news is that the worse is yet to come in terms of the impact that the sharp decline in the prices of oil is having on Tenaris's market. The good news is that activity is seen gradually starting to pick up by year-end."

This is the overall message company management presented in a conference call with market analysts on May 1 to present Tenaris's results for the first quarter of 2015 ([full results here](#)).

"Over the next two quarters we will confront the full impact of the activity reductions... and project delays... These effects will be amplified by the steps our customers are taking to reduce inventories," said Paule Reesa in his opening remarks, "before the start of a gradual recovery by the end of the year."

## Appealing headline using a popular phrase



Media: TenarisToday  
Region: Global  
May, 2015

JUN 1, 2015

### De "caras" novas

Os novos refeitórios das plantas de Pinda e Moreira César já estão a todo vapor. Você já conhece?



FOTO 1 DE 1

Hoje, ele frequenta o refeitório da planta de Moreira César diariamente para fazer as suas refeições. Porém, nos últimos dois meses, o Assistente de Manutenção Diego Antônio Gomes tem sido envolvido nas reformas e melhorias do restaurante. "Estivemos todo à lado com o pessoal da GRSA, auxiliando sobre todas as nossas bases civis, orientando sobre os pontos de energia e para a instalação dos pontos de água, além da troca do mobiliário, entre outras mudanças", diz ele.

Desde o dia 11 de maio, o refeitório de Moreira está com a sua nova estrutura em funcionamento, que agora conta com as quatro estações de alimentação: Tradicional (intendente o cardápio atual), De horte (opções light e saudáveis). Preferidos (pratos especiais) e Sanduíches. Assim como em Moreira, a planta de Pinda também passou pelas alterações e estreou seu novo espaço no dia 1º de junho, que tem como uma das novidades a unificação dos setores horista e mensalista. "Senti que há uma interação maior, podemos conversar com pessoas dos outros setores, sentar junto na mesa. Ficou muito legal", destaca o Operador de Máquinas, Wagner Paulo Lourenço. As mudanças incluem também novas pinturas, reformas do piso e novas sinalizações.

## The title juggles with local expressions and their meanings: new faces / new fellas



Media: TenarisToday  
Region: Brazil  
June, 2015



7

Creativity



A memory card game used as cover to address key factors, like focus and attention, that we have to take into account in a crisis context.



Media: OlhaAí – Mill Newspaper  
Region: Brazil  
May, 2015



7

## Creativity Photos



TenarisHickman  
Te gusta esta página · 24 de septiembre de 2014 · 4h

It's SPARKing conversations around the US! Our new employee publication called the Spark! was launched at our 11 US locations including #TenarisHickman last week, which included a fun pair of sunglasses for this commemorative edition. Some employees like Debbie Myrard wanted to show off the new shades while reading stories about her fellow colleagues at the plant and other facilities across the US. We hope to Spark! some interest with our employees!

Me gusta · Comentar · Compartir

A 19 personas les gusta esto.

Karen Almon-Abaher Debbie Czaikowski Myrard made the newspaper, lookin too cool for school 😊

Me gusta · Responder · 1 · 24 de septiembre de 2014 a las 16:57

2 respuestas

Escribe un comentario...



Media: Facebook - TenarisHickman  
Region: USA  
September, 2014



Media: TenarisToday  
Region: Italy  
February, 2015