

Corporate Co-operation Council (CCC) Agreement

The Corporate Co-operation Council (CCC) in Borealis is an international forum of employee and management representatives with the purpose of promoting a good and open dialogue on appropriate matters concerning the people of Borealis. The objective of the co-operation is to create and maintain good relationships and, through joint efforts, contribute to the success of the Borealis Group. This formal forum more than fulfils the requirements of the EU directive of European Work Councils (EWC), serving as a model of success in the international business community.

The Corporate Co-operation Council concept is based on the following principles:

1. CCC Membership

- 1.1 The CCC is composed of management and Borealis employee representatives including:
 - Two members of the Executive board
 - Vice President Human Resources
 - Director Group Communications
 - Two Borealis employees representing each country where Borealis employs over 300 people
 - Other Borealis employees representing specific geographical, cultural, or other important needs as agreed by the CCC
 - A secretary appointed by the management representatives
- 1.2 The management representatives and secretary are nominated by the Executive Board and serve for a minimum of one year.

The employee representatives are elected locally by the personnel representatives in each country for a minimum term of two years. For each employee representative, two personal substitutes are appointed but are not active members unless needed.

The personnel representatives group is lead by a spokesperson. The spokesperson is elected by and among the representatives every second year with the possibility to be re-elected. The spokesperson takes on the role in CCC as the Chairman or the Vice-Chairman.
- 1.3 The CCC is presided by a Chairman and a Vice-Chairman, both elected by the CCC. They are elected at the last CCC meeting of each year and serve a term of one year. The chairmanship alternatives between the management and employee representatives, with the Vice-Chairman represent the other party.
- 1.4 The CCC members are regularly given privileged access to confidential information. As a condition of membership, CCC representatives are obligated to respect the confidentiality of such information. When sensitive information is shared in the CCC, the confidentiality level shall be explicitly stated, either verbally or in writing to the

members.

1.5 Serving as a management representative in the CCC involves the following responsibilities:

- To understand the history, purpose and spirit of the CCC.
- To read and be familiar with all material sent out in advance of CCC meetings; to provide material for pre-reading as appropriate; to participate in the CCC meetings and the annual CCC Conference.
- To ensure that the CCC is kept informed of all relevant corporate issues, such as strategies, investments, performance, targets, people issues, safety issues, etc.
- To provide support to build knowledge and competence in the CCC team; to provide a continued spirit of open communication and co-operation in the company.
- To serve as an ambassador of the CCC throughout Borealis to build understanding and appreciation of the benefits of this unique forum.
- To help communicate agreed messages after each CCC meeting or event.
- To respect the confidentiality of information that is not to be shared

1.5 Serving as an employee representative in the CCC involves the following responsibilities:

- To understand the history, purpose and spirit of the CCC
- To read and be familiar with all material sent out in advance of CCC meetings; to provide material for pre-reading as appropriate; to participate in the CCC meetings and the annual CCC Conference; to actively participate in pre-meetings of the CCC employee representatives, which are held one day before the full CCC meeting
- To serve as an ambassador of their site within the CCC to ensure representation of local needs and interests
- To serve as an ambassador of the CCC within his/her particular location to build understanding and appreciation of the benefits of this unique forum
- To understand the need for and help build a Borealis culture; to promote bridging and open communication between sites
- To help communicate agreed messages after each CCC meeting or event
- To respect the confidentiality of information that is not to be shared

1.6 Commitment

- Employee representatives of the CCC are elected locally to represent their locations, not as individuals
- The representatives are committed to be updated on key processes and activities ongoing at their locations. Local management and unions/work councils shall give necessary support to the CCC representatives to stay updated
- The representatives shall have necessary backing and empowerment to fully represent their locations in the CCC meetings including sub-committees

2. CCC Language & Terminology

The language of the CCC is English, which is used for all written materials and in all CCC meetings and events.

The company provides intensive training in the English language to all CCC employee

representatives and to the substitutes. There is also an intention of English training of other members of the work councils. After participation in the language program it is expected from the CCC employee representatives/substitutes that they will keep their language skills up to date, which may mean voluntary follow-up/practice after office hours. Requests are to be made by the individual employee representatives to their local Human Resources department.

Upon request by the CCC in special circumstances, the company provides translators for meetings and events.

The company also provides other basic training to employee representatives at the request of the CCC to improve knowledge and understanding of business processes and terminology (strategic planning process, fundamentals of finance, etc).

3. Costs

All costs related to the organisation of the CCC are to be paid by the company. The local employer takes care of travel costs.

4. CCC Meeting Structure

4.1 The CCC meets four to six times per year. All CCC members are expected to attend each meeting. In-house experts may also be invited to parts of the meetings to present their specialist topics. The meetings are held at various locations across the company. If relevant to work on special issues, sub groups of employee representatives can be established. The groups are chosen by and act on behalf of the CCC.

4.2 The meeting dates for the coming year are agreed at the end of each year. If needed, additional CCC meetings can be scheduled during the year upon agreement of the Chairman and Vice Chairman.

4.3 The Chairman and Vice Chairman of the CCC have access to the relevant points of the agenda document for the Board of Directors meetings. The Chief Executive's office is responsible to provide this material

In order to review the progress of the company, a joint session of the CCC and the Board of Directors is held once a year. In case of extraordinary concerns concerning employees (e.g. redundancy plans, restructuring, or major reorganisation), the Chairman, Vice Chairman, and an employee representative from the CCC have the opportunity to meet and share their views with the Board of Directors.

4.4 It is the right and the responsibility of the personnel representatives to come together for a pre-meeting one day before each CCC meeting.

4.5 The agenda for each meeting is prepared by the CCC secretary, based on input from the Chairman and Vice Chairman. The agenda and all pre-reading material are sent to the CCC members one week in advance of each meeting.

The CCC meeting agenda include a review of the minutes of the last meeting, an update of the action list, a report on HSE&Q, a review of financial performance, and updates on core projects and issues across Borealis (such as strategic initiatives, HR issues, etc).

4.6 Minutes of the CCC meetings are prepared by the CCC secretary and distributed to the CCC members, the Site Managers, the HR Network, and the Board of Directors.

5. The Annual CCC Conference

In addition to the regularly scheduled meetings, the CCC hosts an annual conference. The employee representatives take the lead in organising the annual conference, with support from the management representatives.

Approximately 50 people are invited to participate, with preference given to:

- CCC members
- Executive Board members
- Employee representatives from each country
- Employee Health and Safety representatives
- Site Managers
- Country HR Managers
- Other relevant interest groups depending on the agenda of the meetings

6. The Commitment

6.1 As a visible symbol of commitment, all members of the CCC sign a written declaration of commitment to the principles outlined in this agreement. The originals of the agreement and the individual declarations are kept in the files of the CCC secretary.

6.2 Any changes to this agreement are to be decided upon by the CCC. This understanding can be cancelled if the majority of either party wants to do, with a minimum notice period of six months.

The Corporate Co-operation Council on December 18, 2003 approved this document.

Olaug Hole
CCC Chairman

Herbert Willerth
CCC Vice Chairman

Attachment: Form of committment

Personal Commitment to CCC Membership

I have read and understood the Corporate Co-operation Council (CCC) Agreement. I support the principles of the CCC and am committed to fulfilling my duties as a CCC member.

Print Name

Print Location

Date

Signature