



ArcelorMittal

# Employee Relations Policy

## Short description

Employee Relations in a global Group like ArcelorMittal is critical both for sustainability and employee growth.

## Scope

Relevant to all employees of ArcelorMittal.



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## To strengthen our human capital

### 1. Purpose

Our philosophy is aligned with the ArcelorMittal values, and company vision "To create a sustainable business capable of delivering value through the cycle," is driven by a joint commitment towards transformation, continuous improvement, development, and prosperity for the Group, its shareholders, management and staff.

Our mission are to contribute to the sustainability of the company through continued social dialogue with our employees and trade unions, to ensure that the behaviour of employees is guided by the code of business conduct and to create a work environment, that privileges the quality of life and stimulates behaviours that conciliate the economic, professional and personal interests.

### 2. Principles

**To achieve this objective, we adhere to the following commitments:**

1. To regard our employees as an important and highly valued resource to be cared for, empowered and rewarded.
2. To view trade unions as constructive role players in the organisation and to subscribe to the principle of freedom of association.
3. To establish structures through the organisation to proactively engage trade unions and employees with a view to create and strengthen constructive relationships. The competitive advantage of ArcelorMittal's business is dependant on our ability to harness and optimise the human capital within the organisation.
4. To implement and maintain non-discriminatory employee practices and internationally recognised employment standards.
5. To encourage the implementation of formal communication to all employees through the implementation of communication channels and systems in all of our operations. Regular interaction and consultations will take place with employee representatives.
6. To operate within and adhere to the legislative and collective bargaining framework of the countries in which it operates. Group operations will enter into Collective Agreements with any representative trade union. Nothing contained herein will prevent any of the Group operations to have dealings with other unions and non-union members.
7. To introduce procedures and structures at operations level to give expression to the need to institutionalise employee relations in a mutually beneficial way, with the aim to build productive relationships and to achieve business goals. The accountability for managing employee relations rests with the management teams of the each of the Group's operations. The Corporate Employee Relations has a specific role to establish policies and procedures, support operations by providing guidance on employee relations processes and procedures, facilitate relationship building, employee relations strategy development and build employee relations capacity.
8. To recognise the right of employees to lawfully withhold labour. This policy statement must be read within the context of the provisions of local legislation and the provisions of applicable Collective Labor Agreements that are in force.
9. Notwithstanding the above, to promote agreements on continuity of sensitive units like blast furnaces or coke ovens that by design should not stop under any circumstances.
10. To continuously develop the capacity of the various role players to effectively manage Employee relations, to provide applicable training programmes on an ongoing basis. These programmes will include training in the application of processes, policies and procedures.
11. Corporate Employee Relations will regularly monitor and assess the application of the Group's Employee relations policy.