



MANAGEMENT
APPROACH
DISCLOSURE



DIVERSITY AND INCLUSION

5 GENDER
EQUALITY



10 REDUCED
INEQUALITIES



Diversity and Inclusion*

Related GRI Contents	103-1; 103-2; 103-3
Related Sustainable Development Goals	SDG 5 ; SDG 10
Related Performance Data	People
Related Management Approach Disclosures	Supply Chain ; Communities
Other related documents	Human Rights Policy ; Diversity Policy ; Code of Conduct
Future Commitments	+ Progress in the implementation of the Diversity and Inclusion Committee and implement identified actions across our workforce.
Related Material topics	Local Employment Training and Development of our People

Strategic significance

Orocobre respects and values the competitive advantage of diversity and the benefit this brings to the organisation: diversity enriches perspective, streamlines corporate development, enhances employee commitment, encourages innovation, strengthens the Company's reputation and creates highly motivated work teams.

We are committed to enhancing diversity and inclusion. Diversity is a fact, inclusion is an option to make it happen, that Orocobre promotes at all levels of the organisation.

We acknowledge that differences in age, race, gender, nationality, region of origin, sexual orientation, physical abilities, thinking styles and/or environment enrich the organisation. Everyone contributes with their own background and experience to create a diverse team.

Orocobre intends to develop a working environment where everybody is treated with respect and different perspectives are considered. Fairness in access to opportunities and resources is pursued and all employees can develop their potential contributing to the success of the organisation.

Orocobre's business boasts a diverse workforce in terms of culture and gender and we look forward to further strengthening diversity over time.

Impact boundary

This management approach disclosure refers to employees of Sales de Jujuy S.A. (the Olaroz Lithium Facility), Borax Argentina S.A. (Borax Argentina), the Orocobre Group and Orocobre Board.

Orocobre fosters diversity and inclusion across all parts of the business, from the people we employ and the suppliers we engage, to the programs we deliver in the local communities.

The data and information provided in this management approach relates to the Company's employees specifically and the actions and initiatives taken to promote greater diversity and inclusion within the direct workforce.

The actions and initiatives to encourage diversity and inclusion within the Company's supply chain will be referenced here but addressed in greater detail in the [Supply Chain](#) disclosure.

(*) This Document is part of Orocobre's Sustainability Report and should be understood as part of itself. Understanding Sales de Jujuy as Sales de Jujuy S.A., SDJ or Olaroz Lithium Facility and Borax Argentina as Borax Argentina S.A or BRX.

Management approach

As part of this commitment, and in accordance with [Sustainable Development Goal 5: Gender Equality](#), the Company seeks to enable women's full and effective participation in all areas of activity (employment, procurement, community programs) and provide equal opportunities for leadership at all levels of decision-making. Orocobre also works to promote equal rights to economic and natural resources as well as access to financial services.

In accordance with [Sustainable Development Goal 10: Reduced Inequalities](#), Orocobre is committed to empowering and promoting the social and economic inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or other status.

There are various policies and procedures at both Group and operational level that support Orocobre's commitment to diversity and inclusion:

- [Diversity Policy](#)
- [Human Rights Policy](#)
- [Code of Conduct](#)



Management Systems

Orocobre monitors and promotes diversity and inclusion across multiple dimensions including gender, age and region of origin adopting the differences and integrating them in the business.

To hire the best person for the job, there needs to be a consideration of a diverse range of criteria. Orocobre's recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates can be considered and to minimise risk of conscious or unconscious biases in the process that might discriminate against certain candidates.

Orocobre has a policy of giving local community people priority. At Borax Argentina, open positions are offered to employees in the first place so that they or their families can apply. At the Olaroz Lithium Facility, local communities are informed directly of vacant positions to ensure they have an opportunity to apply.

Orocobre has a series of strategies, initiatives and programs to develop a broader and more diverse pool of skilled and experienced employees with the aim of preparing those employees over time for senior management positions. This enables the organisation to increase the representation of women and local communities, gradually and systematically, in management roles over time.

Local Employment Initiatives to stimulate local community employment in Orocobre's activities (both directly and indirectly) include education and preparatory courses. These have been designed and developed collaboratively with local government and educational institutions to ensure that content and delivery modes are designed to address skills valuable for future employment opportunities in the region.

These initiatives fall within the Shared Value program's Education Pillar and include investment in educational infrastructure, targeted training programs in relevant topics such as chemistry and physics, and delivery of

the Baccalaureate Program to help all employees achieve secondary level qualifications. (For more information, see Community Management Approach disclosure and the Baccalaureate Program case study).

There are also strategies in place to manage total compensation and ensuring equal pay for equal work across the workforce. An annual remuneration survey is performed for non-unionised roles, to monitor the Company's pay strategies and the alignment with market practices. Orocobre undertakes negotiation at least annually with unions for those employees whose conditions are set out under collective bargaining agreements.

Monitoring and Reporting

To monitor diversity and inclusion, management is required to:

1. Develop KPIs and goals to monitor progress and achieve a wider gender diversity, which must be submitted to the Board for review and approval.
2. Maintain monitoring of performance against those KPIs.
3. Report regularly on the measurable objectives.

Data regarding local employment at the Olaroz Lithium Facility is tracked monthly and reported quarterly to provincial government authorities, while for Borax Argentina, data is reported to authorities in Salta twice a year.

The Company's Board set its measurable gender diversity objectives, based on engagement and feedback from its investors and stakeholders and now meets the requirement for two female directors.

Grievance Mechanisms

Orocobre does not tolerate discrimination, harassment, bullying, vilification, or victimisation of any employee of the Company. There are various lines of communication for an employee, supplier or employee of a supplier, or community member to report matters of concern including a hotline. Orocobre has a [Whistleblower Policy](#) which sets out the avenues to enable grievances to be raised either directly or anonymously.

Responsibility

The Human Resources Department is responsible for safeguarding, fostering and promoting diversity and inclusion across the organisation's activities.

At an operational level, diversity and inclusion initiatives are the responsibility of the Human Resources Department. The manager of each business area is responsible for promoting and enhancing diversity and inclusion in their teams.

Accountability

Accountability for performance in terms of gender equality sits with the Human Resources Department, supported by the Executive Team and with oversight from the Board.

FY20 update

SALES DE JUJUY (Olaroz Lithium Facility)

Diversity and inclusion efforts were applied to the promotion of staff at the Olaroz Lithium Facility, with special attention for employees working as operators to the support of their development so that they can access middle and upper management positions. This was possible in part due to training initiatives conducted during the year working on skills such as leadership, teamwork, feedback, and performance management.

While the national average participation rate for women in mining is 7%, the Olaroz Lithium Facility has 15% women in the workforce including female operators, supervisors, engineers, geologists, and nurses. Additionally, 28.6% of management positions are held by women. The Company actively promotes diversity, a safe working environment, zero tolerance for harassment or abuse, and adherence to the Code of Conduct and whistleblower channels for employees, contractors, suppliers and community members. The following targets have been set for increasing the % of women in total headcount as well as in senior management positions.

INDICATOR	Preliminary targets	
	FY25	FY30
Gender		
% Women in Total Headcount	>16%	>20%
% Women in Senior Management positions	>30%	>40%

BORAX ARGENTINA

Borax Argentina has been increasing the number of females in the workforce in the operation and extraction sector in line with commitments made in FY19. Previously, there were no women in the operations area. Women employed in the payroll area were working only in the administrative, technical and management areas of the business.

To foster a work environment conducive to increasing female participation, the Code of Conduct concepts were reinforced internally, with special emphasis on Orocobre's diversity principles.

To include women in the Company's operations sectors, camps had to be refurbished to provide adequate infrastructure for female personnel. Also, several additional systems were implemented to make conditions more attractive for working mothers with children under school age.

With great pride, an employee of Borax Argentina received the "Woman of the Year 2019" award, in recognition of her work in the modification of camps and facilities to allow women to join these workplaces and her role in encouraging women from local communities to work for the company, an empowering step.

During FY21, the Company will continue focusing on the commitment adopted with diversity and inclusion in the workforce, supporting the development of people from local communities and women in Borax Argentina.

For more Diversity and Inclusion data refer to [Performance Data - People](#).