

# DIVERSITY and INCLUSION Policy

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# DIVERSITY and INCLUSION

## Policy

### 1. General Purpose and Principle

- A Orocobre Limited (Orocobre or the Company) respects and values the competitive advantage of diversity and inclusion (which includes but is not limited to gender, age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity), and the benefit of its integration throughout the Company in order to enrich the Company's perspective, improve corporate performance, increase shareholder value and maximise the probability of achievement of the Company's goals. The Company acknowledges that diversity and inclusion is important to the Company's ability to attract, retain and motivate employees from the widest possible pool of available talent and the Company is committed to diversity and inclusion at all levels (Principle).
- B In furtherance of the Company's commitment to the Principle, the Board wishes to give effect to Recommendation 1.5 of the *Corporate Governance Principles and Recommendations*. The Company will in broad terms put the Principle into practice in the following manner:
1. strategically and operationally, by:
    - a. being attuned to diverse strategies to deliver the Company's objectives with respect to diversity and inclusion;
    - b. being attuned to diverse corporate, business and market opportunities; and
    - c. being attuned to diverse tactics and means to achieve those strategies in 1(A) and to take advantage of those opportunities in 1 (B) above.
  2. through management, by:
    - a. adding to, nurturing and developing the collective relevant skills, and diverse experience and attributes of personnel within the Company;
    - b. ensuring that the Company's culture and management systems are aligned with and promote the attainment of the Principle.
- C In addition, the Company will put the Principle into practice in the following specific ways:
1. the Company will ensure that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and that there are no conscious or unconscious biases that might discriminate against certain candidates. In order to hire the best person for the job, there needs to be a consideration of a broad and diverse pool of talent;
  2. the Company will identify, implement and develop strategies, initiatives and programs to develop a broader and more diverse pool of skilled and experienced employees with a view to preparing those employees over time, for or management positions and to increase the representation of women in management roles;
  3. the Company will not tolerate discrimination, harassment, vilification or victimisation of any employee of the Company or group member;
  4. the Company will foster an inclusive culture, involving both women and men and diversity at all levels of the organisation;

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5. the Company will ensure equal pay for equal work across its workforce, with strategies in place to manage pay equity
  6. The Company will adopt flexible work practices to allow all employees the opportunity to balance work and domestic responsibilities.
- D. Management will monitor, review and report to the Board (including via the People and Governance Committee) on the achievement of diversity and inclusion with respect to the matters referred to in Sections 1 and 3, the Company's progress under this policy.
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### 2. Responsibility for Policy

Although the Board retains ultimate accountability for this policy, the Board has delegated responsibility for implementation of this policy to the People and Governance Committee.

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### 3. Measurable Objectives, Targets and Key Performance Indicators – Gender Diversity

With respect to gender diversity, Management will:

- A develop, for approval by the Board (or the People and Governance Committee), as appropriate:
1. measurable objectives for achieving gender diversity including concerning the strategies, initiatives and programs referred to in Section (c);
  2. targets or KPI's to verify progress towards attainment of those measurable objectives;
- B measure performance against those targets and KPI's; and
- C report from time to time (at least annually) on the measurable objectives and the progress of the matters referred to in Section 3 A (1) and (2) above.
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### 4. Compliance Requirements

- A The Company will meet its obligations with respect to the issues of diversity and inclusion, as required under the *Corporate Governance Principles and Recommendations* and other regulatory requirements (if any), including by:
1. establishing this policy as a compliant policy under Recommendation 1.5 of the *Corporate Governance Principles and Recommendations* by:
    - a. establishing measurable objectives for achieving gender diversity. This may include setting specific numerical targets for the proportion of women employed by the Company in senior

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executive roles and on the Board;

- b. the Board assessing annually the measurable objectives for achieving gender diversity and the progress towards achieving them.
2. disclosing this policy or a summary of it via the Company's website;
  3. disclosing at the end of each reporting period:
    - a. the measurable objectives for achieving gender diversity set by the Board in the terms of this policy;
    - b. the progress from time to time towards achieving the measurable objectives;
    - c. the respective proportions of men and women in the Company in the following positions:
      - » employees;
      - » Senior Executives (including how the Company has defined 'Senior Executive' for this purpose);
      - » Directors; and
      - » across the whole Company.
- B. The Chief Human Resources Officer will assume line responsibility to ensure that the Company meets its compliance and reporting obligations referred to in this policy, including by collecting and collating all relevant data and ensuring that Management processes and systems are adequate and effective for such reporting obligations to be met.
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### 5. Communication

- A. The Company commits to the communication of this policy within the Company and to its shareholders and the market, including via the Company's website:
1. by way of transparency and accountability; and
  2. to better promote the prospects of attainment of the Principle
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### 6. Accountability

- A. Reporting and accountability in the terms of this policy will be a periodic item on the Board Agenda.
- B. At least annually the People and Governance Committee will report to the Board on progress towards attainment of the Principle, and otherwise to facilitate the Board in meeting its Compliance Requirements.
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### 7. Addenda to this Policy

The following shall constitute addenda to this policy (as they are adopted by the Board from time to time) as if set out in this policy:

- A approved strategies, initiatives and programs and measurable objectives referred to in Section (3); and
  - B approved measurable objectives, targets and KPI's referred to in Section 3.
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### 8. Overriding Caveat

- A Nothing in this policy shall be interpreted so as to endorse any of the following matters:
    - 1. the principal criteria for selection and promotion of people to work within the Company being other than their overall relative prospect of adding value to the Company and enhancing the probability of achievement of the Company's objectives, taking into account matters such as the nature of the industry in which the Company operates;
    - 2. any discriminatory behaviour by or within the Company contrary to the law, or any applicable codes of conduct or behaviour for the Company and its personnel; and
    - 3. any existing person within the Company in any way feeling threatened or prejudiced by this policy in their career development or otherwise, merely because their diversity attributes at any time may be more, rather than less, common with others.
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### 9. Review

This policy was reviewed on 31 July 2020.

This policy was created on 9 September 2015