



MANAGEMENT
APPROACH
DISCLOSURE

HEALTH AND SAFETY

3 GOOD HEALTH
AND WELL-BEING



8 DECENT WORK AND
ECONOMIC GROWTH



Health and Safety*

Related GRI Contents	103-1; 103-2; 103-3
Related Sustainable Development Goals	SDG 3 ; SDG 8
Related Performance Data	Health and Safety
Related Management Approach Disclosures	Supply chain ; Employee engagement ; Community
Related Case Studies	Donations in response to COVID-19 Program
Other related documents	Health and Safety Policy
Future Commitments	<ul style="list-style-type: none"> + Continue standardising and improving metrics for safety, health, and environment at the Olaroz Lithium Facility and Borax Argentina. + Create the Intellex dashboard for follow-up of safety KPIs at the Olaroz Lithium Facility and Borax Argentina. + Maintain focus on reducing Total Recordable Injury Frequency Rate (TRIFR) at Borax Argentina sites and maintain TRIFR < 3.0 at the Olaroz Lithium Facility operations and Phase 2 Expansion project. + Update to ISO 45001 certification
Related Material topics	<ul style="list-style-type: none"> + COVID-19 Response + Management of Health and Safety

Strategic significance

The health and safety of employees and project contractors is a priority focus for Orocobre, particularly with concurrent activities for operations and expansion of the Sales de Jujuy S.A. (Olaroz Lithium Facility or SDJ), and the activities of Borax Argentina S.A.'s operating sites.

Orocobre maintains a “zero harm” approach at our sites. We are committed to providing a robust management system that includes effective training, reliable preventative measures and the analysis and implementation of remedial actions to prevent future incidents. We expect our employees and contractors to follow our safety standards, policies, and procedures, to work competently and to be aware of factors affecting their own safety, the safety of other people and of the facilities.

Orocobre has a strong commitment to engaging and developing a local workforce. This approach requires focus on leadership in safety and risk awareness to help our operators and contractors develop the skills and competence required to identify unsafe behaviour and the risk of potential incidents.

Impact boundary

This management approach disclosure refers to the operations and expansion activities relating to the Olaroz Lithium Facility and the production sites of Borax Argentina.

The impact boundary is defined based on Orocobre's operational control. Health and Safety data reported relates to all employees and contractors on the premises and any incidents that occur in the delivery of assigned tasks and duties.

The scope includes vehicle incidents associated with activities on operating sites and offices and employee transport to and from the facilities. However, contractor vehicle incidents that do not occur on our sites or in the delivery of their specific task are not included in the Company's reporting scope. Safety indicators for suppliers or contractors working independently outside of our facilities, are also excluded from the scope.

Although outside the scope of our incident reporting, we continue to work with suppliers and contractors to improve health and safety standards, and also minimise the occurrence of any incidents outside our areas of operational control.

We also share our health and safety initiatives within the local communities to build broader awareness of specific health and safety priorities. Information on these initiatives is reported in management approach disclosures related to [Local Communities](#), and in [Case Studies](#) related to the Company's Sustainability Reporting.

(*) 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

Reinforcing its commitment to advancing the UN Sustainable Development Goals and in line with [SDG 3: Good Health and Well-Being](#) and [SDG 8: Decent work and economic growth](#), Orocobre promotes a safe work environment through robust health and safety protocols, adequate personal protective equipment and health facilities at our sites.

The Company also provides access to quality essential healthcare services and medications for employees and their families through its Employee-Benefit Policy (internal).

The following policies outline Orocobre's approach and commitments with regards to Health and Safety:

- [Health and Safety Policy](#)
- [Corporate Code of Conduct](#)



Management Systems

SALES DE JUJUY (Olaroz Lithium Facility)

The Olaroz Lithium Facility operations have a certified Management Systems (OHSAS 18001-14001-9001) which sets out the approach to managing health and safety, and covers all employees and contractors performing duties in the offices and areas of the expansion project and production operations of Olaroz Lithium Facility.

Observations and recommendations for improvement are presented and reviewed regularly as part of Orocobre's continuous improvement system. This system allows all employees and site-based operators to propose ideas for improved safety practices across all operations. For the next management system certification, we will transition to the new health and safety management system: ISO 45001.

• Hazard Identification

Job hazard assessments are completed by all workers before undertaking tasks. Supervisors have been trained to evaluate and appraise the job hazard assessments and to approve them with their teams and any contractors operating in their area.

New projects and initiatives on site that are not covered by standard operating procedures pass through a risk identification process either using the 'HAZOP' (Hazard and Operability) method, and/or a 'What if?' process to evaluate potential risks and impacts for lower risk projects. A 'Management of Change' (MOC) process is also in place to check risks, impacts and opportunities are considered across all areas and departments as a result of change initiatives.

All employees and contractors are encouraged and empowered to stop work should they observe unsafe activity either associated with their own work or in the observation of others.

• Incident Reporting

A Root Cause Analysis (RCA) tool is used by employees to analyse and learn from safety incidents. This helps to prevent recurrence of undesired events through the effective application of corrective measures.

We are currently implementing the Intelex database to support the environment, health and safety management system. When implementation is complete, Intelex will assist monitoring of reporting and follow up of health and safety incidents, observations, process safety events, environmental impact, and complaints by stakeholders. The system will include a first stage reporting process, a detailed investigation stage (incorporates analyses and evaluations to identify root cause) and a process to determine corrective actions with subsequent upload of documents, follow-up and monitoring.

• Health Services

Health services on site at the Olaroz Lithium Facility provide quality preventive and responsive treatment to on-site staff and visitors. These treatments can include vaccines for operators working with effluent to oxygen and other vital checks for visitors when they arrive on site. All workers are informed about the location and services provided by the medical team. There are also direct mobile numbers and a radio channel for health staff to be contacted overnight and/or in case of emergency.

In addition to on-site health services, employees are provided with medical and healthcare services as part of their employee-benefit scheme. Vaccination programs and periodic health reviews are also conducted in compliance with regulations. Orocobre also undertakes health promotion initiatives to address non-work-related health risks and provides sports fields for the use of employees.

The health awareness program is planned out annually by the medical team on site based on a review of site-based health data and contextual risks. Given the large proportion of community employees, health promotion activities are delivered to employees, contractors, and communities to ensure that health-related issues impacting the workforce are addressed not only at work, but also at home.

- **Participation and Consultation**

Orocobre has a Health, Safety and Environmental Central Committee comprising managers from key operational departments and chaired by the Chief Operations Officer. There are also a series of sub-committees to monitor categorised topics such as behavioural observations, risk management, incident investigation, operational discipline and training and contractor control.

Committee meetings are scheduled once a month, while sub-committees meet weekly or fortnightly. Participation and consultation meetings for operational teams are held up to twice a day to discuss safety issues relating to the work that is to be done or has been done that day. In accordance with health and safety requirements of the mining industry, Orocobre also participates in monthly mixed committee meetings with operators, plant employees and trade union representatives to discuss key health and safety issues emerging both on site and within the industry more broadly.

- **Training**

The Risk Management (RM) team responsible for Orocobre's health and safety conducts training programs on site on a regular basis depending on the topic being addressed. Work-related health and safety training sessions are mandatory for employees and delivered during working hours. Additional, voluntary information sessions relating to health and safety initiatives are also performed outside working hours.

- **Suppliers and Contractors**

In accordance with Orocobre's Code of Conduct all suppliers and contractors must comply with the Company's Health and Safety policies, standards, and processes. The Company uses a supplier control system (SICOP) to ensure suppliers meet the mandatory requirements before they can enter, work in or leave the Olaroz Lithium Facility or specific operating areas. Controls also include standard specifications for contractor vehicles travelling to site. Health and safety consultation and participation meetings are conducted with site-based suppliers three times a week.

- **Altitude Sickness**

The Olaroz Lithium Facility is located at approximately 3,900 metres above sea level. As such, employees, suppliers, and visitors to site are at risk of suffering altitude sickness due to lack of ambient pressure and relative oxygen. Symptoms of altitude sickness can include headache, vertigo, shortness of breath, nausea, and drowsiness.

All employees, contractors and visitors to site are briefed on the signs and symptoms of altitude sickness prior to arrival. Oxygen-checks are conducted by the medical team on people who are new to site and/or feeling the effects of altitude. Oxygen is readily available as an immediate response measure, with further observation and potential relocation of those who continue to experience symptoms.

Most of our operational workforce are from the local region and therefore accustomed to living and working at high altitude. Workers, contractors, or visitors from outside the region are the most at risk given that their bodies are not accustomed to the conditions on site. These stakeholders are encouraged to allow sufficient time to adjust to the altitude prior to, and following, their arrival at site.

BORAX ARGENTINA

Our operations at Borax Argentina have an Integrated Management System covering employees and contractors, and activities in the three production sites. It also has ISO 9001 and ISO 14001 certifications, and periodically conducts observation and recommendation procedures as part of its continuous improvement system, which enables employees to contribute with ideas to improve safety practices.

- **Hazard Identification**

Job hazard assessments are completed by all workers before undertaking any task that is not included in an operating procedure. Supervisors have been trained to determine and evaluate the job hazard assessments and to approve them with their teams and any contractors operating in their area.

In accordance with the hazard identification and risk assessment procedure all employees and contractors are encouraged and empowered to stop work or report to a manager should they observe unsafe activity either associated with their own work or in the observation of other work.

- **Incident Reporting**

The process to report incidents at Borax Argentina is carried out in several stages, the first being reporting the event in the continuous improvement system, and then evaluate and rank it according to its criticality. Once criticality is identified and ranked, cause tree analysis is the methodology currently being used in incident investigation. The final stage is recording the immediate and corrective actions applied to avoid a future recurrence.

- **Health Services**

Health services on site provide quality preventive and responsive treatment to on-site staff and visitors: vaccines, oxygen and other checks for people arriving on site. All workers are informed about the location and services provided by the medical team. There are also direct phone lines for health staff to be contacted at any time.

- **Training**

The Risk Management team is responsible for the Company's health and safety and conducts training programs on site on a monthly, half-yearly, and yearly basis depending on the topic being addressed. Work-related health and safety training is mandatory for employees and delivered during working hours.

• Suppliers and Contractors

In accordance with Orocobre's Code of Conduct (applicable to suppliers) all suppliers and contractors must comply with the Company's Health and Safety policies, standards, and processes.

• Altitude Sickness

Borax Argentina sites at Tincalayu and Sijes are located at approximately 4,000 metres above sea level. People on site are at risk of suffering altitude sickness.

All employees, contractors and visitors to site are briefed on the signs and symptoms of altitude sickness prior to arrival. Oxygen-checks are conducted by the medical team on people who are new to site and/or feeling the effects of altitude. Oxygen is readily available as an immediate response measure, with further observation and potential relocation of those who continue to experience symptoms.

Monitoring and Reporting

Orocobre evaluates the effectiveness of its management approach through regular monitoring and reporting of key data and metrics and tracking progress against predefined objectives and targets. Internal data and reporting processes include daily safety reviews, weekly safety performance updates and monthly reporting on progress against safety targets.

The Company reports on its health and safety performance annually in its [Sustainability Report](#) and in investor surveys including S&Ps Corporate Sustainability Assessment (formerly DJSI/RobecoSAM). Up until FY19, the Sustainability Report included only Olaroz Lithium Facility but from FY20, the scope has been expanded to include the management and performance of Borax Argentina.

Safety targets are defined and monitored by operational management and the Orocobre Executive team.

Responsibility

At Group level, responsibility for health and safety performance sits with Orocobre's Chief Operating Officer (COO).

At an operational level responsibility for health and safety performance in Olaroz Lithium Facility and Borax Argentina resides with Orocobre's Health, Safety and Environment Manager who reports directly to the Chief Operating Officer.

Accountability

Health and Safety Key Performance Indicators (KPIs) are integrated into the performance evaluation process for all executives, managers, and employees across the organisation.

Orocobre's Executive and Board performance process also incorporates quality-related performance targets into short term and long-term incentive criteria.

FY20 update

Due to restrictions relating to the COVID-19 pandemic during FY20, a COVID-19 Safety Committee was set up which put in place mechanisms to maintain transparent communication and provide prompt and responsive feedback to our stakeholders. We developed and implemented a Bio-security Protocol which was based on industry best practices, recommendations from governmental authorities, employees, local communities, and the Mining Chamber.

Both Olaroz Lithium Facility and Borax Argentina, set up programs and initiatives for their stakeholders, designed by teams from both companies:

- **Employees:** To take care of employees and their families' health, Human Resources and Risk Management teams undertook special preventive actions such as follow-up of employees with symptoms, online catch ups where we assessed our employees home working environment, and daily health checks and controls for all staff travelling to our operating sites. Our Biosecurity Protocol implemented during the reporting period included the following actions to help keep our people and communities safe:
 - Testing for all employees and contractors 48/72 hours before the start of each roster
 - Preparation of an isolation module and emergency plan to be implemented in the case of any on-site infection exposure
 - Daily medical checks and follow-up of all employees and contractors for symptoms
 - Implementing a transport protocol including checklist to minimise potential close contacts during travel to site.
 - Providing a list of prevention actions to all families of employees to reduce community spread and minimise the risk of infection during non-work periods
 - Requiring transport drivers to have a negative test (no more than 48 hours before being on site)
 - Ensuring rosters did not include employees from any COVID-19 community circulation areas (Red zones).
- **Suppliers and Contractors:** With our assistance, many local suppliers were able to implement versions of our Bio-security Protocol within their organisations and maintain their operations. At Olaroz Lithium Facility, a Support to Local Suppliers program was also designed to assist local suppliers minimise negative financial impacts to their companies during this period. As part of the program administrative assistance was provided to help suppliers access benefits and loans granted by the Argentine State. We redistributed tasks and duties on site at the Olaroz Lithium Facility and Expansion Project so that contracts for supplies and services could be maintained as much as possible.

For further detail, see the [Support to Local Suppliers in Response to COVID-19](#) and the [Supply Chain](#) management approach disclosure.

- **Local Communities:** Our commitment to developing strong stakeholder relationships in our communities enabled us to quickly mobilise and assist our local communities adapt to the changing requirements of the pandemic to protect Community health. We delivered donations for the purchase of COVID-19 testing kits, personal protection equipment, and food donations. Medical equipment donations were delivered for the Health Ministry of Jujuy and Salta provinces and other hospitals in the region. We also worked with communities to build UPAF (Family Food Production Units) to assist those families interested in building their own greenhouses to enable them to have safe and healthy food all year round. Further information on these initiatives is published in [Case Studies on our website](#).

SALES DE JUJUY (Olaroz Lithium Facility)

During FY20 a new subcommittee was created that supervises contractors' safety management. This subcommittee works jointly with the other five existing subcommittees (Behaviour Observation, Incident investigation, Risk Analysis, Operational Discipline and Training) and they are already working to comply with preliminary tasks.

The Intelix implementation is scheduled to be completed during FY21 and reached 80% of its customisation during FY20.

The Company has defined the leading indicators that will be applied during the next fiscal year. Olaroz Lithium Facility is prepared to finalise the shift from OHS 18001 to ISO 45001, which is planned for May 2021, and will enable reporting and health and safety performance strengthening.

Expansion construction has been sustained at good pace, despite the noticeable reduction of the workforce. Our safety performance is reported in the [Health and Safety Performance data](#) as well as in our FY20 [Sustainability Report](#).

Olaroz Lithium Facility INDICATORS (by million working hours)	Preliminary targets*	
	FY25	FY30
TRIFR of workforce (employees + contractors)	2.0	1.5
LTIFR of workforce (employees + contractors)	1.5	1.0

*TRIFR and LTIFR figures are based on ICMM tables.

BORAX ARGENTINA

Safety performance for Borax Argentina was not in line with expectations during FY20. Four incidents (3 employee and 1 contractor) that occurred during the last quarter of the financial year significantly impacted our safety statistics for these operations. . These outcomes are not aligned to Company's planned goals. In response, we are restructuring our safety team, increasing the presence of Managers, Superintendents and Area Supervisors at our operations, as well as helping operators and supervisors raise awareness about safe work practices.

The Company is committed to delivering resources and tools to effectively identify and manage safety risk factors. Our work practices make sure that personnel have no direct contact with hazardous material handling, and all necessary personal protection equipment is provided.

During FY20, training courses were given to the workforce with increased attendance. Training courses were focused on mandatory standards on a national level and on specific standards for each area (for example: hazard identification and risk analysis for the operating workforce, and the induction of new workforce members to every area, management system and relevant ISO standards).

Orocobre's Corporate Team is focused on implementing these strategic changes during the next FY, with the purpose of achieving a reduction in TRIFR and LTIFR indicators.

BORAX INDICATORS (by million working hours)	Preliminary targets*	
	FY25	FY30
TRIFR of workforce (employees + contractors)	2.5	1.5
LTIFR of workforce (employees + contractors)	2.0	1.0

*TRIFR and LTIFR figures are based on ICMM tables.

Additional information is available in the [Health and Safety Performance Data](#).

Case study

Health and Prevention Service: new multi-specialty medical centre

Our new Multi-Specialty Medical Centre at the Olaroz Lithium Facility was opened this year to meet the safety and health requirements of our workforce, contractors working on site, and any other person or visitor that may require medical assistance.

The new centre has state-of-the-art equipment for inpatients, three practitioner offices, a pharmacy that provides immediate and safe access to medication prescribed, available physician team, and increased capacity for treating patients.

Furthermore, the automotive fleet of the new health centre has two ambulances. Both ambulances are equipped with

multi-parameter equipment to ensure patients can be treated under controlled conditions during transportation to the nearest most adequate hospital according to the complexity of each case (Susques or San Salvador de Jujuy). These resources allow physicians to intubate patients or take electrocardiograms on board the ambulance during transportation to the hospital.

The new medical centre is serviced by physicians and nurses who receive ongoing training through national and international seminars. There are joint activities undertaken with the ART (Work Risk Insurer) to enhance quality, safety and health of every person involved in on-site activities, complying with national and provincial labour laws.

For more detailed information and images, see the introduction [video](#).

