



MANAGEMENT  
APPROACH  
DISCLOSURE

# STAKEHOLDERS RELATIONS

17 PARTNERSHIPS  
FOR THE GOALS



# Stakeholders Relations\*

<b>Related GRI Contents</b>	103-1; 103-2; 103-3
<b>Related Sustainable Development Goals</b>	<a href="#">SDG 17</a>
<b>Related Management Approach Disclosures</b>	<a href="#">Communities</a> ; <a href="#">Supply Chain Management</a> ; <a href="#">Quality Assurance</a>
<b>Other related documents</b>	<a href="#">Human Rights Policy</a> ; <a href="#">Community Policy</a> ; <a href="#">Landholder Engagement Policy</a> ; <a href="#">Code of Conduct</a> ; <a href="#">Disclosure Policy</a>
<b>Future Commitments</b>	+ Continue to maintain transparent communication with our stakeholders. + Continue to introduce centralised systems and processes to enhance the quality of relationships with stakeholder groups across the organisation.
<b>Related Material topics</b>	All

## Strategic significance

Orocobre's success as an organisation is strongly linked to the quality of its relationships with numerous, diverse stakeholder groups locally, nationally, and internationally. Understanding who our stakeholders are, listening to their concerns and ideas, and being responsive to their needs is how we maintain our long-term business value.

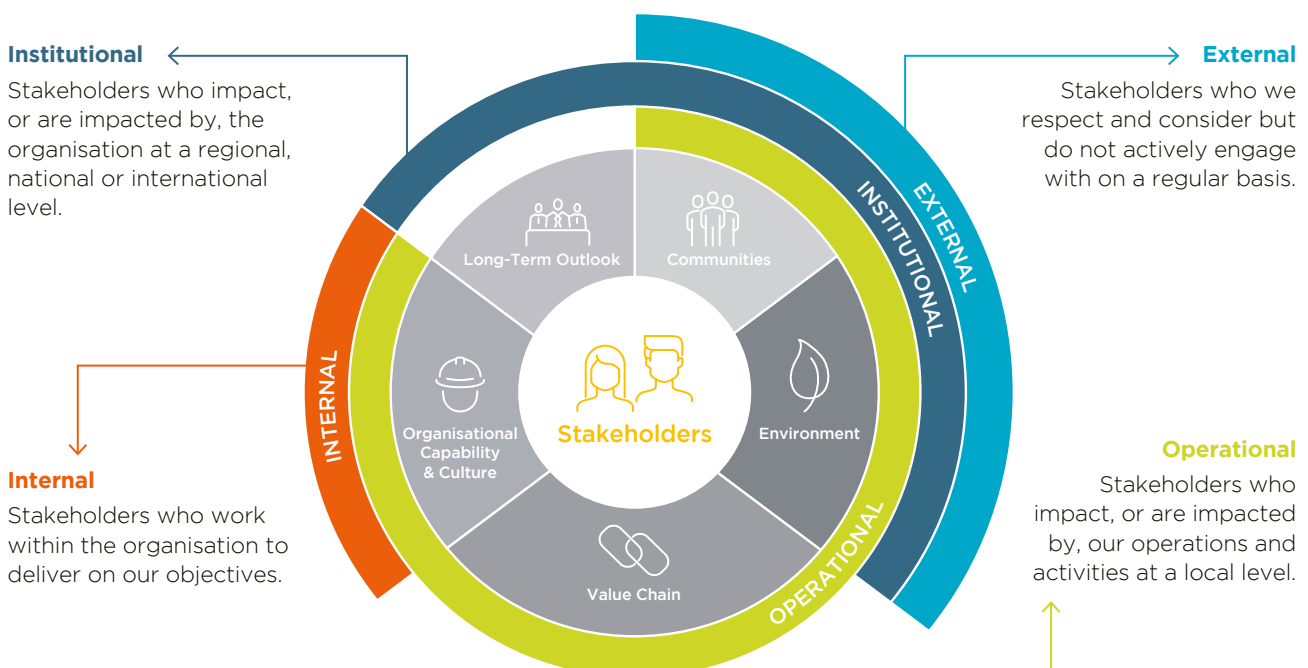
Stakeholder relationships are managed by diverse teams across the organisation. Establishing common systems and frameworks through which these relationships can be managed enables the Company to enhance the

consistency of its engagement with stakeholders and, in turn, strengthen the quality of those relationships.

## Impact coverage

This document describes the approach to relationships with stakeholder groups of Orocobre Limited (Orocobre), Sales de Jujuy S.A. (Olaroz Lithium Facility) and Borax Argentina S.A (Borax Argentina).

Stakeholder groups with whom Orocobre engages can be divided into four main categories:



(\*) 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

In accordance with Orocobre's commitment to the UN Sustainable Development Goals, and in line with [Goal 17: Partnership for the Goals](#), the Company engages with different stakeholders to strengthen alliances and achieve common goals.

The following policies outline Orocobre's approach and its commitments with regards to Stakeholder Relations. These are available on our [website](#):

- [Human Rights Policy](#)
- [Community Policy](#)
- [Landholder Engagement Policy](#)
- [Code of Conduct](#)
- [Disclosure Policy](#)



## Systems and Processes

To manage stakeholder relations across the various categories and in different areas of the business, Orocobre uses the following engagement methods:

Category	Stakeholders	Engagement Methods	Responsible Area
Internal	Employees	<ul style="list-style-type: none"> <li>• Induction workshops</li> <li>• Ongoing direct personal dialogue</li> <li>• Employee Consultation Meetings</li> <li>• Suggestions Box</li> <li>• Annual Performance Reviews</li> <li>• Engagement surveys</li> <li>• Director visits to site</li> <li>• Reporting channel for Unethical Behaviour</li> <li>• Intranet, newsletters, emails, billboards</li> <li>• WhatsApp</li> <li>• Social media</li> </ul>	Workplace harassment
	Contractors	<ul style="list-style-type: none"> <li>• Induction workshops</li> <li>• Ongoing direct personal dialogue</li> <li>• Suggestions Box</li> <li>• Reporting channel for Unethical Behaviour</li> <li>• Intranet, newsletters, emails, billboards</li> </ul>	Supply Chain
Operational	Suppliers	<ul style="list-style-type: none"> <li>• Supplier Survey</li> <li>• Annual breakfast with vendors / meetings</li> <li>• Annual Performance Reviews</li> <li>• Suggestions Box</li> </ul>	Supply Chain
	Customers	<ul style="list-style-type: none"> <li>• Customer relationships directly managed by TTC</li> <li>• Regular confirmation of customer needs</li> <li>• Customer satisfaction surveys</li> </ul>	Sales & Marketing
	Communities	<ul style="list-style-type: none"> <li>• Ongoing dialogue with Shared Value team</li> <li>• Development programs and evaluation activities</li> <li>• Monthly assemblies, cultural and religious events</li> <li>• Monthly Town Hall meetings</li> <li>• Participation in environmental monitoring</li> <li>• Direct face to face communication</li> <li>• Telephone and WhatsApp communication</li> <li>• Meetings with community institutions</li> </ul>	Shared Value
	Local Government	<ul style="list-style-type: none"> <li>• Meetings and Presentations</li> <li>• Spaces for debate and public-private dialogue</li> <li>• Public-private linkage programs</li> <li>• E-mails, phone calls and direct engagement</li> </ul>	Legal & Communications
	NGOs	<ul style="list-style-type: none"> <li>• Meetings as required</li> <li>• E-mails, phone calls and direct engagement</li> </ul>	Shared Value

	Unions	<ul style="list-style-type: none"> <li>• Direct face to face communication</li> <li>• Formal negotiations and approval for changes</li> <li>• Union representative within workforce</li> <li>• E-mails, phone calls</li> </ul>	Human Resources
	Universities	<ul style="list-style-type: none"> <li>• Development courses</li> <li>• Training programs</li> <li>• Internships</li> <li>• Research collaborations</li> </ul>	Human Resources and Communications
	Regulatory Bodies	<ul style="list-style-type: none"> <li>• Audits</li> <li>• Monthly, quarterly, half- and full-year reports and surveys</li> <li>• Permit and licence submissions</li> <li>• Permits and authorisations</li> </ul>	Legal
<b>Institutional</b>	Investors / shareholders	<ul style="list-style-type: none"> <li>• Australia and Toronto stock exchange disclosures via web and emails</li> <li>• Periodic Disclosures via Quarterly, Half- and Full-Year Reporting and the Annual General Meeting</li> <li>• Specific information disclosures via ASX releases</li> <li>• Surveys and interviews</li> <li>• Road shows</li> <li>• General shareholder meetings</li> <li>• Annual Report and Balance Sheet</li> <li>• Phone calls and 1:1 meetings</li> <li>• Conferences, teleconferences and webcasts</li> </ul>	Investor Relations / Company Secretary
	JV Partners	<ul style="list-style-type: none"> <li>• Regular ongoing meetings with Toyota/JEMSE</li> <li>• Technical assistance</li> <li>• Meetings with business representatives</li> </ul>	Sales & Marketing, Legal & Communications
	Media	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Interviews</li> <li>• E-mails, phone calls and face-to-face engagement</li> </ul>	Communications / Investor Relations
<b>External</b>	Industry Peers	<ul style="list-style-type: none"> <li>• Communication via emails and forums</li> <li>• Dinners, seminars, conferences and events with industry peers</li> <li>• Emails and discussions on topics of relevance</li> </ul>	Communications
	Next Generations	<ul style="list-style-type: none"> <li>• Impact Assessments</li> </ul>	Shared Value

## Responsibility

Orocobre's Group-level responsibility for Stakeholder Relations rests with the Chief Legal, Communications and Shared Value Officer, and the Chief Investor Relations Officer.

At an operational level, each department is responsible for relations with their assigned stakeholder group, as outlined in the table above. Resources to consolidate these relations are spread across the organisation and assigned based on the frequency and materiality of the specific engagement with each stakeholder group.

## Grievance Mechanisms

Orocobre has several communication channels in place to enable its stakeholders to raise queries, concerns or complaints they might have with regards to the organisation's performance.

- Community Grievance Process
- Investor Feedback Channels
- Customer Feedback Process
- Employee hotline

## Monitoring and Reporting

We have a series of measures in place to monitor and evaluate the strength of our stakeholder relationships.

Category	Stakeholders	Measures
<b>Internal</b>	Employees Contractors	Engagement, Commitment, Retention Engagement, Performance
<b>Operational</b>	Suppliers Customers Communities Local Government NGOs Unions Universities Regulatory Bodies	Engagement, Performance Satisfaction, Retention, Delivery Performance Measure Engagement, Sentiment, Grievances Engagement, Sentiment, Grievances Collaborations, Grievances Engagement, Sentiment, Grievances, Recommendations Commitment Fines / Non-compliance
<b>Institutional</b>	Investors and Shareholders JV Partners Media	Investor-mix, Share Price, Grievances, Analyst reports / evaluations Sentiment, Grievances Coverage, Sentiment
<b>External</b>	Industry Peers Next Generations	Engagement Impact Assessments

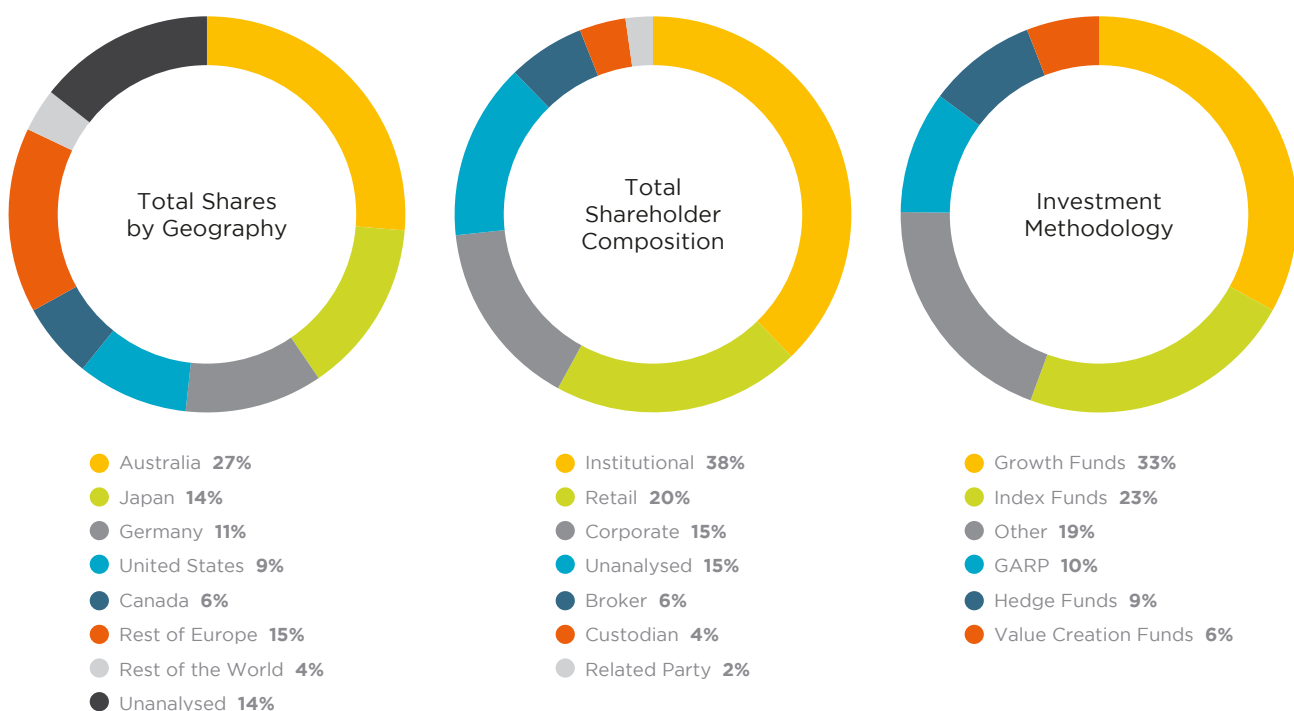
Each year, we review the effectiveness of our stakeholder engagement approach. This review is based on the internal performance management measures listed above, and the external measures defined by Global Reporting frameworks (GRI Standards, investor surveys), which enable benchmarking against our peers.

Orocobre is still developing maturity in its approach to managing and monitoring stakeholder relations, and still has considerable room for improvement. We acknowledge this opportunity and are taking proactive steps to introduce centralised systems and processes to enhance the quality of our relationships with stakeholder groups.

## FY20 update

### Investor Relations

During FY20, Orocobre undertook a comprehensive program of investor engagement which included investor roadshows, meetings, and attendance at conferences. These formal programs focused on institutional investors while retail investors were engaged through email, webcasts and other direct and digital communication platforms. The split of shareholders at the end of the FY20 is shown in the 3 charts below.



During FY20, investor interest was negatively impacted by the weak conditions in the lithium market, which was made worse in the second half of the year due to COVID-19-related restrictions. In response to these two factors, and a need to proactively manage costs, Orocobre reduced the scope of activity and number of activities related to investor engagement. It is envisaged that COVID-19 restrictions will continue to impact on travel and personal interaction and result in more engagement via video calls and virtual conferences.

### Government Relations

In FY20, the Company maintained an active engagement with local and national governments through several meetings and gatherings. Regular contacts were also maintained with the Australian and Japanese Ambassadors in Argentina.

At the national level, sectoral meetings have been held with the President of Argentina and the Secretary of Mining, as well as with officials from the Secretariat of Industry, with CAEM (Argentine Chamber of Mining Companies) and with AOMA (Argentina Mining Workers Association).

The Olaroz Lithium Facility and Borax Argentina, also maintained regular engagement with the respective provincial governments of Jujuy and Salta.

### Industry Collaboration

Orocobre regularly participates in the National Mining Chamber (CAEM) as well as in the local Mining Chambers of Jujuy and Salta. It also leads meetings with lithium mining companies to identify and address industry-specific issues. In FY20, Orocobre participated in several mining industry events in Argentina and abroad.

### Media Relations

The Company appears periodically in local, regional, national and international media, as well as in industry-specific media and social media channels.

Additionally, Orocobre works with the media to ensure a balanced presentation of the lithium industry in the public domain. Occasional misperceptions about the industry require us to establish clear disclosure guidelines and build a trustworthy relationship with media channels to provide clear and accurate information about our lithium production activities.

The Company's transparency is being shown not only in the media, but also through information published on the web site and in official social media, in quarterly reports provided to investors and the stock market, in the annual financial and sustainability reports, and in ongoing audits related to compliance with ISO Standards and other certifications.

Internally, the Olaroz Lithium Facility and Borax Argentina, keep personnel fully informed on events where the Company participates, new procedures, guidelines, training, celebrations, safety and environmental protection measures, among others, through Intranet, different internal channels and the media stated above.

Particularly during the second half of FY20, the level of communication increased due to the COVID-19 pandemic. During the months preceding the publication of this report, employees have been informed regularly on preventive measures and compliance with the Biosafety Protocol, in addition to reporting on the epidemiological status of employees on site and the regulations applicable to each jurisdiction. These communications were also provided to suppliers and members of the neighbouring communities.

### Other Stakeholders

Additional updates on the Company's engagement with other stakeholder groups can be found in the following disclosures:

- [Community Engagement](#)
- [Employee Engagement](#)
- [Quality Assurance](#)

## SALES DE JUJUY (Olaroz Lithium Facility)

At the regional level, personnel from the Olaroz Lithium Facility have maintained regular contact with the Governor of Jujuy and various organisations directly related to the Company's activity, particularly with the Secretariat of Mining and Hydrocarbons and associated officials (Mining Court and Mining Bureau). The Governor has visited the mining operation several times. Additionally, the Company maintains regular meetings with JEMSE (Jujuy Energía y Minería Sociedad del Estado) which has an 8.5% interest in the operation. The Company holds regular meetings with the Ministry of Infrastructure and/or the Provincial Ministry of Production. The Company is actively involved in the Mining Chamber of Jujuy.

Due to the impacts of the COVID-19 pandemic during FY20, the Olaroz Lithium Facility had to initiate and maintain regular meetings with the Emergency Operating Committee ("EOC") of the province of Jujuy and with the EOC in the district of Susques, both created temporarily to manage the health emergency.

Follow-up of specific engagement initiatives previously commenced with government stakeholders included:

- Interaction with over 12 state agencies such as Provincial Secretariat for Environmental Management, Provincial Directorate for Water Resources, National University of Jujuy, Directorate for Industry, Police and Mining Control, and Secretariat of Indigenous Peoples of Jujuy, among others, to obtain the approval of the Environmental Impact Assessment update conducted every two years with the Provincial Unit of Mining Environmental Management (UGAMP).
- Regular meetings with JEMSE to inform this JV partner about production, payment of fees and royalties, payment to local suppliers and progress in the expansion.
- Engagement with the Provincial and National Roads Directorate to obtain the authorisation of road corridors that allow the use of B-double semi-trailers. Within this framework negotiations continued to obtain improvement of the national and provincial roads used to access the facilities.
- Participative monitoring with the presence of state agencies and community observers, to survey physical, chemical, water, air, flora, and fauna components to manage impact on the environmental baseline.

## BORAX ARGENTINA

Regular interaction has been maintained throughout FY20 with members of the municipalities of Campo Quijano, Santa Rosa de los Pastos Grandes and San Antonio de los Cobres where Borax Argentina's operations are located.

At a local level, there has been regular engagement with organisations including the Secretariat of Mining of the province of Salta, the Secretariat of Water Resources, and the Secretariat of Environment. Borax Argentina also maintains communication with local agencies such as the Mining Chamber of Salta and participates in several of their committees.

Specific engagement initiatives with government undertaken in FY20 include:

- Approval processes for the Environmental and Social Impact Study for the secondary pipeline to the industrial plant of Tincalayu (with the Ministry of Production, Work and Sustainable Development, Secretariat of Energy). This process includes engagement with the Secretariat of Mining in Salta, the Mining Court, the Secretariat of Environment, REMSA S.A., Gasnor, the Municipality of San Antonio de los Cobres and neighbouring communities.

Environmental and safety monitoring is conducted every year at operating sites: Campo Quijano, Sijes and Tincalayu, in the province of Salta, to monitor against the environmental baseline. Monitoring was delayed during FY20, through mutual agreement with the mining authority, due to the COVID-19 pandemic. Monitoring in Porvenir camp was conducted, although not currently in use, to comply with legal requirements of the current permits.

## MATERIALITY PROCESS FY20

To determine the material issues to be published in the FY20 Sustainability Report, Orocobre carried out a materiality assessment in which the topics identified with the different stakeholders of both Olaroz Lithium Facility and Borax Argentina were consolidated and prioritised. Issues of greatest relevance to the Group were also considered, to reach the final consolidation of Orocobre's most material issues to address in the FY20 Report.

### Stakeholders Priority Issues

INVESTORS	REGULATORY BODIES AND MEDIA
<ul style="list-style-type: none"> <li>• Product price fluctuations (relative to competitors).</li> <li>• Political and economic situation in Argentina (including new regulations impacting finance &amp; foreign exchange).</li> <li>• Operational productivity (high production volume / low operating costs).</li> <li>• Sales volumes and the TTC relationship.</li> <li>• Coordination and progress of the Expansion project and Naraha.</li> <li>• Impact of COVID-19 on markets, operations, and Expansion.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory changes due to COVID-19.</li> <li>• National and provincial labour requirements, regulations, and restrictions (pre &amp; post COVID-19).</li> <li>• Increased demand for transparency and non-financial disclosures (e.g. local labour and supply contracts).</li> <li>• Environmental impact reports.</li> <li>• Mining royalty payments and community agreements.</li> </ul>

COMMUNITIES	CUSTOMERS
<ul style="list-style-type: none"> <li>• Local employment and supply opportunities and appropriate training / capacity building,</li> <li>• Connectivity (phone and internet) in the communities as fundamental contributor to social and economic value creation.</li> <li>• Environmental impact reporting, including IIA process, regular monitoring, management, and remediation.</li> <li>• Company honouring its commitments to the community.</li> <li>• Community consultation and participation, including greater transparency in communications and stronger presence and engagement with the Shared Value team.</li> </ul>	<ul style="list-style-type: none"> <li>• Product quality and delivery.</li> <li>• Product traceability and responsibility.</li> <li>• Environmental footprint of the product (emissions and water).</li> <li>• Satisfaction and communication, including claims management.</li> <li>• Impact of COVID-19 on the market and supply/demand.</li> </ul>
SUPPLIERS AND CONTRACTORS	ENVIRONMENT
<ul style="list-style-type: none"> <li>• On-time payment (debts and overdue payments) and international payments.</li> <li>• Development of local suppliers in accordance with local legislation and company policy.</li> <li>• Supply contract continuity during and post COVID-19.</li> <li>• Meeting new Bio-security Protocols in the delivery of services.</li> <li>• Financial requirements (including tax payments, labour-related payments etc).</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management (expansion, operations, mineral waste, classification, treatment/disposal methods)</li> <li>• Effluents Management (treatment plants at capacity, releases to the environment)</li> <li>• Water consumption and extraction (including treatment and long-term health impact of water consumption in camp)</li> <li>• Coordination of exploration in the basin (peers, government etc)</li> <li>• Environmental Impact Reports (preparation presentation and impact management)</li> </ul>

### Company's Priority Issues

#### OROCOBRE

- Crisis management and new Health and Safety Protocols in response to Covid-19
- Improvement in work culture with regards to safety, quality, and productivity.
- Health and Safety: hazardous materials, safety standards and health program.
- Product quality, price and environmental footprint.
- Customer insights, engagement, and satisfaction.
- Supply Chain transparency, capability, control, and resilience.
- Business growth and expansion: geographic diversification, international markets, business development.
- Navigating political and economic change (including policy and regulation changes pre and post COVID-19) to minimise impacts on the business, customers, and suppliers.
- Water extraction, consumption, and management.
- Local community consultation and participation.
- Governance and Risk Management, including Board engagement and oversight of non-financial matters.
- Organisational transparency and communications (internal and external) – including organisational structure and responsibilities, and increased demand for non-financial information and assurance from governments, investors, and customers.