



MANAGEMENT  
APPROACH  
DISCLOSURE

# EMPLOYMENT

8 DECENT WORK AND  
ECONOMIC GROWTH



# Employee Engagement\*

<b>Related GRI Contents</b>	103-1; 103-2; 103-3
<b>Related Sustainable Development Goals</b>	<a href="#">SDG 8</a>
<b>Related Performance Data</b>	<a href="#">People</a>
<b>Related Management Approach Disclosures</b>	<a href="#">Community</a> ; <a href="#">Health and Safety</a> ; <a href="#">Training and Development</a>
<b>Other related documents</b>	<a href="#">Human Rights Policy</a> ; <a href="#">Diversity Policy</a> ; <a href="#">Community Policy</a> ; <a href="#">Code of Conduct</a> ; <a href="#">Anti-bribery and Corruption Policy</a> ; <a href="#">Health and Safety Policy</a> ; <a href="#">Parental Leave Policy (Internal Policy)</a> and <a href="#">People Policy (Internal Policy)</a>
<b>Future Commitments</b>	+ Implementation of tool for employee data analysis across our workforce. + Develop and implement our new Leadership Program
<b>Related Material topics</b>	Employee Engagement in the COVID-19 Crisis

## Strategic significance

Orocobre believes an engaged and productive workforce is core to building a growing and sustainable high performance company with a sustainable competitive advantage. Operations at the Olaroz Lithium Facility and Borax Argentina are in a region known for its isolation and harsh weather conditions. Attracting, retaining, and developing quality employees is critical for the Company's performance in the short, medium, and long term. Employee engagement is a critical factor for being responsive to the needs of our employees.

Orocobre's objective is to be the employer of choice in north-west Argentina. It wants its employees to be proud of the company they work for. Orocobre is a values based organisation where there is an organisational culture based on mutual respect which embraces diversity and inclusivity, providing opportunities for professional development and competitive benefits.

## Impact boundary

Information provided in this management approach relates to both the Sales de Jujuy S.A. (Olaroz Lithium Facility) and Borax Argentina S.A (Borax Argentina), and the actions and initiatives taken to promote engagement among the people working across offices and operational areas.

Given the significant proportion of local community employees, many initiatives are aimed at encouraging and engaging this group of employees.

(\*) 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 [SDG 8: Decent Work and Economic Growth](#), the Company works to ensure full and productive employment, and decent working conditions for all employees, promoting inclusive employment practices and safe and secure working environments across all its sites and offices.

Orocobre has several [policies](#) that support employee engagement and reinforce its culture and values:

- [Human Rights Policy](#)
- [Diversity Policy](#)
- [Community Policy](#)
- [Code of Conduct](#)
- [Anti-bribery and Corruption Policy](#)
- [Health and Safety Policy](#)
- Parental Leave Policy (Internal Policy)
- People Policy (Internal Policy)



### Management Systems

Strategic talent management is an essential pillar in Orocobre's approach to working team management. The company's goal is to position itself as the employer of choice in the regions where it operates by creating a comprehensive value proposition considering the following factors:

- Reputation of the organisation in its area of influence: built on the promotion of a work environment committed to mutual respect and integrity, diversity and inclusivity, giving priority to safety in our operations and fostering social responsibility for our neighbouring local communities.
- Professional development opportunities: encouraging employees to identify competencies to be developed and provide opportunities and support to help them with professional learning and growth.
- Competitive total compensation: both tangible (salary, bonus, benefits, leave) and intangible (acknowledgment, professional growth, job satisfaction) components make up the variables for attracting and retaining employees.

We have several initiatives to promote employee engagement, including:

- Continuous Improvement Program which allows all employees and site-based operators to propose opportunities for improvement in their activities. This increases involvement in achieving the Company's results, reinforcing the sense of belonging.
- Medical and healthcare services providing employees and their families with access to quality health services.
- Health training programs to provide tools related to the prevention and early detection of health conditions.

- Mandatory and voluntary training initiatives aimed at developing employee knowledge and capability to perform their duties in their current position and to encourage professional development based on ongoing learning.
- Specific considerations for people with special circumstances such as flexible rosters for parents with young children.
- Equal pay, so that positions with similar responsibilities in the company are in the same pay bands.
- Development of management skills among leaders of the organisation through specific training and programs, to reinforce their capacity to inspire, influence and manage working teams.
- Local community engagement and investment, which promotes employee sense of contribution to society and pride in the organisation.

For more information on these and other initiatives, see [Health and Safety](#), [Training and Development](#) and [Community](#) management approach disclosures.

The Human Resources and Communications teams work through various channels and approaches to promote and monitor employee attitudes, engagement, and inclusivity. These initiatives include consultation meetings, suggestion boxes, engagement surveys, and direct and anonymous hotline communication channels for the resolution of grievances.

## • Culture and Values

To maintain a positive, safe, and productive workplace, Orocobre adopted a set of behavioural standards which were developed via a workshop process with managers and senior staff and set out in the Company's Code of Conduct. These behavioural standards reflect the Company's culture and principles and are set out below:



### Responsibility

We assume responsibility for our actions and commitments.



### Honesty

We behave and engage with sincerity and consistency.



### Integrity

We act with integrity in every situation.



### Respect

We recognize and promote all without distinction of age, sex or position, maintaining attitudes and actions that help our community and improve our environment.



### Commitment

We convert our different opinions into shared convictions to achieve a common vision.



### Solidarity

We strive for the common good, acknowledging that we are all responsible for our collective wellbeing.

The Company believes that when all employees adhere to these core behaviours it has a beneficial impact on internal and external relationships, and in the engagement level of the workforce.

## Monitoring and Reporting

Monitoring and evaluation of employee-related metrics provide a valuable platform through which the Company can develop and implement more robust managerial approaches to improve employee engagement, career development, succession and recruitment planning and remuneration.

We report publicly on performance metrics including turnover rates in the [People Performance Data](#) available on the Orocobre website. We do not currently have voluntary turnover rate targets in place for Borax Argentina. However, the following targets are in place for reducing voluntary employee turnover at Olaroz Lithium Facility.

INDICATOR	Preliminary metrics	
	FY25	FY30
Voluntary turnover rate	4%	<4%

## 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 enable grievances to be raised either directly or anonymously.

### Responsibility

The Human Resources Department is responsible for safeguarding, fostering and promoting actions supporting employee engagement across the Group's activities.

At an operational level, engagement initiatives are the responsibility of the Human Resources Manager.

The manager of each business area is responsible for promoting and enhancing engagement in their teams.

### Accountability

Accountability for engagement sits with the Human Resources Department supported by the broader Executive Team and with oversight from the Board assisted by the People and Governance committee.

## FY20 update

Due to management structural and personnel changes during FY20, no employee engagement surveys were conducted.

To address the COVID-19 crisis, specific preventive actions were taken at our sites, designed with the Risk Management (RM) team. Some of these actions were:

- Tests 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 minimise 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).
- Counselling for employees led by two team psychologists

## SALES DE JUJUY (Olaroz Lithium Facility)

The Olaroz Lithium Facility continued to attract new talent throughout the year. The team reporting to the Chief Executive Officer was restructured and support areas were redefined in-line with corporate objectives. We successfully implemented a virtual training platform to contribute to safety skills development and initiated a diversity and inclusion strategy aimed at generating innovation in the organisation.

The performance review system was strengthened with training workshops conducted to encourage performance assessment by defining SMART (specific, measurable, attainable, relevant, and time-based) objectives. The design of talent mapping and succession plans was also initiated and non-unionised roles were evaluated with a structured methodology.

We also initiated implementation of the “Nucleus” data management system to improve access to people information for analysis and decision-making.

## BORAX ARGENTINA

During FY20, Borax Argentina management effectively implemented a recognition program to reduce unexplained absenteeism. A new attendance measurement system was implemented, which optimised the recording of absences or late arrivals and provided an improvement in the measurement of indicators.

During FY21 Borax Argentina will continue focusing on the commitment with employees to achieve higher satisfaction and better career development to increase the Company's productivity.