



DIVERSITY AND INCLUSION

Strategic Significance

Orocobre respects and values the competitive advantage of diversity and the benefit this brings to the organization: diversity enriches perspective, improves corporate performance, increases shareholder value and maximises the probability of the Company achieving its goals.

Orocobre is committed to enhancing diversity and inclusion at all levels of the organisation and recognizes that by fostering a diverse and inclusive workforce the Company is better able to attract, retain and motivate employees from the widest possible pool of talent.

Orocobre's operations in Argentina boast a diverse workforce in terms of culture and gender and looks forward to further strengthening its diversity over time.

Impact Boundary

This management approach disclosure refers exclusively to Sales de Jujuy S.A. and its activities.

Orocobre fosters diversity and inclusion across all parts of its business, from the people the Company employs and the suppliers it engages, to the programs it delivers 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 Management](#) disclosures.

Equally, diversity and inclusion initiatives in the Company's [Community Engagement](#) and [Community Empowerment](#) activities are addressed in those specific management approach disclosures.

Management Approach

Commitment

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](#)

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 for women to economic resources as well as access to financial services and natural resources.

Management Systems

Orocobre monitors and promotes diversity and inclusion across multiple dimensions including gender, age and region of origin.

In order to hire the best person for the job there needs to be a consideration of a broad and diverse pool of talent. Recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates can be considered and that there are no conscious or unconscious biases that might discriminate against certain candidates.

Open, non-confidential positions are published publicly on social media and through established internal and external communication networks to enhance the Company's ability to recruit the best talent. New roles are shared with local communities directly to ensure they are given fair and ample opportunity to apply.

There are 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 organization to gradually and systematically increase the representation of women and local communities in management roles over time.

Examples of such initiatives and programs include flexible and favorable rosters, particularly for young mothers and training programs to strengthen employees' capabilities and prepare them for promotions. Sales de Jujuy also offers tuition for employees who want to study a career related to their role in the organization.

There are also strategies in place to manage pay equity, 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. Sales de Jujuy follows union agreements for those employees administered under collective bargaining agreements.

Monitoring and Reporting

Management is required to:

1. Develop for approval by the Board:
 - a. Measurable objectives for achieving gender diversity
 - b. Targets or KPI's to verify progress towards attainment of those measurable objectives.
2. Measure performance against those targets and KPI's.
3. Report regularly on the measurable objectives.

The Company's Board set its measurable gender diversity objectives, based on engagement and feedback from its investors and stakeholders. For more detail on this issue, refer to [Governance and Ethics](#) disclosure.

Grievance Mechanisms

The Company does not tolerate discrimination, harassment, vilification or victimization. There is an employee hotline and whistleblower policy to enable grievances to be raised either directly or anonymously.

Responsibility

The Chief Human Resources Officer is responsible for safeguarding, fostering and promoting diversity and inclusion across the Group's activities.

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

Accountability

Accountability for gender performance sits with the Chief Human Resources Officer supported by the broader Executive Team and with oversight from the Board.

FY19 Update

In FY19, the promotion of diversity and inclusion at the Company was focused predominantly on gender and region with a strong commitment to enhance both the percentage of women and local community employees in the workforce.

To change perceptions in the local communities and to demonstrate how opportunities in mining exist as much for women as they do for men, Sales de Jujuy developed a [video](#) showcasing its female employees and their development journey with the organisation.

Sales de Jujuy's Human Resources Manager also presented the Company's policy, commitment and performance with regards to the promotion of women in mining. This highlighted that while the national average participation rate for women in mining is 7%, Sales de Jujuy has 17% women in the workforce including female operators, supervisors, engineers and nurses.

Specific initiatives conducted in FY19 to recognize and promote women in the workforce include chemistry courses for interested women in the communities to prepare them for future job opportunities, and a focused campaign to increase the number of women in key roles across the business. By increasing the presence of women across operational, technical and corporate teams, the Company will be better placed to promote female mentoring and managerial opportunities in future.

The increase in Expansion activity in FY19 significantly changed the regional diversity of the workforce with greater demand for specific skilled labor resulting in an increase in the percentage of national and international employees.

Local community employee numbers increased from FY18 on an absolute basis but decreased as a percentage of the total workforce due to the short-term requirement for specialised skills related to expansion activities. The Company maintains its long-standing policies and procedures for prioritising local communities in the promotion and selection of new roles.

The Company also maintains its focus on the promotion and development of community employees from operators through to middle and upper management. Within FY19, twenty community operators were promoted to higher categories as defined by their Collective Bargaining Agreement with one being promoted to Supervisor level.

In FY20 the Company will also be enhancing its employee training and development initiatives to enable greater promotion and alignment of employee development plans with workforce diversity and inclusion objectives, finalising its Organisational Talent Mapping and enhancing its metrics and performance to reach better reporting standards.

INDICATOR	CURRENT	PRELIMINARY TARGETS (to be finalised in FY20)		
	FY19	FY20	FY25	FY30
Gender				
% Women in Total Headcount	15,2%	>15,2%	>16%	>20%
% Women in Senior Management positions	22%	25%	>30%	>40%

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