



DIVERSITY & INCLUSION POLICY

OAPIL is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and company's achievement as well.

Our Aspiration:

OAPIL's aspiration for D&I is anchored in four pillars, which guide our approach and support the integration of D&I into our core people processes, where relevant and possible.

The four pillars are:

- Global Mindset
- Diverse Talent Base
- Inclusive Leadership
- Equal Opportunities

The Group's Diversity and Inclusion initiatives focus on a holistic approach involving the following three areas

Foundation

- Diversity and Inclusion vision, & strategy
- Leadership and accountability
- Leadership and employees' competence and diversity intelligence
- Infrastructure and execution principles

Internal processes and policies around

- Recruitment, development and advancement
- Policies on workplace conduct, benefits, work life and flexibility
- Job design, classification and compensation
- D&I education and training

External partnerships

- Community, government relations and social responsibility
- Industry bodies partnership

We embrace and encourage our employees' differences in age, colour, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and



mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

While we recognize and promote diversity in all forms, we are prioritizing to **focus on gender diversity initiatives**.

OAPIL's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.

All employees of OAPIL have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfil this responsibility.

Any employee found to have exhibited any inappropriate conduct or behaviour against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative.

Measurement and Impact

The diversity and inclusion initiatives need to be measured year on year. Each year the Shareholder Representative and OCI Group will establish objectives for achieving gender diversity, and any other aspect of diversity nominated by the Board . The Group's current diversity & inclusion objectives relate to formation of business and group level diversity councils with charter and agenda, achieving agreed upon diversity hiring targets in regard to campus and lateral hiring and monitoring overall movement in diversity percentage across levels in business and overall group level.

The following gender diversity objectives have also been set for the Group and progress will be monitored and reported on each year.

- Percentage of women in senior management



- Percentage of women recruited during the year
- Percentage of total full time female employees across the Group

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