

OCI Group Diversity and Inclusion Policy

Version 1 | November 2023

OCI Group Diversity and Inclusion Policy

Introduction

This 'OCI Group Diversity and Inclusion Policy' (the '**Policy**') aims to establish a framework for valuing, promoting, supporting, and embedding diversity and inclusion in the OCI group of companies¹ ('**OCI**', or the '**Group**') for all of our staff worldwide. This Policy also provides a framework to other Diversity and Inclusion policies that are in force in the Group, such as the 'OCI Diversity and Inclusion Policy for the Board and Senior Leaders' that applies to the Board of OCI N.V. and the senior leaders throughout the Group.

At OCI, we believe that diversity and inclusion is crucial to our business success. We strive to build and maintain an organization which collectively reflects the diverse nature of our workforce in an equitable manner, as well as reflects the business environment (communities) in which OCI operates. We also believe that an organization composed of individuals with a wide range of skills, experience, backgrounds, and perspectives has several competitive advantages. Furthermore, it is our aim to foster an inclusive workplace environment, in which every person is treated with dignity and respect, and can thrive through the contribution and sharing of their commonalities, their diverse perspectives and unique qualities.

The Policy

This Policy sets out our vision and guiding principles of workplace diversity and inclusion, as well as our commitments to being an equal opportunity employer. It applies to all employees of OCI N.V. and its majority-owned subsidiaries, with the exception of Fertiglobe. Fertiglobe, as separate listed entity, and OCI minority-owned entities are invited to adopt and implement this Policy on a voluntary basis. This Policy will also be honored when engaging with job applicants, as well as (self-employed) contractors and other third-party staff working in the OCI organization.

The workings of this Policy extend to – amongst others but not limited to - our policies, processes, procedures, and practices in the areas of attraction, selection and recruitment, performance management, reward and remuneration, learning and development, leadership development, mentoring and coaching programs, succession planning, retention and attrition, and employee surveys.

The Policy is reflective of the legal requirements for diversity and inclusion pursuant to Dutch law, and any other regulatory diversity and inclusion requirements applicable to the Group. The purpose of this Policy is not to favor certain individuals or groups, or to have the effect of excluding other individuals or groups. The following topics are addressed in this Policy:

- (i) the diversity factors relevant to our staff throughout the entire organization;
- (ii) our commitment to fostering a diverse and inclusive workforce and being an equal opportunity employer;
- (iii) the ambitions in relation to diversity and inclusion; and
- (iv) the execution and reporting on the Policy.

This Policy is effective as of 1 November 2023. The Board, upon advice of its Nomination and Remuneration Committee, shall review and update the Policy on a regular basis, if and when necessary.

This Policy is available to all OCI employees via the company's intranet. Additional communication campaigns to create, increase, and maintain awareness of this Policy and its workings are undertaken on a regular basis. The Policy is made available to all stakeholders via OCI's website: <https://oci-global.com>.

Diversity factors

The following – visible and invisible - diversity attributes, characteristics, and perspectives that may distinguish individuals and groups from one another, have been identified as relevant for our staff throughout the Group:

- (i) professional experience: business/ industry skills and background, educational background, track records, and merit;
- (ii) gender;
- (iii) nationality, ethnic origin, and/ or race²;
- (iv) current composition of/ diversity in the team any (current or future) staff member is/ will be part of.

¹ These are OCI N.V. and its subsidiaries.

² Race will only be considered relevant, where this has a legal bearing, e.g. as one of the officially recognized categories of diversity.

Other factors that lead to a more diversified composition of a team, such as (but not limited to) age, educational background, sexual orientation, disability, or social identity, may also be considered, if this would lead to an overall better understanding of the business and the environment OCI is operating in and/ or an improved performance of the team, and, at the same time, would not constitute a violation of the privacy of the individual concerned.

No diversity attribute, characteristic, and/ or perspective will be held against any staff member concerned.

Our commitment to fostering a diverse and inclusive workforce

We value diversity, promote equal and equitable opportunities to all, and will not discriminate on based on - but not limited to – gender (identity), age, nationality, race or ethnic origin, color, disability, religion, sexual orientation, political views, and social identity.

We are committed to fostering a culture where our staff feels valued, respected, and supported, regardless of their nature, qualities, background, and/ or identity.

We will not tolerate any discrimination, exclusion, or other forms of harassment based on, or grounded in differences that are irrelevant to job performance and social contributions. Any such discrimination or exclusion constitutes a violation of our OCI values and our Code of Conduct.

Staff are encouraged to report such violations per our OCI Whistleblower Policy and procedures, to their line manager or (anonymously) through our hotline at www.oci-global.ethicspoint.com. Such reporting will not be held against them.

Equal opportunity employer

OCI is committed to its duties of care as an equal opportunity employer. In the attraction, and recruitment of (internal and external candidates) for job vacancies, as well as in the selection of (internal and external) staff for other purposes, such as – but not limited to - training and development programs, we strive to develop diverse and inclusive longlists and shortlists reflective of the diversity of our local workforce and the local labor markets and communities we operate in. OCI may develop and undertake (internal and/ or external) affirmative actions to encourage and support individuals from under-represented, vulnerable and/ or marginalized groups to ensure in order to ensure they are/ come in a position to join such long- and shortlists. Once on such lists, candidates will be assessed on merit only. Merits constitute among others (but not limited to):

- (i) past results achieved, as well as future performance foreseen in the role;
- (ii) growth potential;
- (iii) demonstrated and expected contributions to the success and well-being of colleagues; and
- (iv) demonstrated and expected leadership behavior (including ethnic/ cultural understanding) - also in non-managerial roles, and positive contributions to (the sustenance of) the OCI organizational culture.

Ambitions

With regard to the OCI diversity and inclusion ambitions throughout the Group, the Board of OCI N.V. and local management set stretching annual and longer-term goals and targets derived from its overall strategic goals.

Execution and reporting

Annually, the Company will report on the Policy and its execution in OCI, including the progress achieved on its diversity ambitions, goals and targets, in the corporate governance section of the Annual Report of the year at hand, and, per the Dutch legal requirements, to The Social Economic Council (*Sociaal Economische Raad*).

Powering a cleaner
future sooner

OCI Global