



2020 CORPORATE GOVERNANCE STATEMENT





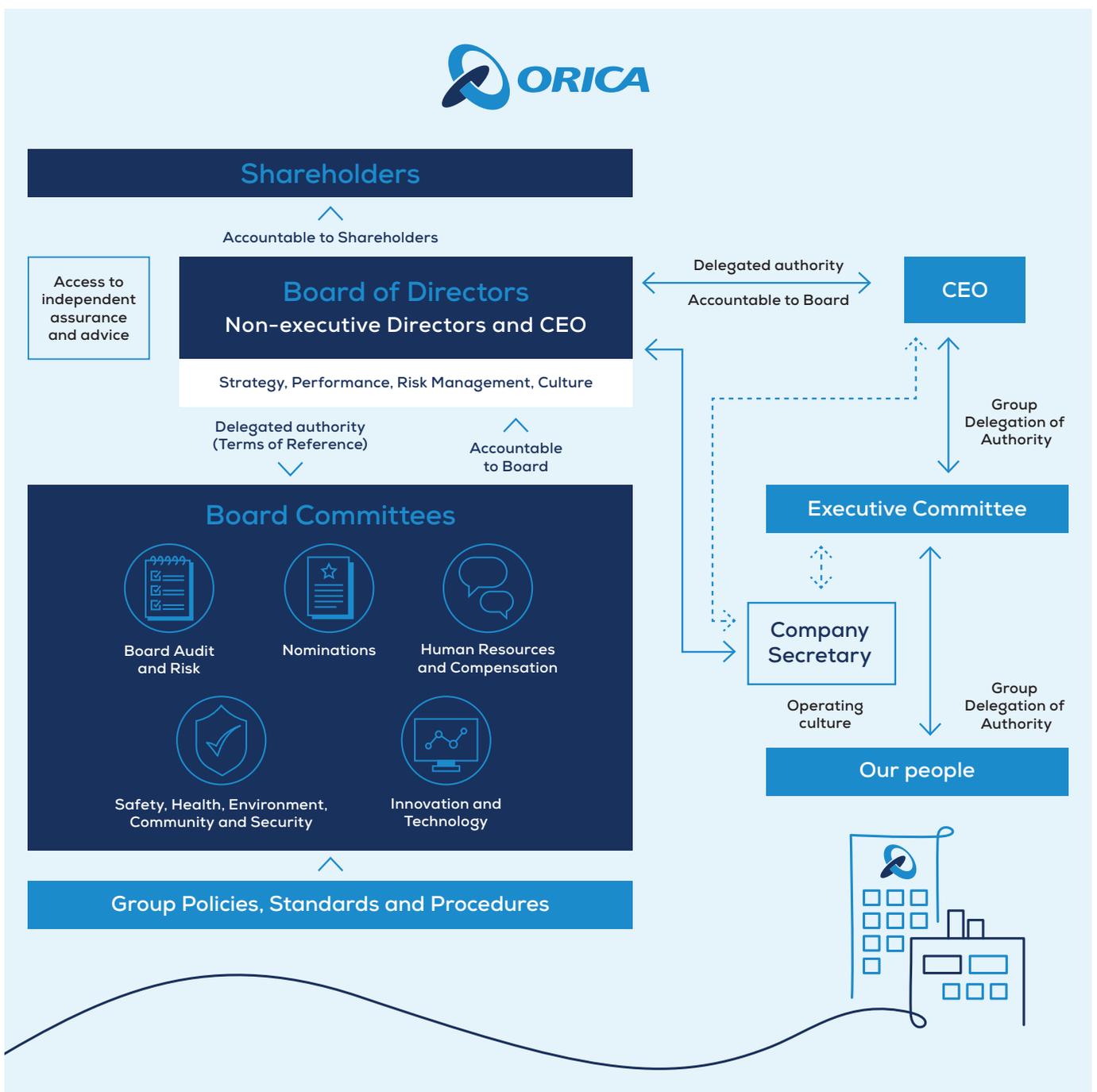
1. CORPORATE GOVERNANCE

This statement outlines the key aspects of the corporate governance framework and main governance practices of Orica Limited ('Orica' or the 'Company'). Copies of governance documents referred to in this statement can be found on Orica's website at www.orica.com.

Throughout the year ended 30 September 2020 (the 'reporting period') Orica's governance arrangements complied with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (3rd Edition) ('ASX Principles and Recommendations'). Orica acknowledges the release of the 4th Edition of the ASX Principles and Recommendations, which will take effect for the year ending 30 September 2021. Orica's ASX Appendix 4G, which is a checklist cross-referencing the ASX Principles and Recommendations to the relevant disclosures in this statement, was lodged with this statement with the ASX on 25 November 2020.

2. GOVERNANCE MODEL

An overview of Orica's corporate governance framework is depicted below.





3. HOW WE DO BUSINESS

Orica's Charter Values, set out below, are the guiding principles that define the organisation that Orica aspires to be.



Safety is our priority. Always.



We respect and value all.



Together we succeed.



We act with integrity.



We are committed to excellence.

The **Orica Code of Business Conduct** clearly articulates the standards of business conduct required of anyone who works for, or on behalf of, Orica to meet our legal and ethical obligations. The Code of Business Conduct has been translated into 12 languages, reflecting the diversity of Orica's workforce.

The Code of Business Conduct is overseen by Orica's Business Conduct Committee, which reviews compliance. A twice-yearly update on the effectiveness of the business conduct program is provided to the Board, through the Board Audit and Risk Committee.

Orica also has a separate **Ethics and Compliance Group Standard** which articulates the minimum performance requirements with respect to anti-corruption, trade sanctions and competition (anti-trust) laws, including notification and approval requirements designed to ensure that higher risk activities are subject to review and/or approval by a dedicated Ethics & Compliance team. These minimum performance requirements, together with associated systems, training, risk assessments and other measures, are intended to embed a compliance framework that reflects global best practice.

Orica's policy on anti-bribery and corruption forms part of the Code of Business Conduct.

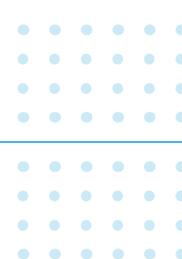
The Code of Business Conduct and the Ethics and Compliance Group Standard are supported and reinforced by formal training and awareness programs across the business and proportionate disciplinary action if breached.

Orica's **Whistleblower Policy** is an important part of promoting a culture that encourages speaking-up across all Orica Group entities and operations. The policy articulates how Orica will respond to and investigate reports of misconduct and outlines the protections available to those who make a whistleblower report. An independent, confidential, toll free hotline (the 'Speak Up' line) operates to enable personnel to anonymously report issues to Orica, including breaches of the Orica Code of Business Conduct. Reports of breaches can also be made via email and through an associated website.

Any material breaches of the Code of Business Conduct and the Ethics and Compliance Group Standard are reported to the Board Audit and Risk Committee. The Board Audit and Risk Committee also receives reports on any material incidents reported under the Whistleblower Policy.

Orica's **Securities Dealing Policy** applies to all Directors, employees and contractors of Orica who must not, either directly or indirectly, buy or sell Orica securities when in possession of price sensitive information that is not publicly available, and that could materially affect the value of those securities. The restrictions on dealing aim to minimise the risk of breaching insider trading laws and maintain public confidence in the trading of Orica securities. Subject to this restriction, Directors and other restricted persons may buy or sell Orica securities subject to receiving prior clearance and provided the trade does not take place during designated blackout periods. Directors and other restricted persons must also not enter into hedging arrangements in respect of Orica securities, including unvested securities under Orica's share plans.

The Code of Business Conduct, Whistleblower Policy and Securities Dealing Policy are available in the **Governance** section of the Orica website.



4. STAKEHOLDERS

Orica places great importance on engaging with its stakeholders and providing timely, appropriate and easily accessible information.

Website

The Orica website (www.orica.com) forms a key part of our communications with shareholders and the broader investment community.

Information about Orica, relevant corporate governance information and key governance documents are available via Orica's website. In addition, the *Investor Centre* section of Orica's website contains copies of the Annual Report, Sustainability Report, ASX announcements, and publications, briefings and presentations given by executives, including transcripts and webcasts, and outlines details of how information provided to shareholders may be obtained.

4.1 Shareholder communications

Annual General Meeting

Orica regards its Annual General meeting ('AGM' or 'Meeting') as an important opportunity to communicate with shareholders.

The Board encourages participation by shareholders at the AGM as a means of ensuring accountability and transparency. Shareholders are invited to submit questions both ahead of and during the AGM. Representatives of Orica's external auditors, KPMG, also attend the AGM and are available to answer questions from shareholders in relation to the audit of the annual financial statements and the content of the auditor's report.

Having regard to the COVID-19 pandemic, continuing Government restrictions and in the interests of the health and safety of Orica shareholders, staff and other stakeholders, the 2020 AGM will be held virtually.

Although shareholders will not be able to attend the AGM physically, they will be able to view and participate in the AGM in real time online, regardless of their geographic location. The online platform will allow shareholders to watch, vote, make comments and ask questions during the virtual Meeting via our online AGM platform.

Shareholders who are unable to attend the AGM can access a recording of the Meeting, via Orica's website, and may submit their vote or appoint a proxy to vote to attend the AGM on their behalf ahead of the Meeting.

Voting on all resolutions presented at the AGM is conducted by poll.

Electronic Communications

In line with Orica's commitment to sustainability, the Company encourages shareholders to receive information and communications from the Company and its share registry electronically. Shareholders may elect to receive electronic notification of releases of information by the Company and receive their Annual Report, Notice of AGM and proxy form by email.

4.2 Market disclosure and the investment community

The *Market Disclosure and Investor Communications Policy* articulates the procedures for identifying and disclosing market sensitive information in accordance with the Corporations Act and Australian Securities Exchange ('ASX') Listing Rules. In accordance with policy, the Board receives copies of all material market announcements after release.

The Board has delegated authority for communication with the ASX to the Company Secretary.

Further details are available in the *Market Disclosure and Investor Communications Policy*, which can be viewed in the *Governance* section of the Orica website.

4.3 Investor engagement

Orica has a comprehensive investor relations program, which includes briefings, presentations and roadshows. The program includes scheduled and ad-hoc briefings with institutional investors, analysts and the financial media designed to facilitate effective two-way communication.

All new or substantive investor or analyst presentations are published on the ASX Market Announcements Platform before the presentation and a live webcast of the half and full year financial results presentations can be viewed in the *Investor Centre* section of the Orica website.



5. BOARD OF DIRECTORS

5.1 Board role and responsibilities

The Constitution provides that the business and affairs of the Company are to be managed by or under the direction of the Board. The Board Terms of Reference ('**Terms of Reference**') set out the Board's authority, responsibilities, membership and arrangements by which it operates. The Terms of Reference also articulate the relationship between the Board and management, including powers delegated to the Managing Director and Chief Executive Officer ('CEO').

The primary role of the Board is to protect and enhance long-term shareholder value. The Board is accountable to shareholders for the performance of the Company. It oversees and governs the business and affairs of the Company on behalf of shareholders and works to ensure that the Company's overall business is conducted ethically and in accordance with high standards of corporate governance.

The Board Terms of Reference can be found in the *Board, Executive & Committees* section of the Orica website.

5.2 Delegation to CEO and management

The CEO is directly accountable to the Board and is responsible for managing, directing and promoting the profitable, safe operation and development of the Company, consistent with the primary objective of enhancing long-term shareholder value. This is complemented by comprehensive Delegations of Authority from the Board to the CEO and management, which are designed to accelerate decision-making and improve efficiency.

In a continuously changing internal and external environment, the CEO and management strive to create an operating culture and discipline within Orica that will continue to deliver shareholder value in both the short and long-term.

5.3 Company Secretary

The Company Secretaries are accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board. Each Director has direct access to the Company Secretaries.

Details of Orica's Company Secretaries are set out in the Annual Report on page 30.

5.4 Board structure and composition

A high performing, effective Board is essential for the proper governance of Orica.

The Board currently comprises seven Non-executive Directors and the Managing Director and Chief Executive Officer. Details of each Director, their date of appointment and independent status is set out in the following table.

Name of Director	Date of Appointment	Status
Malcolm Broomhead (Chairman)	Director since December 2015 Chairman since January 2016	Independent
Alberto Calderon (Managing Director and Chief Executive Officer)	Non-executive Director from August 2013 to May 2015 Managing Director since May 2015	Executive
John Beevers	February 2020	Non-independent
Boon Swan Foo	May 2019	Independent
Maxine Brenner	April 2013	Independent
Denise Gibson	January 2018	Independent
Karen Moses	July 2016	Independent
Gene Tilbrook	August 2013	Independent

The Board recognises the important responsibility of Non-executive Directors to monitor and oversee the work of executive management and the importance of independent thought and judgement.

All independent Non-executive Directors are independent of management and free of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect, their capacity to bring independent judgement to bear on issues before the Board and to act in the best interests of the Company as a whole rather than in the interests of an individual shareholder or other party.



Mr Beevers is not considered an independent Director given his previous employment as Chief Executive Officer of GroundProbe (a company acquired by Orica in January 2019) and his consultancy services to Orica Australia Pty Ltd, a subsidiary of the Company. Notwithstanding this, the Board considers that Mr Beevers brings objective and independent judgement to the Board's deliberations. Mr Beevers will offer himself for election as a Director at the AGM on 22 December 2020.

The independence of each Director is considered annually from the perspective of both the Company and the Director. Materiality is assessed by reference to each Director's individual circumstances, rather than by applying general materiality thresholds. Each Director is obliged to immediately inform the Company of any fact or circumstance which may affect the Director's independence.

5.6 Board skills and experience

In considering potential candidates for appointment to the Board, Orica undertakes a thorough review of the skills, experience and competencies of each candidate in relation to the Board's current and future skill and experience requirements, as well as diversity considerations. This process also includes a review of the candidate's character, educational background, interests and associations. As part of this review process, appropriate probity checks are undertaken prior to appointing a Director or putting forward a candidate for election.

Nominations for appointment to the Board are considered by the Nominations Committee and approved by the Board.

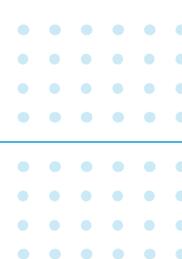
Orica discloses all material information relevant to a decision to elect or re-elect a Director in the Notice of AGM provided to shareholders. All Directors must obtain the Chairman's prior approval before accepting other directorships or significant appointments.

An overview of the qualifications and brief career histories of each Director is included on page 30 of the Annual Report.

5.7 Board skills matrix

The Board believes it currently possesses the skills, types of experience and diversity characteristics that enable it to work effectively with management to optimise shareholder value. The table below sets out the key skills the Directors believe are required, and the extent to which they are currently represented on the Board:





5.8 Appointment, induction and professional development

A letter of appointment sets out the terms of the Director's appointment to the Board. Directors are required to agree to the terms at the time of their appointment to the Board.

The letter outlines the terms of the appointment, time commitment envisaged, remuneration arrangements, disclosure of Directors' interests including any matters which may affect independence, indemnity and insurance arrangements, confidentiality obligations, access to corporate information and compliance with key governance policies.

Orica has an induction and on-boarding program for new Directors. This program is designed to build the Director's understanding of Orica's business, operations and key policies, processes, systems and controls, and to provide an understanding of the Company's strategy and risk management framework. The purpose of the program is to enable a high level of active engagement and contribution of new Directors early in their tenure. The program is regularly reviewed to ensure it takes account of relevant developments.

Orica also provides ongoing opportunities for all Directors to deepen their understanding of the Company's business and operations to enable Directors to make fully informed decisions on Orica's strategic direction. The business understanding program is delivered through site visits, business briefings and education sessions at Board and Committee level, and one-on-one discussions with management. The site visit program is designed to provide Directors the opportunity to gain an understanding of the operations of the business across a range of different geographies and cultural contexts.

5.9 Board performance

Each year, Orica undertakes a review of the effectiveness of the Board, its Committees and individual Directors. In 2020, the Board undertook an external review facilitated by an independent consultant. The key purpose of the 2020 review was to identify opportunities to continue to strengthen the overall effectiveness of the Board, including a focus on Committee effectiveness.

In alternate years, the Board undertakes a self-evaluation review.

5.10 Board tenure and succession planning

Non-executive Directors are subject to shareholder re-election at least every three years, and normally do not serve more than 10 years. During the reporting period, Mr Lim Chee Onn, who had served 9 years on the Board, retired on 31 October 2019. Mr John Beevers was appointed as a Non-executive Director on 1 February 2020.

The Nominations Committee is responsible for reviewing the composition of the Board and Board succession planning to enable Orica's strategy in both the short and long-term. In conducting the review, the Committee uses the Board skills matrix referred to in section 5.7 to inform discussions on Board succession planning. The Committee is also responsible for evaluating prospective candidates and recommending individuals for appointment to the Board. Candidates will be evaluated against a range of criteria, including desired competencies and the diversity of background and experience that reflects Orica's global operations.

5.11 Access to independent advice

Each Director has the right of access to all relevant Company information and to the Company's executives and, subject to prior consultation with the Chairman or with the approval of a majority of the Board, may seek independent professional advice at the Company's expense.

Pursuant to a deed executed by the Company and each Director, a Director also has the right of access to all documents which have been presented to meetings or made available whilst in office, for a term of ten years after ceasing to be a Director or such longer period as is necessary to determine relevant legal proceedings that commenced during this term.

5.12 Board meetings

The Board held 11 Board meetings during the reporting period, including a Board site visit to Peru. Each year the Board holds an annual strategy conference. Details of Director attendance at Board meetings can be found on page 46 of the Annual Report.

5.13 Conflicts of interest

If a significant conflict of interest arises, the Director concerned does not receive the relevant Board papers and is not present at the meeting whilst the item is considered. Directors must keep the Board advised, on an ongoing basis, of any interests that could potentially conflict with those of the Company.



6. BOARD COMMITTEES

6.1 Board Committees

The Board has established the following standing Committees:

- Board Audit and Risk
- Human Resources and Compensation
- Safety, Health, Environment, Community and Security
- Innovation and Technology
- Nominations

Each standing Committee operates under **Terms of Reference**, approved by the Board, which sets out the authority, membership and responsibilities of the Committee. The Terms of Reference of each Committee are reviewed at least biennially and will next be reviewed in 2021. The Terms of Reference for each Committee can be found in the *Board, Executive & Committees* section of the Orica website.

From time to time, other special purpose Committees are convened to assist the Board with particular matters or to exercise a delegated authority of the Board. For example, during the reporting period, the Board established two Sub-Committees to oversee the due diligence process conducted in relation to the capital raising and the US Private Placement.

All Directors have access to Committee papers, may attend Committee meetings and receive minutes of Committee meetings even if they are not a member of the relevant Committee. Verbal reports on Committee recommendations and business are provided at the next Board meeting.

The Board periodically reviews the composition of its Committees as part of the Board succession planning process. Committee membership is based on the qualifications, skills and experience of each Director while ensuring an appropriate allocation of responsibilities between Directors. During the reporting period, Mr John Beevers was appointed to the Innovation and Technology Committee and the Safety, Health, Environment, Community and Security Committee.

Details of the number of meetings held by each Committee and Directors' attendance at those meetings are set out in the Directors' Report on page 46 of the Annual Report.

6.2 Responsibilities and membership of Committees

The responsibilities and membership of the Board Committees are set out in the following table:

Members	Required Composition	Key Responsibilities
Board Audit and Risk Committee		
Gene Tilbrook (Chair)	<ul style="list-style-type: none"> • At least three members 	<ul style="list-style-type: none"> • Safeguard the integrity of financial statements and reporting.
Maxine Brenner	<ul style="list-style-type: none"> • All Non-executive Directors with accounting and financial expertise and industry understanding 	<ul style="list-style-type: none"> • Adequacy and effectiveness of financial and non-financial systems of risk management and internal controls.
Boon Swan Foo	<ul style="list-style-type: none"> • Chair and majority of members are independent • The Chair must not be Chair of the Board 	<ul style="list-style-type: none"> • Scope and adequacy of the internal and external audit annual plans. • Adequacy of systems and effectiveness of processes and systems to ensure legal and regulatory compliance. • Oversight of the Group risk and assurance functions.
Safety, Health, Environment, Community and Security Committee		
Karen Moses (Chair)	<ul style="list-style-type: none"> • At least three members 	<ul style="list-style-type: none"> • Safety, health, environment, community and security (SHECS) strategy and policy and related issues that may have strategic, business and reputational implications for Orica.
Gene Tilbrook	<ul style="list-style-type: none"> • All Non-executive Directors 	<ul style="list-style-type: none"> • Alignment of the SHECS strategy with Orica's Business Plan.
John Beevers	<ul style="list-style-type: none"> • Chair and majority of members are independent 	<ul style="list-style-type: none"> • Adequacy and effectiveness of the risk management framework as it relates to SHECS risks and the independent assurance process to verify adherence to the framework. • Group-wide SHECS performance. • Group SHECS policies and position statements for key SHECS matters and publicly disclosed sustainability targets that will be approved by the Board.



Members	Required Composition	Key Responsibilities
Human Resources and Compensation Committee		
Maxine Brenner (Chair)	At least three members	<p>Human resources matters that may have strategic, business and reputational implications for Orica.</p> <p>Alignment of the human resources strategy with Orica's Business Plan.</p> <p>Group human resources policies that will be approved by the Board.</p> <p>Recommending the remuneration framework for executive compensation which is aligned with Orica's values, strategic objectives and risk management framework.</p> <p>Recommending Non-executive Director remuneration set against market benchmarks and in line with market practice.</p> <p>Approval of executive key performance indicators and performance based remuneration outcomes.</p> <p>Adequacy of executive development and succession planning.</p> <p>Development of internal candidates for the Managing Director and Chief Executive Officer position, identified by the Nominations Committee.</p> <p>The Remuneration Report and other human resources and remuneration related disclosure matters.</p>
Denise Gibson	All Non-executive Directors	
Karen Moses	Chair and majority of members are independent	
Innovation and Technology Committee		
Denise Gibson (Chair)	At least three members	<p>Research and development and commercialisation of new proprietary technology.</p> <p>Future technological trends and competitor technologies that could materially impact the industry sector in which Orica operates and/or disrupt Orica's strategic goals.</p> <p>Technology and technology-related material operational and transformational initiatives that could significantly impact Orica's performance and strategy.</p> <p>Information technology (IT) strategy and execution and financial and strategic benefits of proposed major IT initiatives.</p> <p>Technology-related risk including cyber security.</p>
John Beevers	All Non-executive Directors	
Boon Swan Foo	Chair and majority of members are independent	
Nominations Committee		
Malcolm Broomhead (Chair)	Consists of all Non-executive Directors	<p>Board composition and succession planning to enable Orica's strategy.</p> <p>Managing Director and CEO succession planning and appointments.</p> <p>Board, Committee and Director and CEO performance evaluation.</p> <p>Onboarding and ongoing training and development of Non-executive Directors.</p>
All other Non-executive Directors		



7. SENIOR EXECUTIVES

7.1 Appointment of senior executives

Each senior executive, including the CEO, has a written service contract setting out the key terms of their appointment, remuneration arrangements and entitlements on cessation of employment.

7.2 Performance

A comprehensive process to evaluate the performance of the CEO and senior executives is conducted on an annual basis.

Performance expectations for the CEO are established by the Board, through the Human Resources and Compensation Committee, which include operational, financial, organisational and individual goals and targets. Individual targets for each member of the Executive Committee are also reviewed and endorsed by the Human Resources and Compensation Committee for Board approval, and are aligned to the overall targets for the Company.

Each senior executive's performance is assessed against the goals and targets outlined in his or her short term incentive plan scorecard, including contribution to specific business plans and performance against agreed Key Performance Indicators.

In 2020, the Human Resources and Compensation committee assessed the CEO's performance, and the performance of each Executive Committee member was reviewed by the Committee in consultation with the CEO. The short term incentive plan outcomes for the CEO and Executive Committee were endorsed by the Committee for approval by the Board.

7.3 Remuneration

In its Remuneration Report, Orica clearly and separately outlines its remuneration policies and practices for Non-executive Directors and for executive key management personnel. The Remuneration Report commences on page 50 of the Annual Report.

In setting remuneration for senior executives, including the CEO, the Human Resources and Compensation Committee accesses external professional advice and obtains independent market data for similar roles in peer or comparable organisations. The Committee also takes account of the Company's circumstances and the requirement to attract, retain and motivate high calibre management.

In order to encourage senior executives to pursue strategies aimed at delivering both short and long-term growth and the success of the business, executive remuneration is structured to include a fixed component and a variable or performance-based component.

Non-executive Director remuneration includes a base fee for performing the services reflected in the Director's Letter of Appointment.

In addition to the Director's base fee, remuneration also includes an additional fee for Committee membership and chairing roles, and contributions made by the Company to a Director's superannuation fund.

Further details are available in Orica's Remuneration Report on pages 50 to 70 of the Annual Report.

8. FINANCIAL REPORTING AND INTERNAL CONTROLS

The Board Audit and Risk Committee exists to assist the Board in the effective discharge of its responsibilities in:

- integrity of financial statements and reporting;
- financial and non-financial risk management and internal controls;
- internal and external audit;
- compliance; and
- performance of the Group risk and audit functions.

The effectiveness of Orica's internal control environment is continually assessed as outlined below.

8.1 Internal audit

The role of the internal audit function is to provide independent assurance that the Company's processes are designed and operating efficiently and effectively to support the delivery of strategic objectives. The internal audit approach is risk based to focus internal audit activities on Orica's material risks.

The Internal Auditor and the internal audit team report to the Vice President – Risk & Assurance. The Board Audit and Risk Committee has direct access to the Internal Auditor and Vice President – Risk & Assurance and the Committee has regular discussions with the Internal Auditor in the absence of management. The Committee has oversight of the adequacy and performance of the internal audit function and endorses the appointment and/or termination of the Vice President – Risk & Assurance. In performing its role, the internal audit team has unrestricted access to Group information, records, property and employees.



8.2 External audit

The Company's financial statements are subject to an annual audit by an independent, professional auditor who also reviews the Company's half-year statements. Orica's external audit function is currently performed by KPMG.

The Board Audit and Risk Committee oversees this process on behalf of the Board.

8.3 CEO and CFO assurance

Orica has controls in place that are designed to safeguard the Company's interests and the integrity of its reporting. Before the Board approves Orica's financial statements for a financial period, it receives from both the CEO and the CFO a declaration that, in their opinion:

- the Company's financial records have been properly maintained and that the financial statements and associated notes give a true and fair view of the Group's financial position and performance and are in accordance with relevant accounting standards; and
- these opinions are formed on the basis of a sound system of risk management and internal control which is operating effectively.

9. RISK MANAGEMENT

Understanding and managing risk supports Orica to make informed decisions to maintain our license to operate, manage our operations, and achieve our strategy. It also helps us comply with applicable laws and standards and guides our expectations of behaviour in accordance with our Code of Business Conduct.

9.1 Risk framework

Orica's risk management framework embeds risk management into decision making to support our risk culture. The framework includes defined accountabilities, standards and systems that drive consistent identification, assessment, treatment and reporting of risks. The implementation of the framework is supported by defined expected management behaviours and monitored through reporting to the Executive Committee, Board Audit and Risk Committee and Board.

Material strategic risks are reported to the Board, and material operational risks to the relevant Board Sub-Committee. These risks are monitored for changes in their exposure and are reported during the course of the year, along with their controls and action plans to manage them. A summary of material risks that may impact Orica is provided in the Annual Report.

In respect of 2020, the Board Audit and Risk Committee has reviewed the Company's risk management framework and satisfied itself that it continues to be sound and that Orica is operating with due regard to risk parameters set by the Board.

9.2 Sustainability risks

Each year, Orica publishes a Sustainability Report, which provides an overview of the Company's significant economic, environmental and social impacts, its approach to addressing these impacts, and an update on progress, including a Sustainability Performance Scorecard.

The Orica risk management process considers the assessment of economic, environmental and social sustainability risks. Social sustainability risks to which Orica is exposed include risks related to workplace health and safety, product stewardship and security, environment and community, climate change, good governance and ethics and compliance, and human capability. More information about these risks, how they are managed and our approach to sustainability is provided in the Sustainability Report.

The 2020 Sustainability Report is available in the Sustainability section of the Orica website.

10. OUR PEOPLE – DIVERSITY AND INCLUSION

Diversity and inclusion are critical enablers to deliver Orica's strategy. We can deliver better outcomes for Orica, our customers and the communities in which we operate by embracing differences and welcoming alternative points of view.

Our commitment is at the heart of Our Charter Values as an essential foundation for long-term success, paving the way for future generations to thrive at Orica.

Our aim is to create an environment where our people feel engaged, respected and connected. A culture of inclusion means that differences are valued where employees with diverse cultures are engaged and retained.

Orica has a Diversity and Inclusion Policy that outlines our principles and commitment to achieving this. The Board, through the Human Resources and Compensation Committee, has responsibility for oversight of the policy. The policy was reviewed by the Board during the reporting period and the revised policy can be viewed in the Governance section of the Orica website.



10.1 Our Progress in FY2020

Management has continued to pursue its Diversity and Inclusion Strategy progressing towards the measurable objectives set by the Board in 2016. The ongoing commitment from our senior leaders has driven positive change throughout the organisation.

10.2 Progress against our measurable objectives

Measurable Objectives	Target Date	FY2017	FY2018	FY2019	FY2020
Women to represent 25 per cent of Senior Leaders ¹	30 September 2020	21%	21%	22%	25%
Cultural diversity in the senior leadership team and key talent pipelines that reflects Orica's geographic spread, revenue, and profit profile ¹	30 September 2020	53%	53%	45%	48%
Building an inclusive culture measured through an "inclusion index"	30 September 2020	In the 2016 Leadership Engagement Pulse Survey, the index measured at 70 per cent. The next survey took place in September 2019		85%	Inclusion index will be updated in FY2021 as part of the 2021 Organisational Health Survey

1. Senior Leaders defined as Job Bands A-C. FY2020 female representation includes those in acting positions (being less than three per cent).

10.3 Other notable measures include:

- 38 per cent of Board of Directors are female.
- 18 per cent of Orica's workforce comprises women which is aligned to industry norms.
- 28 per cent of the extended senior leadership population (CEO –2)² are women, up from 25 per cent at the end of FY2019 and up from 19 per cent against our 2015 baseline.
- 50 per cent of the Enterprise Leadership Program 2020 nominations are women, up from 31 per cent in 2019, 23 per cent in 2018 and seven per cent in 2017.

2. This includes the CEO, Executive Committee and their direct reports, and excludes Executive Assistants.

10.4 Our Diversity and Inclusion Strategic Framework FY2021-FY2024

Orica's Diversity and Inclusion Strategy for FY2021-FY2024 was approved by the Board in August 2020.

Our refreshed priorities are focussed on enabling us to grow our talent pipeline and ensure that we have the right culture and environment to attract, develop and retain a diverse employee population.

To further accelerate progress in this area we will focus on the following initiatives:

- Building an attractive talent brand to further strengthen our talent pipeline and attract a diverse pool of people to Orica;
- Enabling an inclusive culture through new ways of working to improve productivity and flexibility; and
- Continuing to increase leadership accountability to deliver continuously improving performance across all diversity and inclusion measures.

10.5 Measurable Objectives FY2021-FY2024

Measurable Objective	Target Date
Women to represent ≥ 30% of the Board.	30 September 2024
Women to represent 35% of Senior Leaders (CEO –2).	30 September 2024
Maintaining an Inclusion Index score ≥ 70%	30 September 2024