

# Great place to work



Mission Solar Energy, Texas, USA

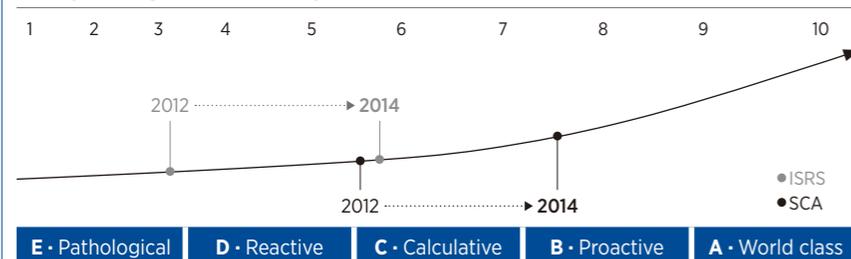
## Safety commitment

Since our Safety Culture Improvement (SCI) project began in 2012, we have made significant progress in improving our safety systems and performance. While the largest gains have already been achieved, we continue to follow our safety management roadmap with a focus on tailoring our approach to address the specific needs and level of each worksite rather than a one-size-fits-all approach as we foster a safety mindset in all facets of our operations.

Our safety management system puts top priority on maintaining awareness and good work habits to prevent accidents before they happen. The CEO sends all employees an email focused on safety the first week of each month. In 2015, we introduced a number of practical programs to reinforce the safety mindset of our workforce on a daily basis. In April, we added a one-minute animated safety video that automatically plays when employees logon to their groupware account each morning. These videos are also shown on cafeteria TVs during mealtimes for plant employees. In July, we launched an instant safety reward program that allows employees to instantly receive cash awards when they report potential safety issues. During the first six months of the program, we awarded a total of 11 incentives at the Gunsan plant. We also took steps to help employees

**Over the past few years, we have significantly improved safety and sustainability across our operations through our Safety Culture Improvement project. We are committed to achieving world-class performance to protect our employees, communities, and the environment.**

### Safety management roadmap



Since initially measured by DNV GL in 2012, our International Safety Rating System level has risen from Level 3 to Level 5. At the same time, our Safety Culture Assessment level has improved from Calculative to Proactive. Our long-term goal is to achieve world-class performance in each of these benchmarks.

stay safe when traveling overseas on business by creating a handy pocket card with travel safety guidelines and emergency contact information for a new 24-hour call center to assist with any needs that may arise. Korea's Ministry of Public Safety and Security honored two employees at our Pohang and Gwangyang plants with safety commendations on the occasion of Fire Services Day in November 2015.

Our commitment to safety extends across our entire supply chain from raw materials to product delivery. In 2015, we continued to expand safety management system support for our suppliers and subcontractors by launching quarterly safety training programs and monthly meetings to review performance and share feedback. We also began applying our safety qualification system to temporary workers, requiring them to pass a safety training course before they are allowed to work on-site.

We transitioned to reporting our safety performance using the lost time injury rate (LTIR) standard in 2015 to promote transparency and facilitate comparison with our peers in the global chemical industry. Our LTIR improved from 0.347 to 0.285 during the year as our focus on safety continued to enhance our safety performance.

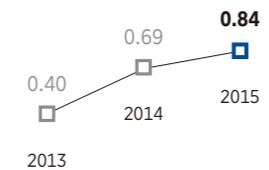
A total of six significant safety incidents occurred at our Korean manufacturing facilities in 2015, two of which resulted in hospitalizations. The most serious incident was a silicon chloride gas leak at our P2 polysilicon plant in Gunsan in June. While our investigation team concluded that the leak was due to a faulty valve, we also discovered that maintenance decisions were being made by lower-level personnel. Those decisions have now been escalated to newly established safety committees

at each worksite co-chaired by specialists from the SH&E and maintenance and production teams to ensure appropriate review and that a safety work permit is issued prior to any work being done.

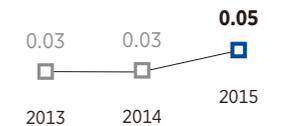
Building on the safety mindset instilled by the SCI project, we are now executing our SH&E strategy for the rest of the decade as we aim to achieve world-class performance in this crucial area. As our integrated safety management system continues to mature, we are moving beyond a focus on discipline and control to emphasize internalization and independent action. Future

areas of improvement will focus on enhancing communication, participation, and discussion, strengthening risk evaluation and monitoring efforts, and upgrading the capabilities of our SH&E team. We will also be emphasizing off-the-job safety programs because safety in the workplace fundamentally begins with our employees strengthening their safety awareness in their areas of responsibility.

### Accident frequency rate



### Accident severity rate



## Workforce commitment

As a growing global company, we understand the power of diversity in building a world-class organization. Our Korean headquarters staff is a microcosm of this with a pool of talent from the United States, United Kingdom, Belgium, South Africa, Columbia, China, France, Germany, and Singapore.

We operate a number of systematic talent development programs to equip our people with the skills and knowledge they need to succeed in the global marketplace. These programs include an immersive 5-week induction program for new hires, 6- and 12-month tenure workshops for first-year employees, mandatory and specialized programs for each position level, and the 10-week OCI-MBA program for managers, which produced 45 graduates in 2015. For team managers, we also conduct biannual leadership assessments that are used to create coaching programs tailored to support and enhance their leadership competencies.

For our production workforce, we provide a self-development support program for junior engineers, overseas training programs for outstanding middle engineers, and a pre-retirement transition assistance program for senior employees. We are pleased to expand our special training programs for middle engineers beyond the chemical engineering discipline in 2015 to include mechanical and electrical engineers, benefitting 5 engineers in those disciplines.

Our executives hold regular open meetings at each worksite to get employee feedback as part of our efforts to continually improve all our talent development programs.

**We believe that we can only be as great as our people. We strive to foster collaboration, excellence, and personal growth to empower our people to achieve their full potential so that we can achieve ours.**



OCI Solar China



New hires welcoming ceremony, Korea

## Encouraging professional career development

### MBA program

- 364 graduates • 10-week, 150-hour program
- Prepares managers with both business and non-business backgrounds to take leadership roles

### Skill-up programs for junior engineers

- 6-week specialized chemical training course
- 4-6 week courses in solar PV electrical/mechanical systems, including a 2-week field experience at an OCI-owned solar power plant