

PLEASE NOTE: THIS DOCUMENT IN THE ENGLISH LANGUAGE IS A TRANSLATION PREPARED FOR INFORMATION PURPOSES ONLY. THE TRANSLATION MAY CONTAIN DISCREPANCIES AND OMISSIONS AND DOES NOT REPLACE THE RUSSIAN VERSION OF THIS DOCUMENT. IN ANY AND ALL CASES THE RUSSIAN VERSION OF THIS DOCUMENT SHALL PREVAIL.

Approved by the Board of Directors of PJSC Uralkali
(Minutes 394 dated 08.07.2021)

The Diversity and Inclusion Policy of PJSC Uralkali

Purpose

The Diversity and Inclusion Policy (the Policy) was developed to promote professional, cultural and personal diversity among employees of PJSC Uralkali and its subsidiaries (the Company, Uralkali or Uralkali Group), to provide them with equal opportunities and involve them in production and other activities of the Company regardless of their race, gender, age, sexual identity, nationality, disabilities, social status, appearance, financial situation, religious or political beliefs and other personal characteristics.

Through this Policy, the Company declares to all stakeholders that it has zero tolerance to any form of discrimination or bans on self-expression, and that the Company supports the uniqueness of every employee and views personnel diversity as its strength and advantage.

The Policy applies to all employees of the Company irrespective of their position including to members of the Management Board and members of the Board of Directors of PJSC Uralkali and its subsidiaries.

Regulatory framework

Creation of equal opportunities and support of diversity and inclusion are directly related to a wider concept of human rights. The Company has a separate Human Rights Policy, which reflects Uralkali Group's commitments to observe, at all levels, applicable requirements of the Russian labour legislation and relevant international regulations including the United Nations Universal Declaration on Human Rights and the United Nations Guiding Principles on Business and Human Rights.

In addition to these primary regulations, in its effort to provide equal opportunities to employees and to support their professional and cultural diversity the Company abides by the principles set forth in the International Labour Organisation Discrimination (Employment and Occupation) Convention No 111.

Key principles

This Policy is based on the following key principles:

- Avoid any form of discrimination during recruitment and career advancement;
- Provide equal opportunities to employees regardless of their gender, age and other characteristics that are not related to their professional or business skills in terms of professional development, training, performance assessment and remuneration;
- Leverage the whole range of competences, skills and strengths of the different age, gender and other groups to ensure the highest efficiency of their work;
- Ensure gender, ethnic and other fairness and equality at work and when making managerial and operating decisions;
- Guarantee to every employee the same level of workplace comfort and respect, and an environment free of oppression, abuse and harassment (including mental, physical or sexual), where employees' origin or lifestyle does not alter their perception as professionals.

PLEASE NOTE: THIS DOCUMENT IN THE ENGLISH LANGUAGE IS A TRANSLATION PREPARED FOR INFORMATION PURPOSES ONLY. THE TRANSLATION MAY CONTAIN DISCREPANCIES AND OMISSIONS AND DOES NOT REPLACE THE RUSSIAN VERSION OF THIS DOCUMENT. IN ANY AND ALL CASES THE RUSSIAN VERSION OF THIS DOCUMENT SHALL PREVAIL.

Diversity of the Board of Directors

Uralkali strives to extend diversity at all levels of its organisation including the Board of Directors, the Management Board, senior and middle management, and governance bodies of Uralkali Group's subsidiaries. Appointments to all levels including the Board of Directors of PJSC Uralkali are made on specific merits, experience, knowledge and skills of candidates to ensure a balance and diversity of expertise. A mixture of educational and professional experience, as well as personal qualities, ensure a wide diversity of opinions and a broader knowledge base.

To ensure diversity of the Board of Directors, Management Board, and governance bodies of Uralkali Group's subsidiaries – and consequently to offer a wider representation of different skills and experience necessary for the Company's success and sustainable development – the following measures are put in place:

- Candidates for election to the Board of Directors include women and representatives of different age, educational and professional background;
- Where possible, a wider pool of candidates is considered to include those with little or no previous experience in boards of directors of production companies;
- The Company seeks to engage executive search contractors, which signed a voluntary Code of Conduct focused on diversity and best practices;
- Annual appraisals of the Board of Directors' performance cover the Board's composition and structure and seek to further improve diversity performance.

Implementation responsibilities

We understand that the existence of the Policy cannot by itself guarantee zero discrimination in the Company. Putting this Policy into practice, accepting it personally and promoting its principles is the responsibility of every employee. This approach dictates that every individual member of staff critically examine their judgements and actions from time to time for signs of discrimination or intolerance against certain categories of colleagues, contractors, customers and suppliers.

The Company will inform all new and current employees about respectful behaviour, observance of human rights, and avoidance of discrimination, oppression and harassment in order to their increase their awareness and improve workplace culture. At the same time, the Company expects that all employees will strictly follow the principles outlined in this Policy.

Monitoring and review

The Company's compliance with diversity principles will be checked regularly by means of confidential feedback mechanisms available in Uralkali like the Ethics Officers and the Call Centre. Where necessary, corrective measures will be developed and put in place to ensure compliance with applicable human rights and diversity requirements.

In full conformity to how it runs its business, Uralkali will use its best endeavours to reasonably and consistently improve its diversity and inclusion performance.

This Policy is published on the official website of the Company at www.uralkali.com and will be available to all stakeholders.