CENTRAL ASIA METALS PLC

THE BUSINESS OF SUSTAINABILITY



OUR COMMITMENT TO SUSTAINABILITY

Our purpose is to produce base metals, which are essential for modern living, profitably in a safe and sustainable environment for all our stakeholders.

Sustainability is at the core of our business values and the Central Asia Metals ('CAML' or the 'Company') team appreciates the importance of its integration into all of our activities, business strategy and planning.

OUR APPROACH

CAML published our first standalone annual Sustainability Report last year and have been encouraged by the feedback received. We have worked hard in 2020 to engage with stakeholders and further progress our disclosure on our sustainability activities, performance, challenges and achievements.

This report discusses our approach to maintaining safe operations, maximising the value we create for our stakeholders and our efforts to minimise negative environmental and societal impacts.

We have moved to electronic communications with our stakeholders wherever possible to avoid unnecessary paper use and therefore, neither our Annual Report nor our Sustainability Report are routinely printed.

SCOPE AND BOUNDARY OF THIS REPORT

For each of the material topics identified on page 7, this report covers the impacts of the Company's activities at its two operations – the Sasa mine in North Macedonia and the Kounrad operation in Kazakhstan – and, where considered to be material to disclosure, the London head office. Data is provided for the 2020 financial year, ended 31 December, with comparisons for previous periods where possible. All financial figures are stated in US Dollars, with an average exchange rate of 54 MKD/USD being used for North Macedonia and 413 KZT/USD being used for Kazakhstan.

This document should be read in conjunction with the Company's 2020 Annual Report, and both reports are available on our website at www.centralasiametals.com.

This report has been prepared in accordance with Global Reporting Initiative ('GRI') Standards 'Core option'. For further information, please refer to the GRI Content Index within the Appendix of this document.

We welcome any feedback or questions on our sustainability reporting from stakeholders. Please contact Louise Wrathall, Director of Corporate Relations, on louise.wrathall@centralasiametals.com.

CONTENTS

Sustainability overview	2
At a glance	3
Chairman's and Chief Executive	
Officer's introduction	4
Building a sustainable business	6
Our sustainability framework	7
Our focus on safety and sustainability	9
Delivering value	
through stewardship	11
Maintaining	
health and safety	17
 Focusing on our people 	27
– Caring for the	
environment	37
 Unlocking value 	
for our communities	52
Appendix	61
Glossary	66
GRI index	67



For more info, visit us online www.centralasiametals.com

LOST-TIME INJURY FREQUENCY RATE ('LTIFR')

0.00

TAX PAID IN KAZAKHSTAN
\$20.5m

REDUCED LOST-TIME INJURIES ('LTIS') IN 2020 BY

100%

TAX PAID IN NORTH MACEDONIA

\$12.1m

EMPLOYEES FROM COUNTRIES OF OPERATION

99%

ENVIRONMENTAL INCIDENTS

One

CARBON EMISSION INTENSITY

3.37 tCO₂e

AIR QUALITY EXCEEDANCES

Zero

DEVELOPMENT AND IMPLEMENTATION OF GROUP

Human Rights Policy

MEETING OUR 2020 TARGETS

We were very disappointed by our tailings storage facility 4 ('TSF4') incident, however we met all of our other 2020 sustainability targets.



GOVERNANCE

→ Audit plan for suppliers and contractors to ensure responsible supply chain developed ✓



HEALTH AND SAFETY

→ Zero fatalities

✓

→ 15% reduction in two-year average LTIFR from 2.01 to below 1.71 ✓



PEOPLE

→ 100% of new joiners given full induction training and a training and development plan ✓

CAML People Plan developed ✓



ENVIRONMENT

→ Zero severe or major environmental incidents ★

 → Complete Kounrad scoping study into potential generation of wind/solar power in Kazakhstan ✓



COMMUNITY

→ Zero severe or major community incidents
✓

UNLOCKING VALUE IN BASE **METALS**

KAZAKHSTAN \$87.7m

Copper \$87.7m

Kazakhstan 32%

North

\$49.7m

REVENUE BY

Zinc

\$30.9m

METAL

EMPLOYEES BY GEOGRAPHY

Macedonia 66%

REVENUE BY GEOGRAPHY

NORTH MACEDONIA \$82.7m Silver¹

NORTH MACEDONIA

SASA MINE → ZINC



OVERVIEW

Sasa is a zinc, lead and silver mine in North Macedonia, approximately 150 kilometres from the capital city, Skopje. The operation is an underground mine and the processing plant uses froth flotation to produce a zinc concentrate and a lead concentrate containing silver. These products are then delivered to smelters to be processed into metal. CAML plans to change the mining method at Sasa with a

transition to cut and fill stoping from the current sub-level caving method. This is expected to lead to maximum recovery of mineral resources as well as improved storage of tailings for the life of the mine.

In 2020, the mine produced 23,815 tonnes of zinc in concentrate and 29.742 tonnes of lead in concentrate.

No. of employees 693

Salaries paid in 2020 \$13.5m

Taxes paid in 2020 \$12.1m

Life of mine 17 years

Ore Reserve* 10.7Mt

Lead grade 4.0%

Zinc grade 3.0%

KAZAKHSTAN

KOUNRAD OPERATION → COPPER

OVERVIEW

NUR-SULTAN

In 2012, CAML completed construction and began producing copper from the Kounrad in-situ dump leach and solvent extractionelectrowinning ('SX-EW') operation, close to Balkhash in central Kazakhstan.

Two self-funded expansions followed, and the Company has now fully developed Kounrad, with copper production expected to continue until the end of the licence in 2034.

Since production commenced, 110,100 tonnes of copper have been produced at Kounrad, at costs that are amongst the lowest in the world.

No. of employees 330

Salaries paid in 2020 \$5.1m

Taxes paid in 2020 \$20.5m

Life of operation, to 2034

2020 copper sales 13.860t

2020 copper production 13,855t

Estimated remaining recoverable copper resources 140.000t

* Ore Reserves have an effective date of 30 June 2020

SUSTAINABILITY PROGRESS IN A YEAR OF UNCERTAINTY

Having published our first standalone sustainability report last year, we are pleased to note the progress we have made since publication in further increasing transparency and ensuring we are meeting stakeholder expectations.

> We carried out a full materiality assessment and stakeholder engagement process in 2020 and are now reporting in line with GRI standards (Core Option). We have also identified the four United Nations Sustainable Development Goals ('UN SDGs') to which we believe we can make the most meaningful contribution and will incorporate these in our reporting going forward.

Sustainability is central to our business at CAML and we strongly believe in the importance of its integration into all our activities. Our corporate strategy has evolved during 2020 to more fully incorporate material sustainability considerations.

We have well-developed risk management procedures across the Group and have conducted comprehensive sustainability risk awareness and identification training at both operations.

We produce the metals that are required for global sustainable development: copper, zinc and lead are all fundamental components of modern life. Our Company is also founded on the key sustainable concept of circularity, through the reprocessing of historical waste dumps to produce copper at our Kounrad operation in Kazakhstan.

PROTECTING HEALTH **AND SAFETY**

We all continue to experience the wide-reaching impacts of COVID-19 around the globe. However, we acted quickly at CAML to implement strategies at both operations to protect the welfare of our staff. meet respective government guidance and maintain production.

The challenges of the pandemic have further underlined the importance of maintaining a robust strategy to protect the health and contribute towards the wellbeing of all our employees.

Our safety performance was strong in 2020, with no LTIs recorded across the Group, and we remain focused on achieving a zero-harm working environment. To further strengthen our behaviour and performance, we have implemented a target of achieving a 15% decrease in the LTIFR over a rolling five-year period.



→ COVID-19 Read the Case Study Page 26



→ SASA TAILINGS LEAKAGE Read the Case Study **Page 49**

FURTHER STRENGTHENING GOVERNANCE

A full corporate governance review was initiated in 2020 to assess any risks, as well as the adequacy and efficacy of the policies, procedures, and practices currently in place. Areas for improvement have been identified and we will work to address these in 2021.

Our contribution to an ethical supply chain was reviewed as part of this process, and we have since strengthened our engagement with suppliers on governance and ethical aspects. We aim to work closely with suppliers to ensure we are part of a value chain that reinforces human rights, responsible behaviour and positive sustainability outcomes. We are pleased to see strong acceptance by our suppliers of the Group's Anti-bribery Policy at both operations.

We are aware of the risks to human rights posed by working in a labourintensive industry in emerging markets and therefore introduced a formalised Human Rights Policy across the Group in 2020.



NICK CLARKE CHAIRMAN

CENTRAL ASIA METALS PLC SUSTAINABILITY REPORT 2020



UPHOLDING OUR ENVIRONMENTAL RESPONSIBILITIES

Following the TSF4 leakage that occurred at Sasa in September 2020, which represented the biggest environmental challenge facing us in the history of the Company, our team has worked tirelessly to fully understand and address the contributory factors. Whilst excellent progress has already been made at Sasa, with the first phase of the river remediation plans completed by the end of 2020, we remain cognisant of our environmental obligations. We will continue the collection of the remaining 5% of tailings in 2021 and will be accelerating our biodiversity efforts. We are also mindful of our commitments to our local communities and have maintained regular, proactive and effective engagement with them throughout this time. We have started undertaking a gap analysis with a view to complying with the Global Industry Standard on Tailings Management ('GISTM') within the required time frames.

As a Company, we are aware of our responsibilities regarding climate change and have engaged consultants to assist us in the development of a climate strategy, which should then enable us to report in line with the Taskforce on Climate-related Financial Disclosures ('TCFD').

As a result of this process, we aim to be in a stronger position to set science-based emissions reduction targets for the Group. We have energy efficiency measures in place at both operations and continue to explore the viability of renewable energy usage.

FOCUS ON EMPLOYEE DEVELOPMENT AND WORKPLACE CULTURE

We believe that a motivated, dedicated and skilled workforce is a key enabler of our Company's success and do not tolerate discrimination in any form. The relatively low Group employee turnover of 8% demonstrates the high levels of satisfaction amongst

our workforce, as well as reflecting our success in instilling a strong corporate culture. In 2021, we will carry out a cultural values review exercise. A large part of the process will involve collecting feedback and views from our employees and ensuring these are reflected in our revised values. Going forward, we commit to incorporating these values in recruitment and performance management processes.

The Company appointed a Group People Manager in 2020 and, in 2021, we plan to conduct a formal training needs analysis to close any skill gaps identified and ensure we maintain consistently high operating standards at both of our operations.

CREATING SHARED VALUE

We are committed to maintaining strong engagement and communication with all our stakeholders and this is covered in detail in the 2020 Annual Report on pages 30-31.

We aim to contribute to the socio-economic development of the countries and communities in which we operate. We are able to create shared value for our stakeholders through job opportunities, preferential local procurement, the transparent payments of taxes and royalties, providing education and internships and community investment. Both operations now have formal foundations through which our charitable donations are made and, in 2020, much of our community support was directed towards the fight against COVID-19.

We are exceptionally proud of the high levels of local employment we provide, with 99% of employees at Sasa coming from North Macedonia and 100% of employees at Kounrad from Kazakhstan.

CONCLUDING COMMENTS

This has been a challenging year for all of us, both in terms of the impacts of COVID-19 and the TSF4 leakage at Sasa, and we would like to express our sincere gratitude to

our team for their commitment. resilience and continued hard work While the TSF4 incident was a significant disappointment for us. we believe we have done everything in our capacity to quickly rectify the damage caused and deal with the situation. We maintained an open and transparent manner with all of our stakeholders and used the best local and international consultants to advise us. In addition to the directly related rehabilitation work being carried out by CAML, we have since also committed to providing the funding and support for a community riverside project in the local town. Makedonska Kamenica, in 2021.

NICK CLARKE CHAIRMAN

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NIGEL ROBINSON CHIEF EXECUTIVE OFFICER



OUR PURPOSE SHAPES OUR BUSINESS MODEL AND OUR STRATEGIC DECISIONS. IT IS **UNDERPINNED BY OUR VALUES WHICH INFORM THE BEHAVIOUR AND STANDARDS EXPECTED OF ALL OUR COLLEAGUES IN THE BUSINESS. TOGETHER THESE DETERMINE HOW WE EMPLOY** THE INPUTS TO THE BUSINESS TO IDENTIFY AND DELIVER **OUR IMMEDIATE AND LONG-**TERM STRATEGIC OBJECTIVES AND GENERATE SUSTAINABLE **LONG-TERM RETURNS FOR**

ALL OUR STAKEHOLDERS.

OUR **PURPOSE**

> To produce base metals, which are essential for modern living, profitably in a safe and sustainable environment for all our stakeholders.

OUR **VALUES**

OUR INPUTS

> PEOPLE AND SKILLS

RESOURCES

COMMUNITY **RELATIONSHIPS**

INVESTMENT

HEALTH & SAFETY

SUSTAINABILITY

EFFICIENCY AND INNOVATION

RESPECT **AND TRUST**

OUR **IMMEDIATE** STRATEGIC **OBJECTIVES**

> **FOCUS ON SAFETY** AND SUSTAINABILITY

This objective ensures that safety and sustainability remains a key priority in everything that we do.

TARGETING LOW COST. **HIGH MARGINS**

This objective is around our focus on low cost production which results in high margins.

ENSURING PRUDENT CAPITAL ALLOCATION

This objective focuses on CAML's ability to allocate capital efficiently.

OUR LONG-TERM STRATEGIC **OBJECTIVE**

HOW SUCCESS

WE MEASURE

OUR **ASSOCIATED RISKS**

DELIVERING

ROBUST RISK

VALUE THROUGH

OUR **STAKEHOLDERS***

> Generating long-term sustainable value for:

EMPLOYEES COMMUNITIES **INVESTORS**

GOVERNMENTS SUPPLIERS

DELIVERING GROWTH

Focus on CAML's ability to take advantage of opportunities to grow the business

through acquisition.

SUCCESS THROUGH KPIS See the 2020

MEASURING

MANAGEMENT Annual Report. See the 2020 Annual Report.

OUR MATERIAL TOPICS



VALUE THROUGH STEWARDSHIP

We look to maintain the highest levels of ethical standards in our conduct and encourage the same for our suppliers whilst working in full compliance with the laws and regulations of our host countries. Robust corporate governance systems are the foundation from which we can promote optimal economic, social and environmental outcomes.



HEALTH AND SAFETY

Our priority is to provide a safe and healthy working environment for our employees, contractors and visitors and work together towards the goal of zero harm in the workplace. We aim to eliminate occupational health risks brought about by our operations and support emplovee wellbeing, whilst monitoring the health of our people and promoting a healthy lifestyle.



FOCUSING ON OUR PEOPLE

We are dedicated to treating all employees fairly, recognising core labour and human rights principles, and supporting the right to freedom of association and collective bargaining, as well as respecting the right to be free of harassment or intimidation in the workplace. We look to promote our Company culture and provide a positive, stimulating and productive workplace, where continuous employee development is encouraged.



CARING FOR THE ENVIRONMENT

We recognise our responsibility, as a contributor of greenhouse gas emissions, to identify and implement programmes to minimise energy usage where possible, as well as to mitigate and adapt to the impacts of climate change throughout the value chain. We monitor water use and aim to minimise freshwater withdrawal, whilst also carefully managing discharge water quality. We are committed to effectively and responsibly managing tailings storage facilities and proactively working to reduce and recycle non-mineral, hazardous and non-hazardous materials waste and preventing or reducing pollution. We aim to protect and promote biodiversity and will ensure a responsible approach to rehabilitation and closure planning to ensure a sustainable legacy, recognising the potential for an operation to impact on the environment and local society after the end life of the asset.



UNLOCKING **VALUE FOR OUR COMMUNITIES**

We concentrate on developing positive, constructive and professional relationships with host governments and communities close to our operations, investing resources to understand their needs and promoting close collaboration to respect human rights and implement social investment strategies. We recognise our responsibility to create shared value for all our stakeholders. By hiring locally and providing fair wages and benefits, we wish to contribute not only to employee's well-being, but also to the economic strength of the communities in which we operate. By procuring from local supply chains, paying taxes and royalties, providing education and internship opportunities and local community investment. we aim to contribute to socio-economic development.

MATERIAL TOPIC LIST

- Responsible supply chain
- 2. Corporate governance and business ethics
- 3. Health and wellbeing
- 4. Safety
- 5. Workforce culture and development
- 6. Labour relations
- Biodiversity, rehabilitation and closure planning
 - 8. Energy usage and climate change
 - 9. Water management 10. Waste management
- 11. Socio-economic contribution
- 12. Community engagement and development

To find out more, refer to

MATERIALITY ASSESSMENT

In 2020, CAML engaged external consultants, ERM, to undertake a comprehensive stakeholder engagement exercise to enhance and update the initial materiality assessment carried out in 2019.

We consider a sustainability topic as material if it has the potential to impact the long-term viability of the Company and/or is of concern to external stakeholders.

As a result of the materiality process, 12 material issues were identified and prioritised. This includes nine highpriority topics and three medium-priority topics. Two low-priority topics were also identified but these are not included within this report.



(Significance of economic, environmental and social impacts)

THE MATERIALITY PROCESS CONSISTED OF THE FOLLOWING STEPS:

REVIEW AND DEFINITION

In-depth review of CAML's sustainability reporting and documentation. A review of relevant sustainability frameworks and standards (including GRI, SASB, SDGs, FTSE4Good), industry reports, thought leadership and peer reporting. This enabled the definition of an initial list of material issues.

STAKEHOLDER ENGAGEMENT

A total of 15 internal interviews, covering a broad range of corporate and operational colleagues at both Sasa and Kounrad, and 12 external stakeholder interviews, representing a diverse group of investors, suppliers/customers, academics, and community representatives, were held to discuss, score and prioritise issues as well as provide meaningful feedback to the Company.

ANALYSIS

Results were analysed to produce a materiality matrix.

VALIDATION

Material topics were presented to CAML and confirmed. These form the basis of this report.

To find out more, refer to page 11

To find out more, refer to page 17

To find out more, refer to page 27

To find out more, refer to page 37

page 52

ALIGNMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

In 2020, we identified the SDGs to which CAML has the capacity to best contribute, given the nature of our business operations as well as our operating environment. We have stated our commitments below, alongside an update on performance and related targets aligning to the underlying elements of each individual SDG (i.e. where we believe the Company can have an impact).

SDG	COMMITMENT	2020 PERFORMANCE	CAML RELATED GOALS
END POVERTY IN ALL ITS FORMS EVERYWHERE	We prioritise local employment in regions where opportunities are sparse and are committed to providing support to the communities close to our operations, where it is needed. Through the transparent payment of taxes, we support economic development in our countries of operation.	 ⇒ 99% local employment in North Macedonia ⇒ 100% local employment in Kazakhstan ⇒ \$0.5m social investment ⇒ \$32.5m taxes paid in North Macedonia and Kazakhstan 	 → Maintain local employment in excess of 99% → Social investment of at least 0.25% of revenue into charitable foundations
3 GOOD HEALTH WELL-BEING FOR ALL AT ALL AGES WELL-BEING FOR ALL AT ALL AGES	We have a steadfast commitment to safety and aim to achieve a zero-harm workplace. The Company has a range of initiatives and resources to promote and improve well-being amongst our workforce and in the local communities.	 → LTIFR of 0.00 → Acted quickly and efficiently to implement respective government guidance at each of our operations following the outbreak of COVID-19 	 Demonstrate a 15% decrease in LTIFR over last five-year period → Zero fatalities
4 QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL	We provide professional development, vocational training and retraining courses to our employees and contribute to broader education through the provision of community training programmes, scholarships and investment and support for local schools.	 → 19 hours training per employee at Sasa → 47 hours training per employee at Kounrad → Sponsoring students in the fields of mining and environmental studies 	 → 2021 skills analysis to be undertaken throughout the Group → Develop and execute 2021 plans for Kamenica Training Centre
PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL	We contribute to the economic growth of our countries of operation through the provision of employment opportunities and fair wages, the transparent payment of taxes and preferential local procurement. We are committed to upholding human rights in our workforce, as well as through our supply chains and to respect and abide by all applicable laws regarding modern slavery, child labour, and human trafficking.	 \$26.7m in wages and benefits \$19.9m spent with local suppliers in North Macedonia \$8.2m spent with local suppliers in Kazakhstan Annual Human Rights and Modern Slavery letters sent to our main suppliers 	 → Local procurement goals (excluding capital programmes) of 50% at Sasa and 30% at Kounrad's Sary Kazna subsidiary → Zero human rights abuses → Implement three-year collective agreement at Sasa

CENTRAL ASIA METALS PLC SUSTAINABILITY REPORT 2020

RESPONSIBLE MANAGEMENT

SUSTAINABILITY MANAGEMENT

Sustainability is an essential element of our Company strategy, fully integrated into our day-to-day operations and led from the top by CAML's Board.

CAML has a Sustainability Committee comprising Chair, Dr Gillian Davidson, CAML's CEO, two additional non-executive directors, as well as the Company's Sustainability Director, Nick Shirley. The Committee, which has overall responsibility for setting sustainability strategy, enables us to maintain a strong focus on all sustainability-related matters. It meets on a quarterly basis and reviews progress, statistics and matters associated with health, safety and the welfare of our employees, environmental matters and local community issues and projects.

We operate in full compliance in all material aspects with the laws and regulations of our host countries and are working towards compliance with international standards of best-practice where possible.

We align ourselves with International Finance Corporation Performance Standards ('IFC PS') at both operations. We are ISO 9001, 14001 and 45001 certified at Sasa (with audits conducted on an annual basis) and look to comply with the relevant International Organisation for Standardisation ('ISO') standards at Kounrad.

As a subsoil user in Kazakhstan, Sary Kazna (one of our two Kounrad subsidiaries), operates in accordance with the Extractives Industries Transparency Initiative ('EITI') standards. It submits an annual report to the Ministry of Investment and Infrastructure Development, thereby complying with the requirements and recommendations of EITI in respect of taxation and revenue disclosures.

Overall responsibility for ensuring compliance with all relevant social and economic laws and regulations, as well as with the Company's own policies, lays with individuals, supported by Legal Counsel.

External official regulatory audits are undertaken on a regular basis at both operations to verify compliance and we frequently conduct independent audits internally within the Group. We have a Sustainability Policy, which is available on our website, and regular audits of our operations are conducted to ensure compliance with its principles. The Sustainability Policy is the overarching document upon which various components of the sustainability management systems are built. It is provided to all new employees as part of the induction process and is clearly displayed in strategic locations in all operational offices and on the Company website.

At site level, regular meetings are held at Sasa and Kounrad between the General Directors and senior management. In addition, the Executive team in London receives monthly, quarterly and annual reports on our sustainability management.

COMPLIANCE WITH LAWS AND REGULATIONS

The Company paid a fine of €65,000 in 2020 in relation to the short-term leakage of tailings from the Sasa Mine into the Kamenica River, which occurred on 14 September 2020. The fine was levied following an inspection visit by the State Environmental Inspectorate of North Macedonia under the Law on Environment. An extensive river remediation project has been conducted by the Company and details can be found on page 49.

No other instances of non-compliance with laws or regulations were identified in the environmental, social and economic area during the reporting period.

See our full
Sustainability Policy
on our website

SASA lead and zinc mine

See our 2020 Annual Report for more information on the Board of Directors and the Sustainability Committee

RESPONSIBLE MANAGEMENT CONTINUED

RISK MANAGEMENT PROCESS

COMMUNICATION AND CONSULTATION

There is continual consultation with the relevant parties throughout the process to ensure consistency and appropriate decision-making across the Group towards risk management.

IDENTIFICATION

Risks are identified by the Risk Managers, Risk Management Coordinators, General Directors and site senior management.

ANALYSIS

An understanding of the risk is gained through investigation of causes and estimation of likelihood and potential consequences.

This continues and repeats in response to the monitoring and review process.

EVALUATION

The results of the analysis are used to determine the level of the risk. This continues and repeats in response to the monitoring and review process.

MITIGATION

An agreed risk treatment plan is put into place to modify, manage, or prevent the risk's likelihood of occurrence or its consequence.

This includes regular analysis and evaluation of the desired level of risk.

MONITORING/REVIEW

Regular supervision and observation is conducted to monitor changes in a risk's status to ensure that the desired risk level is achieved. This includes regularly analysing and evaluating the risk.

SUSTAINABILITY RISK MANAGEMENT

Operating in the mining sector brings inherent risk in the extraction and processing of natural resources, particularly where sustainability-related risks are concerned. CAML therefore has specific, robust and effective risk management systems in place to enable the Company to meet its strategic objectives.

Whilst the Board of Directors has ultimate accountability for risk management, ensuring that high-level strategies and changes are implemented on a macro level, the Audit Committee acts as the Board-level Risk Committee and elevates all necessary areas of risk management to the Board.

Specific sustainability-related risks are generally reported to the Board via the Sustainability Committee. Reporting directly to the Audit Committee is the Group-level Risk Committee, whose membership includes Executive Directors and senior management.

It is responsible for reviewing the principal risks of the business and advising senior management on appropriate mitigation activities.

The Sustainability Director takes overall responsibility for the day-to-day sustainability-related risk management process, detailed in the diagram.

Each site has a 'Risk Champion' who assists with risk management and can call upon the guidance of the Sustainability Director. We hold regular meetings to review and update risks. Periodic Risk Committee meetings are held with senior management from both the operations and the corporate team. These meetings review risk profiles and any significant changes or developments with regards to risk. Importantly, by ensuring that our on-site employees and managers provide the first level of sustainability risk identification, we enable an 'on the ground' approach

which engenders ownership and responsibility at our operations.

Comprehensive sustainability risk awareness and identification training has been provided at both operations. External sustainability-related risk training was undertaken in 2019 at Sasa and previously at Kounrad for all site-based senior staff down to supervisor level. Sustainability-related issues are considered in the Company's formal principal risk assessment process and are discussed in the Annual Report on pages 52 to 54.

For further information, please see 'Identifying and managing risks' in the Company's 2020 Annual Report

DELIVERING VALUE THROUGH STEWARDSHIP



DURING 2020, WE
DEVELOPED AND
IMPLEMENTED A GROUP
HUMAN RIGHTS POLICY.

We look to maintain the highest levels of ethical standards in our conduct and encourage the same for our suppliers, whilst working in full compliance with the laws and regulations of our host countries. Robust corporate governance systems are the foundation from which we can promote optimal economic, social and environmental outcomes.

KEY 2020 HIGHLIGHTS

- → Development and implementation of our Group Human Rights Policy
- Human Rights and Modern Slavery 'Call to Action' letters distributed to suppliers
- → Site-based corporate governance risk assessment and review undertaken
- → 99% supplier acceptance of Anti-bribery Policy at Sasa
- ⇒ 95% supplier acceptance of Anti-bribery Policy at Kounrad

FOCUS FOR 2021

- Raising awareness about human rights and modern slavery through literature and continued education for our workers, as well as our suppliers and on-site contractors
- Formation of site-based informal governance committees to assist with internal controls, compliance audits and business improvement
- Implementation of enhanced and formalised due diligence processes as well as optimisation of Company-wide training and education for employees, suppliers, and contractors

- Develop an online governance and stewardship programme to enhance training and awareness of policies
- Standard contracts with anti-bribery and corruption safeguards will be enhanced through legal provisions, flyers, and questionnaires
- Develop a social assessment process and incorporate social criteria into correspondence with top 10 suppliers at Sasa and Kounrad

LONG-TERM TARGETS

→ Zero human rights abuses

REPORTING ON STATED 2020 INITIATIVES:

Further align our reporting with the Global Reporting Initiative ('GRI') and Sustainability Accounting Standards Board ('SASB') -

(SASB has not been manned this year)





CORPORATE GOVERNANCE

OUR APPROACH

CAML has a strong framework to promote the ethical behaviour and strong corporate governance that are crucial for the effective running of our operations and the long-term sustainability of our business.

We place significant importance on ensuring there is a robust foundation of governance to underpin the Group's strategy and create long-term value for our shareholders and other stakeholders. Leading from the top, the Board is responsible for setting the appropriate culture to drive good governance and ethical behaviour throughout the Company. Read about our culture and values on page 33.

The Board is committed to excellence and, supported by its Committees, looks to promote best practice throughout the Group and amongst stakeholders. Sustainability metrics are included as corporate performance targets in the Company's remuneration practices.

BUSINESS ETHICS AND COMPLIANCE

OUR APPROACH

The high standards we set ourselves reflect the increasingly high expectations of society and are underpinned by our Code of Conduct ('Code') and related policies, which together form the backbone of our approach to sound governance, corporate responsibility, transparency and ethics. The CAML Code clearly lays out how we expect our employees to behave and is underpinned by our values (shown on page 33). We pride ourselves on operating in a way which ensures that we respect human rights and treat our workers and those along our supply chains humanely, from our labour practices to our security measures on site, and everything in between.

CAML's policies, which apply to all Group companies and subsidiaries, employees, on-site contractors and suppliers, include:

- Anti-bribery Policy
- → Whistleblowing Policy
- Trade Sanctions Policy
- Modern Slavery Act Statement
- Code of Conduct
- Sustainability Policy
- Human Rights Policy

Company policies are reviewed on an annual basis (or more frequently if required). In 2020, CAML reviewed its standard contracts with external parties and worked to improve the enforcement and incorporation of Company policies, such as the Code of Conduct and Anti-bribery Policy. Each new or updated policy is communicated by corporate management to Board members, where it is reviewed and subsequently amended and approved. Policies are then rolled out to site-based management via a kick-off presentation with local management teams, which are then responsible for communicating information to the relevant departments. A policy communications plan is then designed, with a timeline for delivery and policy dissemination to employees and other stakeholders.

Annually, a refresher lecture is given on all Company policies, highlighting any updates made during the year to local management, who are then responsible for relaying information to their teams and for implementing any required amendments to related procedures. The Company is planning on optimising training

and education on corporate governance, ethics and Group policies for current employees and onboarding for future hires in 2021.

Where an instance of non-compliance with Company policies is identified, in accordance with site-based disciplinary procedures and the Whistleblowing Policy, a small committee would first be formed to conduct an initial investigation into the alleged breach. Following the inquiry, the disciplinary procedure would be initiated.

The Company has internal controls in place including those pertaining to delegation of authority, access controls, and separation of functions. Internal audits of business processes occur and are being formalised for uniformity across sites. In 2020, a corporate governance review was initiated to assess risk and implement a more structured approach.

See our 2020 Annual Report for more information on corporate governance and the Sustainability Committee

See our website for policy details



BUSINESS ETHICS AND COMPLIANCE CONTINUED

ANTI-BRIBERY AND CORRUPTION

At CAML, no employee, officer or associated person may engage in any form of bribery or other corruption anywhere in the world. This is reinforced by the Group's Anti-bribery Policy, which covers employees as well as consultants, agents, suppliers and representatives, and provides detailed instruction on the measures and behaviours that must be adhered to by all parties. We take a zero-tolerance approach to these issues and compliance with the policy is mandatory. The Company has a Group Compliance Officer who is responsible for onward communication and reporting of violations to the Audit Committee and Board.

Anti-corruption policies and procedures training was undertaken during 2020 in seminar-style

presentations to approximately 95% of Sasa managers for a total of seven direct contact hours. A total of 104 hours onwards downstream training was undertaken, comprising 15% of the total workforce and 30% of the total non-operational workforce. Corporate governance training with similar content will be undertaken at Kounrad during 2021.

Both sites (100% of our operations) carried out rigorous assessment processes for risks relating to bribery and corruption through a site-wide corporate governance review in 2020. See further detail in the case study on page 15.

As a result of this process, certain areas for improvement were identified and the following actions will be carried out in 2021 to further strengthen processes, policies and systems at both Sasa and Kounrad.

These include:

- Strengthening of due diligence processes for contractors and suppliers
- Standardisation of anti-bribery and corruption and human rights provisions in contracts and policies across the Group
- Further formalisation of recruitment, promotion and employee remuneration practices and new starter onboarding processes
- Enhanced communication of whistleblowing and grievance mechanisms to improve employee understanding
- Improving financial controls and internal auditing measures

WHISTLEBLOWING

We take any violations of our policies very seriously and encourage whistleblowing as a means for our employees to speak up against unethical behaviour. Our Whistleblowing Policy, which names Board and Management members for employees to contact, is provided to all our people in local languages for signature to indicate familiarisation and understanding. We use an independent external hotline and publish details on posters around both sites and information of internal contacts are sent with payslips.

Any incidents or violations of the Whistleblowing Policy should be reported to line managers, through indirect management channels, or via the independent multilingual Navex Global whistleblowing hotline service which is available at all hours. All concerns are treated confidentially and, if requested, anonymously. All issues are dealt with in a timely and sensitive manner, with feedback being provided to the Group Compliance Officer as well as the Audit Committee.

CORPORATE GOVERNANCE AND BUSINESS ETHICS CONTINUED

BUSINESS ETHICS AND COMPLIANCE CONTINUED

HUMAN RIGHTS

As an extractives business working in emerging markets we are aware of the risks which are inherent in a labour-intensive industry, particularly one which involves cross-country logistics and transport networks.

While principles of human rights were already included in our Code of Conduct, we introduced a formalised Human Rights Policy across the Group in Q4 2020 in the form of seminar-style presentations in small groups. Interaction was encouraged by way of quiz questions and a walk-through of examples. The roll-out of the Human Rights Policy was initiated at Sasa, where top management received a total of seven direct training hours in 2020. Management then communicated onwards to

CENTRAL ASIA METALS PLC SUSTAINABILITY REPORT 2020 their employees, involving 104 hours of training for 15% of the total workforce, approximately 30% of the non-operational workforce.

Corporate governance training with similar content will be undertaken at Kounrad during 2021.

We are fully committed to fundamental human rights, as defined in the International Bill of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. The Company aims to develop a strong organisational culture which upholds and supports internationally recognised human rights, using the UN Guiding Principles on Business and

Human Rights as a guide. The Group's Human Rights Policy forms the basis of our approach and is communicated to and accepted by the Board.

Our policy states commitment to, amongst other matters:

- Freedom of thought, expression, belief, and opinion
- Treating all our workers with dignity
- → Supporting diversity
- Providing equal opportunity, treatment, and fair remuneration

The CAML Board is ultimately responsible for ensuring adherence to our human rights commitments globally. The Legal Counsel and Sustainability Director help manage the Human Rights Policy and our senior management plays an important role in the communication and oversight of the implementation of the policies on the ground. Where breaches are identified via internal audit, by internal complaints or through the Whistleblowing Policy, measures will be taken to investigate, and remedy any adverse impacts, and prevent future offences

Through ongoing engagement with external stakeholders and the surrounding community, we aim to publicise the available lines of

communication through which any potential human rights issues can be raised. Read more in 'Ensuring an ethical supply chain' on page 16.

MODERN SLAVERY

We respect and abide by all applicable laws regarding modern slavery, child labour, human trafficking and involuntary servitude, as demonstrated by our Modern Slavery Statement which can be found on our website. Our Modern Slavery Statement is reviewed annually in line with the most relevant updates in UK statute and legislation, and presented to the Board for formal approval.

See CAML's 2020 Modern Slavery Statement on our website

CASE STUDY CORPORATE GOVERNANCE REVIEW 2020

In 2020, a corporate governance review was initiated to assess any risks in the business, as well as the adequacy and effectiveness of the policies, procedures and practices currently in place. The goal was to identify and understand gaps in our governance systems across the four key non-operational areas of the business of procurement, legal, finance and human resources.

STEP 1: Prior to commencement, a policy guide document was drafted to provide a roadmap for the review process and introduce proposed methodology. This guide drew heavily from a variety of resources including: Ministry of Justice Guidance on The Bribery Act 2010, OECD Guidelines for Multinational Enterprises, Transparency International resources such as Adequate Procedures: Guidance to the UK Bribery Act 2010.

The document, along with the risk assessment templates and related documentation, were sent to department heads for initial feedback and then to senior management for comment before being circulated to site teams.

STEP 2: Due to the restrictions associated with COVID-19. site teams were asked to conduct the risk assessment internally, thereby self-assessing their current risks, acknowledging areas requiring improvement, and openly commenting on gaps in policies or procedures. Identified areas for improvement included some revisiting of whistleblowing. re-education for some contractors and third parties, improvement in inter-departmental communications and communications of some disciplinary procedures and a firming up of due-diligence processes in some instances.

were analysed, with follow-up questions and queries posed to site teams and informal focus groups held to discuss responses. The aim of these exercises was to ensure any changes to procedures and policies are appropriate, constructive and practical (specifically, in terms of their implementation by stakeholders). A report was then drafted for each site with findings and recommendations for improvement.

step 4: Over the course of H1 2021, the site teams will work closely with Legal Counsel to implement the proposed improvements identified by the review process. Implementation programmes include: site visits by Legal Counsel to check on progress, regular progress reports, communication and feedback. Objectives and targets have been identified and site visits scheduled.

step 5: As part of the implementation programme, site teams will form 'governance groups' with one member from each of the four business areas (above) representing their unit at quarterly meetings, thereby ensuring direct 'on-the-ground' communication with the operations. The aim is to help promote engagement and lay the groundwork for regular monitoring and ongoing review.

Some proposed recommendations to date which will be implemented by the site teams in conjunction with Legal Counsel during 2021 include:

- Developing a formalised onboarding process for new suppliers, on-site contractors, and third-party intermediaries to ensure full understanding of our policies, our stance on governance, and our expectations going forward. Provision of training and suggestion of possible approaches to tackling anti-bribery and corruption in their own business
- Establishing official due diligence procedures including red-flag screening checklists, questionnaires enquiring about beneficial ownership, conflicts of interests with our Company, and requesting copies of their anti-bribery policies (where applicable)
- Creation of an assessment with social criteria to review new partners with a view to ensuring an ethical supply chain from a social perspective and including these criteria into our correspondence with larger suppliers
- Implementation of a conflicts of interest register ensuring that any business dealings are at arm's length or relationships are openly disclosed with the potential for continued monitoring

- Enhancement of standard contract templates bolstering corporate governance in line with legislation recommendations on anti-bribery and corruption including contractual provisions relating to human rights and modern slavery, ability to terminate in case of any breach of our policies, and annual renewals to auditing of the relationship for good governance indicators
- Provision of training to suppliers as part of the onboarding programme, communication of our expectations (using flyers outlining our position in simplified terms) and the provision of suggestions of possible approaches to tackling anti-bribery and corruption in their own business





ENSURING AN ETHICAL SUPPLY CHAIN

As a base metals producer which mines zinc and lead in North Macedonia and has copper operations in Kazakhstan, the Company has a variety of local and international suppliers servicing our subsidiaries. These mainly involve mining equipment, spare parts, reagents and energy. The Company also engages suppliers to provide services such as security, catering, transportation and trucking. The total number of suppliers engaged is approximately 1,125 between the two operations, totalling approximately \$42.3 million in procurement expenditure in 2020.

We aim to work closely with these suppliers to ensure we are part of a value chain that reinforces human rights, responsible behaviour and positive sustainability outcomes. We also look to prioritise ethical decision-making when purchasing goods and services.

Our procurement strategies at both sites aim to provide a level playing field for suppliers, insisting on good governance, compliance with local laws, respect for human rights, safety and the environment. We aim to apply our standards and policies as far as reasonably achievable to suppliers, including any upstream and downstream supply chains, partners, and third-party contractors.

In order to maintain high levels of governance and promote our strong principles, we expect our suppliers to comply with CAML's Code. The Code contains commitments to conducting business responsibly and ethically, which entails adherence to health and safety standards, environmental responsibility, human rights commitments and equal opportunity. As part of this, our teams take steps to ensure that companies along our supply chains in other jurisdictions are aware of our commitments to human rights, anti-bribery and corruption and

modern slavery. We conduct due diligence in line with that of normal business practices when sourcing and vetting suppliers.

Through the Whistleblowing Policy, CAML provides staff with a confidential method for alerting management of circumstances where suppliers may be providing services which use slavery, forced labour, or involve human trafficking.

All suppliers and other business partners are sent copies of our Anti-bribery Policy for signature as a part of the contractual process. Our top 30 suppliers (by revenue) receive annual letters regarding our Modern Slavery Policy and were informed in 2020 of our newly developed Human Rights Policy. In these communications, we highlighted the measures taken during the year within our own operations. Further, we included a 'call to action', asking each supplier to share their own policies with us. as well as additional information

about their efforts in 2020, or their vision for 2021. Finally, we offered our help and support for those suppliers looking to implement comparable or equivalent efforts in their own businesses.

During 2020, CAML took steps to conduct a risk assessment across the site procurement teams and identified areas for improvement and a plan of action for 2021. As a result of this internal corporate governance review, the departments have determined effective methods by which they can identify warning signs and 'red flags' with regards to ethical and social risks in current or potential business partners and/or suppliers.

The Company has identified the following contractual protections to further enhance supplier agreements in order to minimise risk:

- Termination for suspected breach of our Company policies, in particular our Anti-bribery Policy and Human Rights Policy
- Contract renewals subject to annual audit
- Signing CAML Anti-bribery Policy as a prerequisite to working with the Company

Both sites have committed to the inclusion of human rights provisions within our contractual agreements with suppliers, contractors, and other contributors to our business. A decision was taken to expand the scope of human rights training to regular on-site contractors such as security teams and transport personnel as well as to top suppliers. The teams are in the process of creating plans of action based on

the results of the corporate governance review and will implement these in 2021 to help promote an ethical supply chain. A social assessment will be developed over 2021 to help promote this goal by screening new suppliers using pre-determined and focused social criteria to include (amongst other things) questions regarding labour and wage conditions, access to trade unions or ability to join associations offering employee protections, and freedoms to engage in collective bargaining. For more information, please see the case study on page 15.

We aim for preferential procurement at Sasa and Kounrad, which we believe is an important part of efforts to manage a responsible supply chain. Further detail is included in 'Unlocking value for our communities' on page 60.

MAINTAINING HEALTH AND SAFETY



Our priority is to provide a safe and healthy working environment for our employees, contractors and visitors and work together towards the goal of zero harm in the workplace. We aim to eliminate occupational health risks brought about by our operations and support employee wellbeing, whilst monitoring the health of our people and promoting a healthy lifestyle.

KEY 2020 HIGHLIGHTS

→ Zero LTIs in 2020

LTIs

- Keeping our employees safe during the ongoing pandemic, whilst maintaining production activities
- → COVID-19 management strategies developed for both operations

LTIFR

- No occupational health issues identified
- → Safety enhancements at Sasa, including installation of Wi-Fi on main decline, facilitating improved underground communications, and the purchase of two remote loaders
- Safety enhancements at Kounrad, including upgraded ventilation system installed in the EW-1 building and purchase of new buses to enhance employee transportation
- Introduction of return-to-work ('RTW') interviews following sick leave at Sasa

WE WERE PLEASED THAT
THERE WERE NO IDENTIFIED
OCCUPATIONAL HEALTH
CASES AT EITHER
OPERATION DURING 2020.

FOCUS FOR 2021

- → Continue to monitor the COVID-19 situation and maintain an appropriate management strategy
- Implement recommendations from condition audit for conveyors
- Further implement 'lockout tagout' at Sasa
- → Implement RTW interview processes at Kounrad
- Complete installation of Wi-Fi throughout the underground operations at Sasa

LONG-TERM TARGETS

- → Zero fatalities
- Demonstrate a 15% decrease in the LTIFR over last five-year period (LTIFR for 2021: <1.16)</p>

REPORTING ON STATED 2020 INITIATIVES:

- Completion of the last of six underground refuge chambers ✓
- Complete installation and begin utilisation of underground internet-based communication system partial completion
- Adapt operations where necessary to changing circumstances with regard to COVID-19 to ensure continued good health of Sasa and Kounrad workforce
- Purchase and begin using two remote loaders ✓

RELATED SUSTAINABLE DEVELOPMENT GOALS





17



Safety has been identified both by the Company and our stakeholders as our single most material issue and rightly sits at the heart of everything we do. Our ultimate goal of achieving zero harm is laid out in the Company's Sustainability Policy and has been reinforced during 2020 with the setting of a clear safety improvement target for the Group.

We have fully integrated and robust health and safety management systems at both sites, which are aimed at ensuring the safety of all personnel working at the operations. They also include structures for receiving feedback from employees to help us evaluate the effectiveness of our systems and ensure continual improvement and development of working conditions. Workplace inspections are systematically carried out daily by safety engineers and technicians. Any non-compliances identified are documented and action plans are developed to eliminate workplace hazards, minimise risks and eliminate substandard behavioural issues. Senior managers also conduct inspections on a weekly basis and findings are discussed at production meetings.

At Kounrad, a safety committee was established in 2018, consisting of heads of departments and led by the Deputy Production Director. This committee typically carries out comprehensive monthly site inspections across the site. In the event of any non-compliances being identified, an action plan is developed and distributed to the relevant departments for correction.

A Worker Safety Committee will be introduced at Sasa in 2021, comprising a representative from each department. Currently, health and safety issues at Sasa are raised and discussed through the Worker's Union. The main safety issues facing the Group during 2020 were identified as follows:

- Maintaining health of workforce while operating throughout the COVID-19 pandemic
- Ensuring safe production with a reduced workforce on site
- Modifying working practices and procedures to take account of social distancing and other measures such as split teams to mitigate the risk of COVID-19
- Effective ownership of safety from the heads of departments
- Establishing effectual lines of communication from heads of departments to the workforce
- Building and maintaining the level of safety awareness throughout the workforce

- Front-of-mind risk identification and mitigation processes
- Change management in the introduction of new technologies to reduce risk exposure in the workplace
- Retrofitting existing equipment to ensure it complies with industry best practice

The respective health and safety manager for each operation reports directly to the General Director. The General Directors are responsible for the health and safety of all employees and contractors on site. The Group Health and Safety manager reports directly to CAML's Sustainability Director who in turn reports to the CEO and Sustainability Committee.

SAFETY CONTINUED

OUR APPROACH CONTINUED

CAML's Health and Safety team consists of 12 health and safety engineers and administrative staff – nine at Sasa and three at Kounrad.

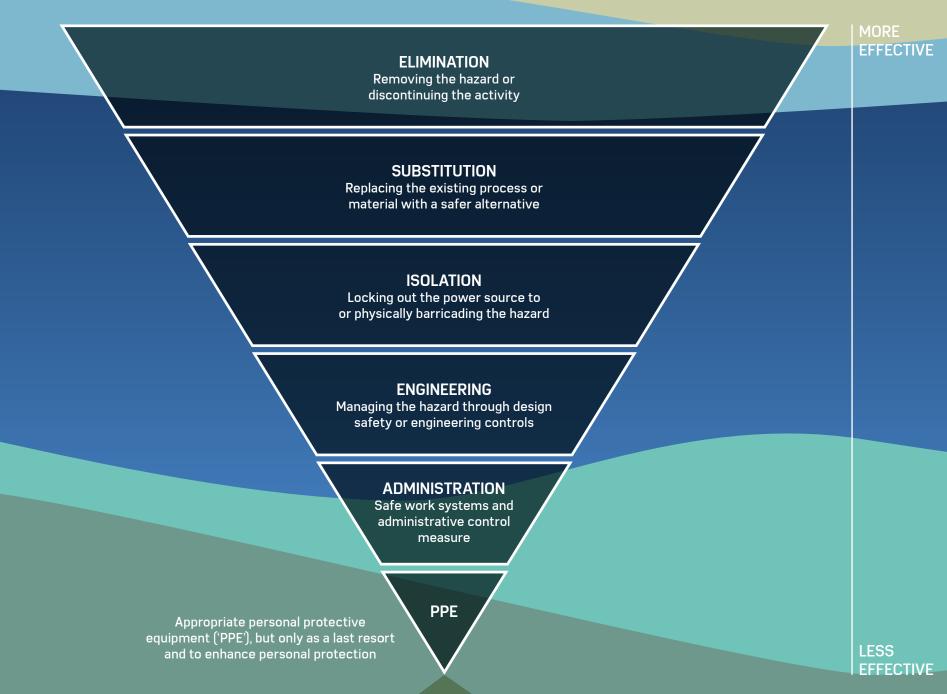
The Health and Safety team is responsible for safe working methods, the development of safety procedures, safety training and timely provision of safety data to management.

Effective procedures and guidelines are in place to manage safety throughout the Group, and the Company has clear safety objectives, with related key performance indicators ('KPIs'), which are measured on a regular basis. Rigorous health and safety monitoring and control is employed at our operations and fed back to the CEO and the Board, through the Sustainability Committee.

All relevant national health and safety standards in the countries of operation are adhered to including, where possible, compliance with international standards. Sasa achieved certification to international ISO 45001 standards for health and safety management in May 2020, having successfully transitioned from OHSAS 18001. An externally facilitated online audit for compliance with the standard was performed in August, with no noncompliances noted and only a few recommendations, all of which have been implemented. Whilst Kounrad currently has no formal certification to international standards, it is aligned with ISO and IFC PS.

At Kounrad, two state inspections for industrial safety and fire safety were conducted in 2020. All 11 minor non-compliances regarding industrial safety were eliminated and no fire safety violations were identified

SAFETY AT CAML IS BASED ON THE HIERARCHY OF CONTROLS APPROACH:





SAFETY RISK MANAGEMENT IN PRACTICE

Each operation has a risk register, including specific health and safety risks, which is managed by a 'Risk Champion' and is available for all departments in printed form as well as posted in all workshops. Risks are identified with the input of the workforce as well as management, and supervisors regularly discuss these risks with their teams.

Risks are reviewed on a regular and ongoing basis and elevated to senior management and the Audit Committee as necessary. Data is then presented to all heads of department, who ensure effective communication to the workforce.

A five-step field-level risk assessment is used by the workforce to assess the risks in their workplace prior to starting work.

- **1 STOP** think about what you want to do
- **2 LOOK** identify any hazards
- 3 **ASSESS** what harm those hazards may cause
- **4 MANAGE** implement controls, tell others
- **5 PROCEED** complete the task

As hazards are identified and documented by the worker, they are either addressed directly if possible, or placed into the risk register and prioritised for elimination. Each risk assessment is signed by the shift supervisor. Employees are expected to stop work and remove themselves and their colleagues from the area of work if they identify a safety risk.

There are other avenues available for hazard registration, including reporting directly to the safety team, using suggestion boxes located on both sites and/or using the Whistleblowing hotline. The General Directors also operate an open-door policy, enabling the direct reporting of any concerns.



SAFETY CONTINUED

SAFETY TRAINING

We have high expectations of all our employees and contractors in terms of safety practice and ensure that they are trained accordingly. All employees and contractors are required to adhere strictly to all Company health and safety rules and standards, and to report any safety issues immediately to their line manager or safety representative.

2,778ATTENDEES IN

51 SESSIONS AT SASA

4,777

ATTENDEES IN 83 SESSIONS AT KOUNRAD

All employees at both operations received safety training in 2020 and a total of 134 training sessions were attended by 7,555 attendees throughout the year.

Safety training is undertaken annually, both internally by the safety teams and, where appropriate, externally by health and safety specialists. At both operations there is a legal requirement for certain types of external training that personnel should receive during a year.

At Sasa, each employee must by law attend occupational health and safety training conducted by an authorised company. All other training is assessed on a case-by-case basis and related to the type of work performed by a specific employee. This need is determined by the relevant heads of department, in conjunction with the health and safety department.

In Kazakhstan, there are mandatory training requirements for hazardous industrial facilities that must be conducted by an external specialist. The training includes such topics as industrial safety, operation of lifting equipment, driving heavy vehicles and work with caustic chemicals.

Training is specifically targeted at ensuring personnel are provided with the skills and knowledge to perform their relevant work tasks as safely and efficiently as possible. By enhancing our team's level of personal safety, hazard awareness and identification, we aim to reduce risk in the workplace. Examples of specific training tailored to particular hazards are as follows:

- → Working at heights
- Hand-held fire extinguisher training
- Explosives handling
- Handling hazardous chemicals

All personnel are initially provided with a site induction and then reinducted annually. New employees have up to 20 days to complete competency-based training for their specific job, which includes a comprehensive role-specific safety component. Any new employees who fail to meet the required standards are refused entry to the workplace until such time as they have passed the training

programme. In addition to formal training courses, toolbox talks are given daily at the start of every shift. Any relevant safety issues are discussed during these sessions. All contractors are inducted prior to commencing work and must provide evidence of competency to undertake the specific task.

Effectiveness of training is evaluated with tests which, if failed, means the employee cannot commence their tasks until they pass. Task observations are performed on each activity to check compliance with the safe operating procedure ('SOP').

Face-to-face safety meetings have been replaced by electronic communications or physical handouts during the COVID-19 pandemic, and pre-shift meetings have been held outside with all employees socially distanced.

Safety appraisals are carried out immediately after the training session to confirm understanding, and also on an annual basis. This involves the testing and verbal questioning of employees. Retraining and testing is undertaken where necessary.

Due to the COVID-19 pandemic, all external training was conducted online during 2020. Internal training was carried out in small, socially distanced groups and led by the Health and Safety Department.



SAFETY INITIATIVES

The Group Safety Manager monitors and provides support for all safety initiatives proposed by both sites, and regularly meets with safety teams at Sasa and Kounrad to discuss issues, challenges and initiatives. Below are some of the key safety initiatives that were instigated at the operations in 2020 as part of our goal to work towards zero harm to employees and contractors at our operations:

SASA

- Installation of the last of six new underground rescue chambers
- → Wi-Fi was installed for all surface areas and main declines underground
- Two remote underground loaders were put into operation thereby removing those operators from the open stopes
- Safer operating practices identified and plans put into place to change the Sasa mining method to Cut and Fill following completion of the life of mine study in 2020

KOUNRAD

- Installation of the ventilation system in the EW-1 building
- Additional safety showers installed in the EW-1 and EW-2 buildings
- New, more durable grating floors installed in the EW-1 building
- → Corroded steel structures replaced in the SX building
- Two new buses purchased for the safe transportation of employees.

In 2021, we plan to implement recommendations from a previous condition audit for Sasa. The audit identified areas for improvement associated with lighting, guarding and 'lockout tagout'.

In 2020, an external company was appointed to construct modular guarding for the conveyors which will be installed during 2021.

We also plan to further implement the 'lockout tagout' system at Sasa. All relevant personnel will be provided with personal danger tags and numbered locks, and a register maintained by the safety department, which will control the system.

FIRE RESPONSE

Fire response is an integral part of our safety strategy at both operations. This is particularly material at Kounrad due to the volatile nature of some of the reagents used in the solvent extraction process. At Sasa's underground operations, it is essential that personnel are able to respond effectively in the unlikely event of a fire.

Sasa has a fully equipped employee emergency response and firefighting team, as well as fire detection systems in all buildings on site. There are automatic fire suppression systems in all high-risk areas and underground mobile plant. In 2020, an automatic fire extinguishing system was installed at the garage on the 830 level and a

fire detection system was installed at the skip in the Golema Reka Shaft. In 2021, a sprinkler system will be installed along the length of the access decline and a hydrant foam system will be constructed at the fuel station.

Kounrad has an external, fully equipped firefighting department on site, with full breathing apparatus and a fire engine. The team conducts training and emergency drills with the Fire Department on a regular basis and on a range of topics. When conducting fire training, personnel responses to fire situations are appraised and areas for potential improvements identified.

SAFETY CONTINUED

2020 SAFETY PERFORMANCE

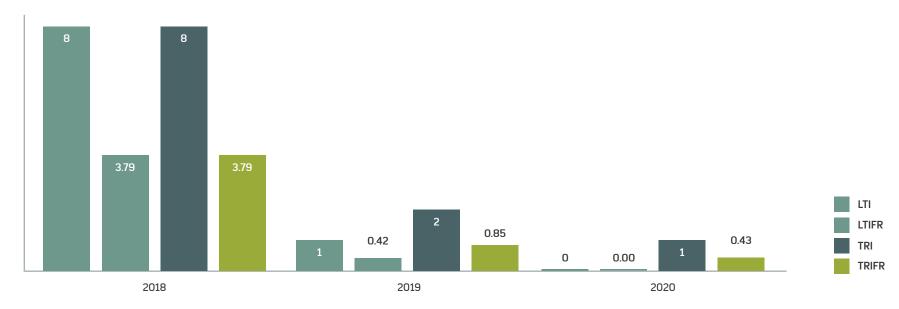
2020 was a challenging year, with the main focus being the ability to operate safely given COVID-19 restrictions, particularly when key personnel were working from home and offsite due to shielding or self-isolation. Despite these conditions, our safety performance was strong and showed further improvement to that already seen in 2019. We believe that the progress seen can be attributed to team cohesion and discipline, as well as implementation of all recommendations and requirements by the relevant health ministries.

No lost time injuries ('LTI') were recorded in 2020 and only one medical treatment injury ('MTI') and therefore one recordable injury ('TRI') occurred at Sasa.

The Group recorded a lost time injury frequency rate ('LTIFR') of 0.00 and a total recordable injury frequency rate ('TRIFR') of 0.43 – both represent an improvement on 2019.

No fatalities have ever occurred at Kounrad, and there have been no fatalities at Sasa under our ownership.

Group safety performance







OUR APPROACH

We believe that a healthy workforce is paramount in achieving high levels of productivity, and we run various programmes to monitor the health of our employees and to promote a healthy lifestyle. The challenges encountered as a result of COVID-19 have served to highlight the importance of maintaining a robust strategy to protect the health and contribute towards the wellbeing of all our employees and other people at our operations.

Wherever possible, we look to eliminate occupational health risks brought about by our operations and we commit to minimising and mitigating issues through the provision of the most appropriate PPF and healthcare

We have various mechanisms for evaluating the effectiveness of our approach to health and wellbeing which include analysis and monitoring of trends and annual medical statistics and reviews by external professional medical

consultants, who then provide reports to the Company.

In October 2020, a medical group of local government representatives from the Sanitary and Epidemiological Agency, the local police department and the Union of Entrepreneurs, conducted a site inspection at Kounrad to ensure compliance with COVID-19related sanitary requirements. As a result of the inspection. no violations were found.

MONITORING EMPLOYEE HEALTH

Fully equipped medical centres operate 24 hours a day at both sites, with dedicated, trained and qualified medical staff. Access to medical centres is provided to all employees and contractors for any work or non-work-related health concerns they may have.

All employees undergo annual medical tests, which are specifically oriented to their occupation and undertaken by external medical specialists. All medical information is strictly confidential, so results of annual medical examinations are delivered to the safety department in sealed envelopes which are then distributed to the workforce by hand, and the delivery registered. If issues are identified, they are followed up with the individual concerned.

In 2020, there were 1.630 referrals across the Group from the site clinics by 1,106 employees, predominantly relating to headaches, stomach issues. heartburn and viral infections.

It is important to note that the majority of referrals were unrelated to working activities.

Although there were a significant number of sick leave days associated with COVID-19 during the year, there were no COVID-19related referrals to the on-site clinics. This is primarily due to the control measures that were put in place at both operations whereby employees were required to measure their temperature at home and were instructed to contact their doctor and not come to site if they had a high temperature or other symptoms.

On a periodic basis the medical and safety teams analyse the referral data looking for trends that could signify potential occupational issues. If issues are identified, then options to rectify them are considered and actions taken.



MONITORING EMPLOYEE HEALTH CONTINUED

As part of the new HR policies introduced in 2020 (see further detail on page 36), we introduced return-to-work interviews at Sasa to help us to support those recovering from sickness. This reduced the average number of employees off sick from 3.3% in December 2019 to 2.1% in December 2020.

CAML has developed community health and safety management plans for each operation. In each of these plans the most significant risks that could influence worker health have been identified. One area of risk common to both operations is vehicle movements through communities. Measures have been taken to mitigate this, such as adding specific clauses to contracts to include safe driving. At Sasa, further measures have been taken requiring concentrate trucks to be fitted with GPS devices in order to monitor and control speed. At Kounrad, all vehicles are fitted with GPS and some have video cameras.

Over the years, several initiatives have been put in place to combat the build-up of acidic vapours in the enclosed EW-1 workshop at Kounrad, thought to be resulting in heartburn of employees. Although the appropriate PPE, including masks, is distributed to everyone working in this area, the Kounrad team was keen to resolve this problem. At a cost of \$64,700, a new ventilation system was installed and was operational by December 2020. Initial results suggest improved air quality and testing will continue throughout 2021.

HEALTH AND WELLBEING INITIATIVES

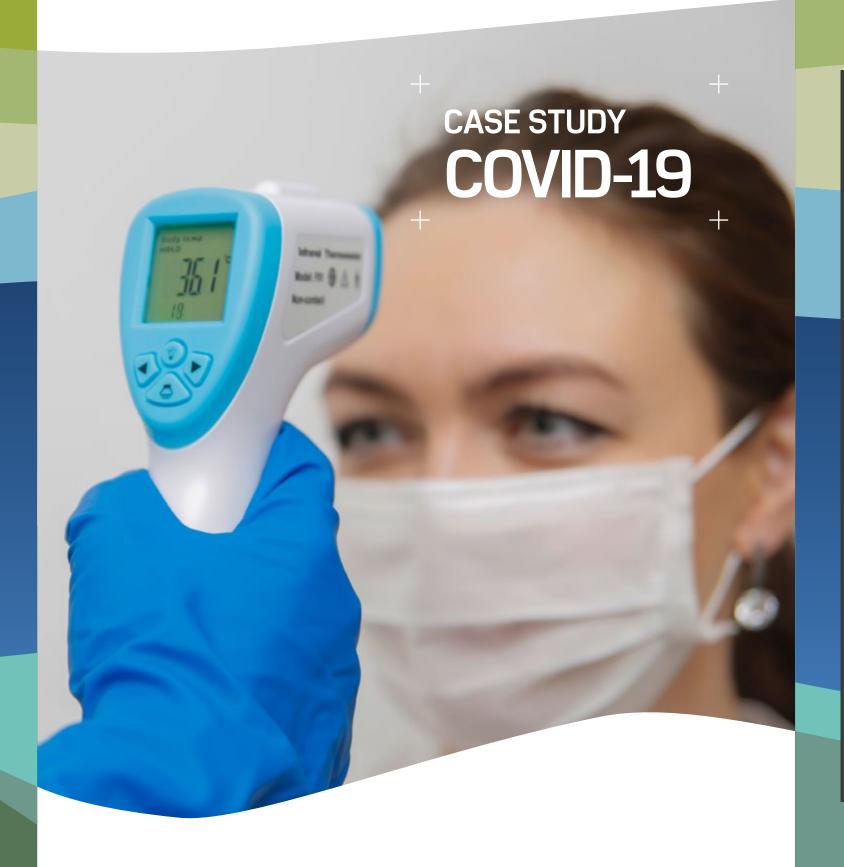
Health issues are identified at both operations through referrals to site clinics, annual medical examination and analysis of sick leave data. Employees who visit the clinic several times with the same symptoms are directed to the local hospitals for consultation with a doctor. Employees with long-term conditions such as high blood pressure are cared for by the nurses on site.

The Company operates a zero-tolerance policy to alcohol and has various initiatives in place to reinforce the negative impacts of alcohol on worker safety, which include the distribution of information leaflets and their presentation on noticeboards at our operations.

In 2020, biennial influenza and pneumococcus vaccinations were offered to Kounrad employees.
88 employees were vaccinated for pneumococcus and 73 employees were vaccinated for flu.

We have the following measures in place at our operations to further educate the workforce on wellbeing and promote a healthy lifestyle:

- COVID-19 management programme
- Promotion of sensible drinking and healthy eating habits
- Facilitating fitness amongst employees, through financial support for the gym, sports clubs and fitness park in Kamenica and the construction of recreational areas in Kounrad village and Balkhash
- Distribution of booklets by first aid nurses at Kounrad, covering topics such as hypertension, upper respiratory tract diseases, prevention of COVID-19 and stomach diseases



We acted quickly to implement respective government guidance at each of our operations following the outbreak of the global pandemic, as well as applying additional stringent procedures to protect the welfare of our staff.

A COVID-19 'Crisis Committee' was immediately established and has involved regular calls between CAML Group and operations teams to coordinate responses/actions and share ideas. Business continuity plans were developed, and critical inventory levels reviewed to support production in the event of supply disruptions.

Health measures put into effect at our operations to ensure the safety of our employees and contractors include:

- Instructed staff to work from home wherever possible
- Cessation of all but essential international travel
- Cessation of all but necessary visitors to site (subject to authorisation from General Directors)
- Identification and close monitoring of team members most vulnerable to COVID-19
- The distribution of COVID-19related PPE to employees, contractors and community members in the town close to the Sasa mine
- Detailed review of all activities at both operations to ensure that social distancing is at the heart of how we operate during the pandemic
- Amendments to alcohol testing at Sasa to increase social distancing
- Amendments to canteen and transport arrangements at both operations to increase social distancing
- Reinforcement of relevant government guidance and increased hygiene measures at both sites
- Enforcement of isolation requirements in the event of COVID-19 symptoms
- Temperature monitoring prior to site entrance

During 2020, a total of 95 employees and contractors tested positive for COVID-19.



CENTRAL ASIA METALS PLC

SUSTAINABILITY REPORT 2020

FOCUSING ON OUR PEOPLE



We are dedicated to treating all employees fairly, recognising core labour and human rights principles and supporting the right to freedom of association and collective bargaining, as well as respecting the right to be free of harassment or intimidation in the workplace. We look to promote our Company culture and provide a positive, stimulating and productive workplace, where continuous employee development is encouraged. We are cognisant of the benefits of broadening diversity and understand the importance of ensuring that the cultural values and customs of our employees and local stakeholders are respected and equal opportunities are supported.

KEY 2020 HIGHLIGHTS

- → Appointed Group People
- → Expanded CAML sustainability team's overall responsibility by including Governance and Human Resources ('HR')
- Sasa management changes implemented post TSF4 incident, and team building exercise undertaken
- Sasa implemented a 'Rising Stars' initiative
- → Renewal of three-year collective agreement at Kounrad
- Culture change management

FOCUS FOR 2021

- → Review cultural values
- Conduct 'training needs analysis' to close skills gaps
- → Establish site-based committees to review our working environment and encourage broader diversity
- Transformation and simplification of Sasa payroll
- Kounrad culture change management programme

2021 TARGETS

→ Implement three-year collective agreement at Sasa

 \nearrow IN 2020, WE APPOINTED A

HELP US PROACTIVELY

SUSTAINABILITY AREA.

DEVELOP THIS KEY

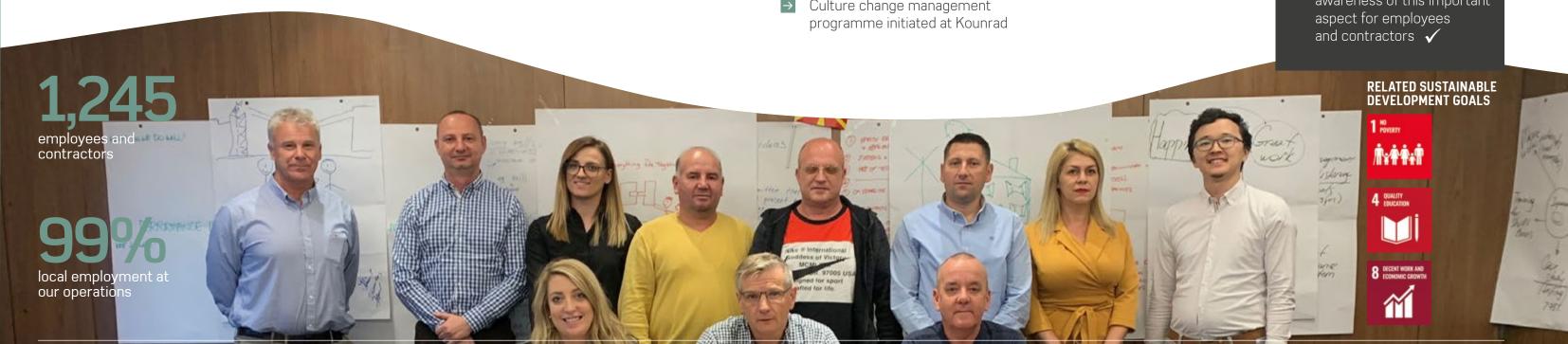
GROUP PEOPLE MANAGER TO

→ Employees moved onto permanent contracts after 12 months' employment at Sasa

REPORTING ON STATED 2020 INITIATIVES:

- → Appoint CAML Group People Manager 🗸
- Continue programme of sustainability training to continue to increase awareness of this important aspect for employees

27





OUR APPROACH

We recognise that a motivated, dedicated and skilled workforce is a key enabler of our Company's success and we are committed to attracting and retaining the best people, particularly from areas local to our operations where possible.

The provision of employment opportunities within local communities is one of the primary ways the Company can show a demonstrable benefit to stakeholders by contributing to the economic security of local workers. and therefore CAML prioritises local hiring.

In 2020, we hired a Group People Manager to establish and execute key HR objectives. Initial priorities were to ensure that HR procedures at our operations are aligned with CAML corporate culture and values. as well as regional legislation and management needs. We also aim to ensure we have the succession plans and training programmes in place to develop our leaders of tomorrow.

The Group's Human Rights Policy promotes equality, fairness and ethical practices and is reinforced by the Company's Code of Conduct (as referenced on page 14). We ensure that our guiding principles of equal opportunity, treatment and fair remuneration are adhered to across our operations. We abide by working hours laws as well as applicable laws surrounding employee benefits and contractual employment rights. We provide competitive salaries and benefits in the jurisdictions that we operate in.

We acknowledge workers' freedom of association and the right for our employees to bargain collectively within prescribed laws, communicating issues to management through designated employee representatives.

The Group places emphasis on engaging with its employees and has a number of avenues through which communication is facilitated and workforce satisfaction is gauged.

OUR WORKFORCE

Employees in 2020

Long-term contractors

Total employees and contractors1

1 Scope includes London office.

LABOUR RELATIONS CONTINUED

LOCAL EMPLOYMENT OPPORTUNITIES

Local job opportunities are particularly pertinent in North Macedonia, where youth unemployment and emigration are high, and therefore the provision of both employment and training, covered further on page 34, are vital contributors to the economic and social environment. The Company demonstrates 99% local employment in North Macedonia and 100% local employment in Kazakhstan.

SASA EMPLOYEES

693

SASA SENIOR MANAGEMENT¹

50% hired from local

community

KOUNRAD EMPLOYEES

330

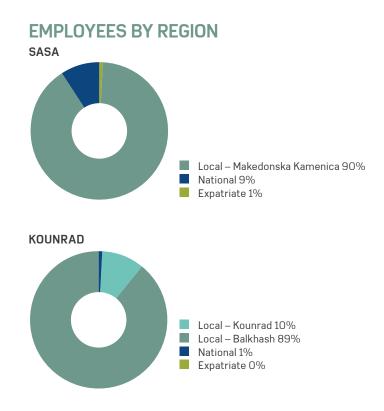
KOUNRAD SENIOR MANAGEMENT¹

100%

hired from Kazakhstan Sasa is the largest employer in the East Region of North Macedonia. As a result of a legacy approach from the mine's previous ownership, 227 employees are on temporary contracts, but we are in the process of transferring 60 of these to permanent employment contracts in H1 2021. Going forward, we will review individuals' performance, with the intention of moving them to permanent employment contracts after one year with the Company. This is to ensure that we retain talent in a region with limited skilled labour as well as to provide job security and career opportunities.

We recently introduced a careers page on the Sasa website to enable candidates to apply for current vacancies as well as register for any future opportunities. A new recruitment procedure was also implemented at Sasa in 2020 to ensure that we have a proactive approach to hiring. We have in previous years invested in the local high school's mining classrooms and facilities to encourage pupils to look towards mining and environmental courses for their university choices.

Both operations actively contribute to the local and national economy by engaging local contractors where possible. There were 110 long-term contractors working at Sasa by the end of 2020, and 95 contractors at Kounrad, in roles such as security, transport, catering and medical care.



¹ Senior management at our operations are the General Directors and the heads of department that report directly to them. At our corporate office, senior management is the CEO and those who report directly to him.

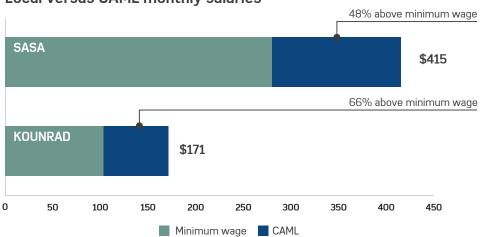
LABOUR RELATIONS CONTINUED

FAIR WAGES

We want to ensure that our workers are well remunerated for their efforts, with a fair salary that reflects their hard work in our countries of operation. The lowest wages we offer employees at both operations significantly exceed local minimum wages, by 48% at Sasa in North Macedonia and 66% at Kounrad in Kazakhstan. The 2020 average annual salary at Sasa was \$15,702 and at Kounrad was \$12,990.

We began a payroll transformation project at Sasa in 2020, which aims to develop a simple and transparent internal pay structure, whilst ensuring we continue to provide attractive and competitive remuneration within North Macedonia.

Local versus CAML monthly salaries



LABOUR RIGHTS

In 2020, we started to build the foundations of HR at both of our operations, developing and streamlining processes and procedures in line with local legislation.

100% of our employees are covered by collective bargaining agreements at Kounrad. The collective agreement at Sasa expired in 2020 and our aim is to cooperate with the unions to implement a mutually beneficial collective agreement in 2021.

Regular meetings are held with union and employee representatives, which prove to be an effective way to understand employee views and work to resolve any issues that have developed. Meetings are usually held on a quarterly basis, or more frequently if required. For example, meetings in relation to COVID-19 internal measures and procedures were held during 2020, as well as those for renegotiating the collective agreement at Kounrad.

Sasa has two unions representing its employees: the Trade Union of Industry, Energy and Mining of Macedonia ('SIER'), representing 15% of the workforce, and the Multi-Ethnicity Union for Education ('MESO'), representing 34% of the workforce. Sasa will renegotiate its collective agreement in 2021, with 30 days' notice being provided by either party to start negotiations for various initiatives.

Sasa gained recognition in 2020 when it won the 'Employer of the Week', awarded by the North Macedonian Trade Union government body in recognition of the best employers during the pandemic.

While union membership is uncommon in Kazakhstan, Kounrad has six employee representatives who communicate issues to management, forming an Employee Representative Group. Kounrad uses these representatives to gather opinions on any potential changes to terms and conditions of employment and, during 2020, the employee representatives were engaged to renegotiate the conditions of the collective agreement.

At Kounrad, our policy is in line with the local labour code to provide 15 days' notice to employees before changing any employment terms and conditions. If the Company were to implement any significant operational changes, we would be required to provide at least one month's notice to enable sufficient time and consultation.

LABOUR RELATIONS CONTINUED

EMPLOYEE ENGAGEMENT AND COMMUNICATION

Both sites place importance on facilitating internal communications and have formal complaint and grievance mechanisms for internal and external use. Sasa and Kounrad issue regular newsletters with specific Company-related information and updates.

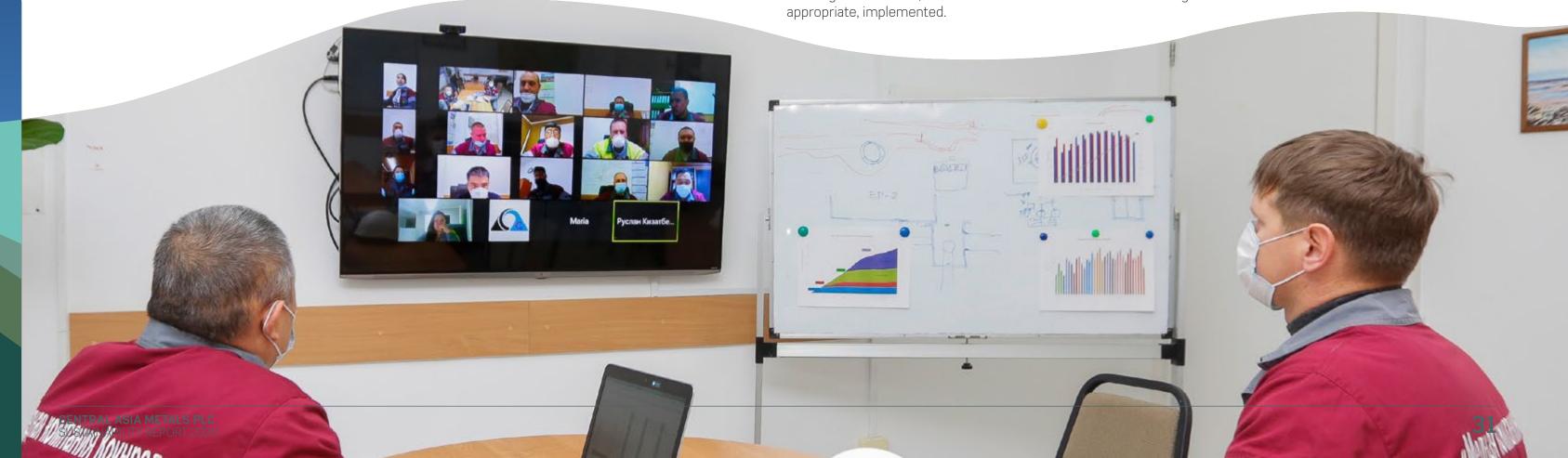
Both operations have their own websites, with Sasa's having been recently launched in Q4 2020. These websites aim to provide information both for employees and members of the local communities.

We operate an open-door policy, meaning that employees can communicate freely with direct supervisors and senior management. HR teams at both sites are also available for employees to discuss issues. Information on Company goals and targets, results achieved, and new rules and procedures implemented are communicated via bulletin boards and recently upgraded screens, placed strategically around site. Both sites have suggestion boxes and comments are reviewed on a regular basis and, where appropriate, implemented.

We do not tolerate discrimination in any form and have in place feedback mechanisms, such as the Whistleblower hotline and the grievance procedure, for employees who may who wish to raise any issues. Any issues will be dealt with by the appropriate personnel in a private and sensitive manner. No incidents of discrimination were identified at either site or in the London head office during 2020.

Social distancing due to COVID-19 has created new challenges in terms of communications and we have addressed this in disseminating information by formal memos or letters, newsletters, bulletin boards and, in some cases, by pre-recorded video messages.

Generally, CAML believes that, at both operations, there are clear and effective lines of communication.





OUR APPROACH

Training is integral to the ongoing development of our employees, particularly given the industry in which we work, which requires a wide range of skills and capabilities. Employee development in itself is an important way of fostering satisfaction and fulfilment amongst our workforce. We also look to imbed a strong workplace culture throughout the business, underpinned by values which guide our daily behaviour. These areas are jointly managed between HR and our management teams.

We uphold the International Labor Organization ('ILO') standards for decent and productive work for women and men in an environment of equal opportunity, the provision of social guarantees and respect for human dignity. We evaluate all existing and future employees according to their skills and abilities, and workplace discrimination on attributes such as age, race, gender identity, physical or mental disability, sexual orientation, religion, political opinion, or pregnancy is strictly prohibited by our Code.

We recognise the importance of diversity, specifically when considering the breadth of thought, approach and opinion that can be fostered by a diverse group. We report internally on gender diversity on a quarterly and annual basis. This data is used to evaluate our overall approach to (and success in) broadening diversity in the business.

At present, we are focused on beginning to analyse trends in the data, but plan in 2021 to start to formulate broader strategies on how to improve in this important area of the business.

In Q4 2020, we kicked off a 'Rising Stars' initiative at Sasa, whereby heads of departments were asked to nominate promising members of their teams. Criteria for a rising star could be that they consistently produce great work, are eager to develop new skills, they demonstrate initiative, they work well with other departments, they are trusted by their colleagues and they live by CAML's values and Code of Conduct.

20 people were nominated across the operations. They will undertake an online personal assessment and a career development plan will be created for each individual, in conjunction with their manager and a member of HR.

OUR CULTURE

Since inception of the Company, our culture has been to operate in an open and transparent manner and develop a long-term and sustainable business. CAML as a business has been built embracing technology and continues to operate with an enterprising spirit.

OUR VALUES

Our values inform the behaviour and standards expected of all our colleagues in the business regardless of location or role of that individual. Our employees are the essence of the Company and their conduct affects our work ethic. the decisions we make and our performance. We encourage our people to take ownership of their work, lead by example, and set achievable goals. Through this we facilitate improvement in our processes and practices, enabling us to meet the targets we set ourselves. Accountability for us means defining our responsibilities

and fulfilling our commitments to our partners, employees and stakeholders. This means delivering on our objectives and goals efficiently in respect of time and cost. In order to motivate our employees to live by our values, the Company will be undertaking a review process of its cultural values in 2021. A large part of the process will involve asking our employees what they value and ensuring that we reflect this in our revised values. Going forward, we would then manage performance against our revised Company values.

OUR VALUES



HEALTH AND SAFETY

The safety of our employees is a core value and we are passionate about protecting the health and wellbeing of our people. We work hard to monitor, assess and mitigate all the risks that could potentially cause harm to our employees. We strive to ensure that every individual within the Company understands that safety is their responsibility.



SUSTAINABILITY

Taking responsibility for sustainable development is our core objective and its importance is considered in each decision that we make. We aim to positively affect our employees and local communities, while minimising any adverse impacts on the natural environment.



EFFICIENCY AND INNOVATION

We encourage our team to embrace change and commit to continuing to bring technology and innovation together to improve our operations. This approach helps us to use our resources wisely and efficiently in achieving long-term sustainable production.



RESPECT AND TRUST

We encourage open and constructive communications with team members and value collaborative working. We accomplish transparency through honest, fair and open communication with all key stakeholders built on disclosure, clarity and accuracy. We are open to recognising our faults and improving practices.

WORKPLACE CULTURE AND DEVELOPMENT CONTINUED

TRAINING

Effective skills development is vital to ensuring consistently high operating standards at Sasa and Kounrad. Wherever assessments have identified skills as lacking, development plans are put in place. During 2021, we will be undertaking a training needs analysis to build the optimal training programmes required for our employees' development within all necessary areas of the business.

At Sasa, we recently hired an Underground Mine Training Coordinator, who will be helping us build technical mine training programmes to ensure our work force has the required skills to successfully mine for decades to come.

As a Group, we conducted a total of 28,892 training hours in 2020, covering environmental, health and safety and role-specific topics.

SASA

Training at Sasa covered job-specific training as well as wider health and safety and environmental training. Several sustainability team members also took part in training for GRI standards.

Sasa typically sponsors students, either through degree courses or through the Sasa Training Centre. The four students supported through international mining degrees have since been hired by Sasa and eight of the 12 trainees from the Sasa Training Centre have also been recruited by us.

KOUNRAD

Kounrad provides training courses covering a wide range of topics. During 2020, 17 of our employees undertook post-graduate studies, predominantly in Karaganda's universities, in subjects such as metallurgy, geology, power engineering, mechanical engineering and economics. These are distance-learning, open university courses where the duration is typically between two and five years.

Also, a total of 11 online and in-person seminars took place during the year, predominantly for our support teams such as finance and HR. Topics included updates to the labour code, accounting and finance and the environmental code. Several sustainability team members also took part in training for GRI standards.



WORKPLACE CULTURE AND DEVELOPMENT CONTINUED

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DIVERSITY AND INCLUSION

The Company considers all forms of diversity important, and working to develop diversity was one of the reasons for appointing our Group People Manager during 2020. Collaborative working is included with our 'respect and trust' value and, as part of this, we aim to establish the behaviours and actions within the Company that ensure all our employees feel welcome.

When considering gender diversity, male labour has traditionally prevailed in the mining and metallurgical industry, but in recent years the proportion of women employed in this field has increased. We strongly believe in the benefits of creating an environment in which women want to work and strive to form a diversified team of professionals in all areas of the business.

8% of employees at Sasa are female (2019: 8%) and 20% of Kounrad's workforce are women (2019: 19%). Our corporate head office shows much broader gender diversity, with 41% women, in key roles such as: Group Financial Controller, Director of Corporate Relations, Legal Counsel and Group People Manager. However, with a relatively low percentage of women versus men at both the operations, we recognise that improving gender diversity is an ongoing challenge for CAML and that we have further progress to make.

In 2021, we plan to initiate a working group at both operations to explore any existing barriers for female job applicants and what we could do to attract more women to our

workplaces. The purpose of this work is to generate an implementation plan, which should result in improved gender equality.

We also have several initiatives in place to ensure that the workplace is attractive and suitable for all. For example, we recognise that flexibility is often required to manage work and childcare obligations and look to provide opportunities which enable candidates to balance both important areas. During 2020, we provided flexible working options to two new local, female hires at Sasa. We also refurbished the administration building at Sasa, ensuring an equal number of toilets for men and women.

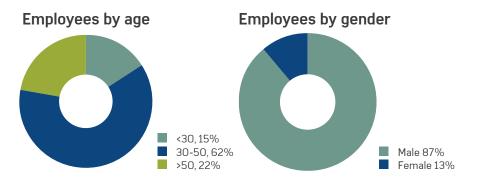
During the year, we have had discussions with 'Women In Mining' ('WIM') and supported the growth of WIM Kazakhstan, by sponsoring the development of their website (https://wimkz.org/). In 2020, Group People Manager, Leanne Holmes, joined WIM Kazakhstan as a Non-Executive Director. We will be working with the team during 2021 to see how we can support them on various diversity initiatives.

During 2021, we plan on providing three of our female employees with the opportunity to be mentored through the International WIM Mentoring Programme. This is a tailored six-month programme which runs from April – October 2021. During the course there will be five training modules in the form of virtual workshops and seminars. Mentees will gain career progression insights and tools, leadership skills and industry knowledge across disciplines and locations.

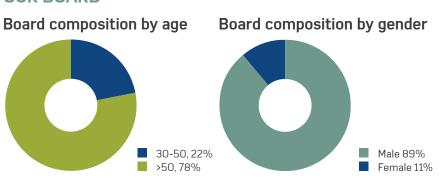
We have 28 people with reduced working ability employed at Sasa and 13 employees at Kounrad are registered with disabilities.

During the pandemic, we looked after our vulnerable workers, including those over 60, by shielding them and facilitating home working where possible. Those who are unable to continue in their usual roles have been transferred to a different role, yet still receive the same salary.

OUR EMPLOYEES



OUR BOARD

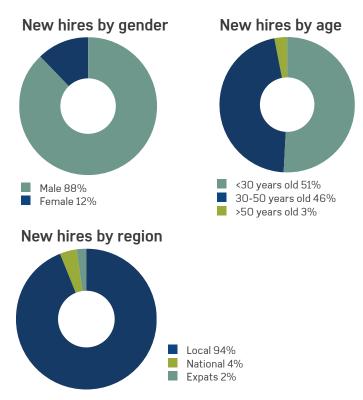


WORKPLACE CULTURE AND DEVELOPMENT CONTINUED

HUMAN RESOURCES AND EMPLOYEE RETENTION

In 2020, we started to build the foundations of HR at both of our operations, developing and streamlining processes and procedures in line with the local legislation.

NEW EMPLOYEE HIRES¹



We introduced a pilot appraisal process in the Corporate office in 2020, where managers and employees were encouraged to hold open and honest discussions around personal performance. We plan to introduce a performance management programme at the operations during 2021, which aims to demonstrate to employees how their own goals link to the overall KPIs of the Group.

A CAML 'People Plan' has been developed for 2021, where we will continue to transform our processes for performance management, employee onboarding, absence management and disciplinary procedures, ultimately creating more of a Group approach to these. We also plan on creating succession plans for the Corporate leadership team, General Directors and Deputy General Directors.

Employees will be consulted as part of this process via the unions at Sasa and the Employee Representative Group at Kounrad.

Following the TSF4 incident at Sasa (covered on page 49), some key management changes were implemented and roles and responsibilities further aligned. In order to unite the new senior team, a management away day was held, with the aim of reinforcing our practices in terms of innovation and technology, people management, health and safety and communication. The team also began discussions around the type of culture that they wish to create within the operations. The session provided a good bonding opportunity for the team and facilitated reflection on progress to date. Owing to its success, a follow-up session will be held in H2 2021.

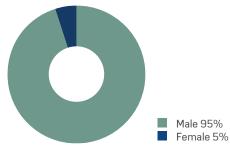
During 2020, Kounrad engaged with local HR consultants and initiated a project which aims to transform the management and culture of people development within the operations. They did a deep-dive analysis to better understand employee morale and engagement by conducting a survey and interviewing key personnel.

As a result of the findings, a programme has been developed for 2021, to provide managers with the training and tools to help them have open, honest and constructive conversations with their employees, break down barriers between departments, improve teamwork and embrace taking on new responsibilities.

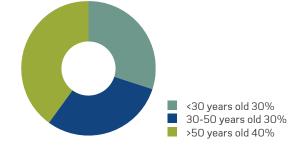
Both operations, as well as our head office, display low staff turnover rates, which is one barometer for employee satisfaction. There was a turnover rate of 7% at Sasa in 2020 (2019: 10%) and of 11% at Kounrad in 2020 (2019: 11%). With zero turnover in the London corporate office, the Group rate for the period was 8%.

EMPLOYEE TURNOVER²

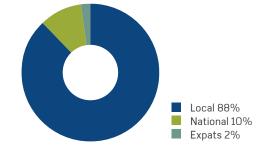




Employee turnover by age



Employee turnover by region



36

1 Scope includes London office.

CENTRAL ASIA METALS PLC SUSTAINABILITY REPORT 2020

CARING FOR THE ENVIRONMENT

We recognise our responsibility, as a contributor of greenhouse gas emissions, to identify and implement programmes to minimise energy usage where possible, as well as to mitigate and adapt to the impacts of climate change throughout the value chain. We monitor water use and aim to minimise freshwater withdrawal, whilst also carefully managing discharge water quality. We are committed to effectively and responsibly managing tailings storage facilities and proactively working to reduce and recycle non-mineral, hazardous and non-hazardous material waste and preventing or reducing pollution. We aim to protect and promote biodiversity and will ensure a responsible approach to rehabilitation and closure planning to ensure a sustainable legacy, recognising the potential for an operation to impact on the environment and local society after the end life of the asset.

2020 SUMMARY

- TSF4 environmental incident at Sasa
- Phase 1 of the river remediation project completed, with an estimated 95% of tailings removed
- 7ero environmental incidents at Kounrad
- → Energy savings initiatives identified at Sasa during 2020

GROUP CARBON EMISSION INTENSITY

GROUP ENERGY 3.37 tCO₃e/t Cu Eq 23.91 GJ/t Cu Eq ← FOLLOWING THE TSF4 INCIDENT IN SEPTEMBER 2020, WE HAD **REMOVED AN ESTIMATED 95%** OF THE TAILINGS FROM THE RIVER BY THE END OF THE YEAR.

FOCUS FOR 2021

- Develop Group climate strategy
- Commit to reporting to Global Industry Standard on Tailings Management ('GISTM') within three-year time frame (2021 - 2023)
- Undertake environmental studies associated with change of mining method at Sasa ('Cut and Fill Project')
- Complete Phase 2 of river remediation programme and associated biodiversity work at Sasa (biodiversity monitoring to continue post 2021)

- → Update Sasa water balance and water management plan
- → Conduct energy efficiency audit at Kounrad
- → Undertake water abstraction impact assessment at Lake Balkhash
- → Conduct Kounrad biodiversity study and develop action plan

LONG-TERM TARGETS

→ Zero severe or major environmental incidents

REPORTING ON STATED 2020 INITIATIVES:

- Completing initial studies regarding viability of generating wind and/ or solar power at Kounrad 🗸
- Undertake an additional tailings storage facility review with a view to aligning Sasa with the Global Tailings Initiative, once published 🗸
- Complete technical studies into transition of mining method at Sasa, which should enable at least 40% of future tailings to be stored underground
- Reconstruction of ventilation system in Kounrad's electro-winning processing plant building



OUR APPROACH

We take our environmental responsibilities seriously and ensure that we comply with the laws and regulations of the countries of operation. Compliance with legal requirements is constantly monitored.

CAML has environmental departments at both Sasa and Kounrad, staffed by qualified environmental engineers who report directly to the General Directors and the Sustainability Director. Environmental issues are reported on a regular basis to the Sustainability Committee, CEO and Board, and feedback is provided with the aim of generating constant improvement.

Central to CAML's environmental work is the monitoring, measurement, analysis and evaluation of environmental aspects, such as water, air quality, soils, biodiversity, hazardous material handling, waste generation and recycling, greenhouse gas ('GHG') emissions and energy efficiency. Internal audits for environmental performance are undertaken frequently and documenting systems have been implemented at our operations. External inspections

are periodically carried out at both operations, as required by relevant local regulations.

Comprehensive environmental management systems ('EMS'), which take IFC PS and Equator Principles into account where feasible, have been developed and approved by senior management for both operations. The implementation and continuous improvement of the EMS for each operation is undertaken in accordance with the standards of the countries in which we operate, and in line with international best practice. Sasa adheres to ISO 14001 standards. Whilst Kounrad is not formally certified by the ISO 14001 certificate, the project operates in accordance with the requirements of this standard.

A CAML Sustainability Policy has been developed and approved by the Sustainability Committee. Environmental objectives and targets are set annually for the respective levels of internal organisation. Leadership and commitment to the Environmental Management Systems that have been developed at both operations are demonstrated through our management approach and actions.

Suitable emergency response plans are in place for environmental issues at both operations, and the efficacy of Sasa's was tested and deemed effective as a result of the TSF4 leakage in September 2020 (see detailed information on page 49). Although the main aspects of environmental control are fundamentally the same at both operations, the environmental risks and areas of focus at Sasa and Kounrad are very much site-specific and are covered in more detail in this section of the report.

CARING FOR THE ENVIRONMENT CONTINUED

TRAINING

Workforce education on environmental issues is considered important across the Group and is carried out via inductions, educational talks and other training sessions for employees, and also for contractors and visitors. Continual competence and skills improvement for environmental employees is taken seriously and facilitated via various targeted training programmes throughout the year.

Whilst the pandemic meant that class-based training was generally not possible in 2020, it was effectively replaced by online learning. Environmental inductions continued as usual for any visitors to site. Through these, we continue to raise awareness amongst contractors and visitors regarding the importance of responsible waste management, waste minimisation and recycling.

All Sasa employees received external online environmental training in 2020, delivered by Goce Delchev University in Stip, on the following topics: EMS at the Sasa mine, environmental protection, waste management, emergency responses, energy and resources and biodiversity. Additional environmental training was provided to those employees and contractors engaged in the management and control of TSF4 as a result of the incident.

In 2020, the Kounrad environmental team received training on the following topics:

- → Environmental requirements for production and consumption waste management, landfills and long-term waste storage facilities
- → Emission standards for disposal of production and consumption waste
- → Waste management programmes
- New Kazakhstan Environmental
 Code for Compliance with
 International Standards
- Requirements with regards to obtaining an Integrated Environmental Permit

Environmental training was provided to all Kounrad employees in 2020 on topics such as greenhouse gas emissions, ISO 14001, Kounrad's EMS, environmental violations, energy efficiency, waste management, spill response, environmental penalties, chemical storage procedure and environmental reporting.

As part of our drive to continually improve sustainability reporting, environmental staff at both operations were also trained in the use and implementation of GRI reporting standards during 2020.





OUR APPROACH

The Company operates a firm policy of strict cost control and, given its significant contributions to operating expenditure, energy efficiency is a key component in cost minimisation. By monitoring both costs and energy intensity on an ongoing basis, we assess the robustness of our energy efficiency strategies at our operations, as well as their related carbon intensity.

We recognise that GHG emissions are a major contributor to climate change and, as a Group, strong focus is placed on the control of GHG emissions and volumes at both operations, as well as on investigating potential renewable energy source options. As a Company, we understand the urgency of tackling climate change on a global level and have committed to developing a climate change strategy in 2021 (see further detail in the right hand column). We will then work towards reporting in line with the requirements of the Taskforce on Climate-related Financial Disclosures ('TCFD').

The Company adheres to various energy regulations in its countries of operations, which are, at Sasa, the Law on Energy and Energy Efficiency, and at Kounrad, the Law on Energy Saving and Energy

Efficiency Improvement. Additionally, we are committed to meeting international standards such as IFC, Equator Principles and the Greenhouse Gas Protocol.

At Sasa, we also look to operate in accordance with the European Monitoring and Evaluation Programme ('EMEP')/European Environment Agency ('EEA') air pollutant emission inventory guidebook, European Environment Agency strategy, a roadmap for adoption of national emission factors and recommendations for harmonisation of the emission factors between the methodologies of the United Nations Framework Convention on Climate Change ('UNFCCC') and Corinair.

We ensure that energy is used responsibly and provide appropriate training to our employees in this regard. We apply energy-saving measures and work to improve the energy performance of all our technological processes wherever possible. Both operations are required to continually review and assess the potential for further energy efficiencies. A report which assesses the effectiveness of energy efficiency measures implemented at our operations is prepared annually. Energy efficiency audits have been undertaken at both operations and consideration is being given to determine how further energy-saving measures can be identified.

A study specifically focused on insulation and thermal heat loss is planned for 2021 at Sasa, and Kounrad will undertake another energy audit to try to identify additional savings in 2021.

DEVELOPING A CLIMATE CHANGE STRATEGY

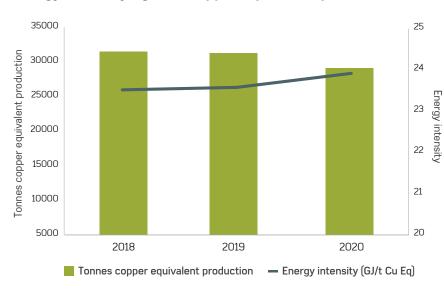
As part of our commitment to developing a Group-level climate strategy, we engaged specialist consultants in Q1 2021 to assist us in assessing the physical and transitional risks and opportunities related to climate change for our operations, as well as considering carbon reduction or offsetting options and renewable power. As a result of this process, we aim to be in a stronger position to set science-based emissions reduction targets for the Group.

ENERGY USAGE AND CLIMATE CHANGE CONTINUED

ENERGY USAGE

Total Group energy consumption decreased 6% to 695,620 GJ in 2020 (2019: 736,427 GJ) largely due to reduced fuel consumption, primarily coal at Kounrad (as a result of the use of higher quality coal and a milder winter). See appendix on page 63 for full data. Energy intensity within the organisation remained broadly stable at 24 GJ per tonne of copper equivalent production.

Energy intensity against copper equivalent production



GREENHOUSE GAS EMISSIONS

Total Group Scope 1 and 2 emissions reduced by 4% from $102,315~\rm tCO_2e$ in $2019~\rm to~98,068~\rm tCO_2e$ in 2020, due primarily to lower coal consumption at Kounrad (see further detail below).

Group carbon emission intensity increased by 1% in 2020, due to fewer copper equivalent tonnes of metal being produced.

The graph to the right shows Group-level and site-specific carbon emission intensity, calculated as the emission rate of CO_2 equivalent tonnes relative to a tonne of copper equivalent production for Kounrad and Sasa.

GHG emissions are higher at Kounrad than at Sasa due to the following reasons:

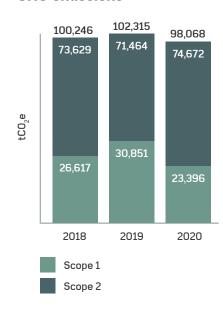
- Solvent extraction-electrowinning ('SX-EW') used at Kounrad is a relatively power-intensive process
- Due to the extreme winter temperatures in Kazakhstan, Kounrad uses coal-fired boilers to heat the copper-bearing solutions in order to ensure year-round production
- At Kounrad a finished product is produced (copper cathode sheets) whereas at Sasa, the zinc and lead is transported for smelting off site, which would form part of a Scope 3 emission

2020 GROUP CARBON EMISSIONS INTENSITY

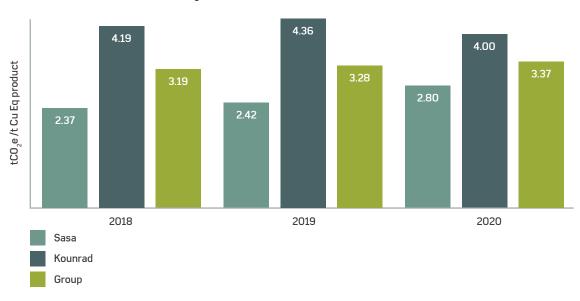
3.37 tCO₂e

2019: 3.28 tCO $_2$ e (restated from 3.46 tCO $_2$ e stated in 2019 Sustainability Report)

Group Scope 1 and Scope 2 GHG emissions



Carbon emissions intensity





SASA

Sasa is an underground mine where ore is transported to the surface by shaft and trucks. Scope 1 emissions reflect the site's fuel consumption together with explosives, sewage treatment plant and potential cooler leakage.

The processing plant is a standard froth flotation system, operated by grid power. Whilst most available grid power is coal-fired (and therefore reflected in Scope 2 emissions), 6% of power purchased in 2020 was renewable (2019: 6%). However, we do not deduct this from our Scope 2 emissions calculations as North Macedonia does not have an official 'Green Certificate' to formally demonstrate this.

At Sasa, power costs are approximately 6% of the C1 zinc equivalent cash cost. Total energy usage at Sasa increased by 1% to 43,848 MWh in 2020 (2019: 42,873 MWh).

The team at Sasa works to identify, monitor and minimise emissions, using initiatives such as long-term replacement plans for old fleet with more energy-efficient new machines (six new machines were purchased during 2020), energy-saving surveys at the plant, and the introduction of fuel and electricity-saving policies. In 2021, Epiroc, which maintains our mobile fleet, will perform monthly checks on exhaust emissions of underground machinery and will also be responsible for converting the machines to meet factory exhaust emission standards, required by EU Standards Stage IIIA.

Energy savings of approximately 5% have been identified at Sasa through energy efficiency studies. While we intend the implement many of the identified opportunities, we expect some increases in overall energy consumption at Sasa in the next couple of years as we enter the construction phase of the Cut and Fill Project.

In addition to energy efficiency measures, Sasa is investigating the following GHG initiatives:

- Purchasing renewable energy from the electricity supplier:
- Electricity suppliers in North Macedonia require 'Green Certificates' issued by the Energy Agency in order for the Company to claim official purchase and to exclude renewable energy from the GHG calculation
- The Company is exploring offsets and Guarantee of Origin ('GO') options (GOs provide proof of the environmental attributes of the generation of one MWh of electricity produced by a renewable source)
- → Wind and solar energy:
- We are in early-stage
 discussions regarding the
 generation of power from wind
 and solar sources and aim to
 undertake a photovoltaic ('PVP')
 scoping study in 2021

Further analysis of these options will be considered as part of the Group's climate strategy work.

KOUNRAD

Scope 1 emissions at Kounrad predominantly reflect an essential part of our processing, which requires the heating of leaching and copper-bearing solutions in winter with coal-fired boilers to prevent freezing.

However, with no mining operations at Kounrad, we do not use a significant diesel-fuelled mobile fleet to drill, blast or haul. Kounrad reduced the amount of coal consumed during 2020 by purchasing higher quality coal and using less coal due to a milder winter.

In the Karaganda region of Kazakhstan, most grid power is coal-fired, which is reflected in the Scope 2 emissions. Power costs account for approximately 13% of the site's C1 cash cost of production, demonstrating a relatively light energy usage versus other cost inputs.

Power usage has increased since 2017, due in large part to the mineral composition of the Western Dumps. Total electricity usage in 2020

increased by 7% to 56,456 MWh (2019: 52,671 MWh (restated from 61,618 MWh stated in the 2019 Sustainability Report)), due to a 1% increase in copper production and as a result of an increase in iron within the Western Dumps pregnant leach solution ('PLS') which requires greater electricity consumption during the electrolysis stage.

Kounrad's EMS includes monitoring the efficiency of boiler treatment plants and the quality of incoming fuel. On-site ecologists carry out monthly calculations and analysis of GHG emissions.

Energy efficiency measures at Kounrad include monitoring of the quality of coal and installing energysaving lamps as well as energy and water consumption metres. During 2020, a scoping study was undertaken to explore the production of solar power at Kounrad. The project was broadly net present value ('NPV') neutral over the life of the Kounrad project, with some initial capital required (<\$10 million). This project will be considered as part of the Group's overall climate change strategy project.

AIR QUALITY AND POLLUTION

Mining and processing operations produce air pollution both in the form of gases and dust. CAML is committed to preventing pollution of all environmental receptors, thereby aiming to remove any negative impact on the environment and human health, both for our employees and local communities. The Company adheres to regulatory standards relating to air quality and there were no exceedances in 2020

The air quality at Sasa is monitored with two measuring devices for 24-hour monitoring of particulate matter ('PM10') and meteorological parameters, and four aerial sediments settlers. Continuous effective actions are undertaken at Sasa to reduce the impact on air quality, with a focus on dust from the TSFs, and sprinklers have been installed to manage this.

In order to improve the accuracy of Sasa's environmental monitoring over the longer term, during 2020 a decision was taken to install a third PM10 monitoring station and an additional aerial sediment settler at the toe of TSF4. The station, which was purchased in 2020 and will be fitted in Q1 2021, will enable the team to better monitor dust from the TSFs.

At Kounrad, a comprehensive study of the operation's impact on ambient air in the workplace and off site is conducted on a quarterly basis by external contractors.

AIR QUALITY EXCEEDANCES





OUR APPROACH

Water is a valuable and shared resource. with access to fresh water being essential for human life and wellbeing, as well as one of the most important inputs in CAML's production processes. Stewarding water as a shared resource is prescribed within our operating permits. At our operations, water is used for processing, dust management and domestic water services. The Company is committed to the responsible and efficient use of water, measuring this through constant monitoring and control. We employ water management strategies at our operations and aim to minimise freshwater or makeup usage wherever possible.

Kounrad is located in an area of low overall water risk, whereas Sasa is in a region of medium to high water stress. Due to the differences between each operation, as well as the operating environments, we have varying water management strategies in place, covered below.

At Sasa, we work to ensure that discharges to the natural environment are in line with the appropriate environmental standards, with testing carried out on a weekly and monthly basis based on Integrated Pollution Prevention and Control Permit ('IPPC') requirements, internal management plans and initiatives. If there is any exceedance of IPPC limits, among others, input data is considered in the calculation for the annual fee for IPPC licence ownership. The annual fee for the IPPC ownership is approximately €10,000.

SASA WATER USE

Sasa uses water from a combination of freshwater sources – the Crvena and Kozja rivers – as well as from contact and recycled water from the underground mining operation. Recycled water is used for the processing plant, as well as for dust suppression systems installed on the active tailings facilities. Our water management strategy is to increase the recycling of technical waters within the operation and to decrease the usage of fresh waters.

In accordance with the IPPC permit requirements, Sasa is obliged to monitor its discharges on a basis prescribed within the IPPC permit. Analysis of the water samples is undertaken by accredited laboratories and monitoring results are submitted to the relevant authorities on a quarterly basis.

An updated Water Balance ('WB') and Water Management Plan ('WMP') will be developed for Sasa in 2021 taking into account the current operations as well as future plans, which will involve creating paste backfill and the dry stacking of tailings. By updating both the WB and WMP. we will have the opportunity to review our strategies and the effectiveness of our approach to date, as well as looking at future potential for improvements in water efficiency. The updated WMP will cover the safe management of all water inflows and outflows, ensuring that discharges or releases to the environment are controlled, regulated and in accordance with our IPPC licence requirements. The WMP will also review process inputs to identify any opportunities for a material reduction in environmental impact, specifically with regards to the inflows to the process plant. Water quality and methods to address this will also be included in the WMP.

Further to the WB, there are plans for ongoing monitoring of Kamenica River flows throughout 2021 and into 2022, as well as monitoring precipitation in the catchment above Sasa. The data from this monitoring will be used to calibrate the catchment models and determine peak flow events. This information will also be relevant to further assess the potential physical risks associated with climate change.

The aim of the WB. which will assess the various inputs and outputs into the mining operation, is to ensure robustness in the system to manage a wide range of operational and climatic events, such as too little or too much water in the system in times of drought or flood. The WB will also assess water quality and determine whether outputs are suitable for discharge or recirculation. The updated WB and WMP will enable setting new waterrelated goals and targets in order for much more sustainable water management with the organisation.

WATER USAGE CONTINUED

OUR APPROACH CONTINUED

KOUNRAD WATER USE

Kounrad is a closed-circuit operation, so there are no significant water losses to the environment except for evaporation and solution held up within the matrix of the dumps. The average percentage of makeup water/water consumption in 2020 was 6%, from Kounrad's two sources – a nearby old mining shaft and abstraction from Lake Balkhash, which is not used in winter. Our water management target at Kounrad is to minimise the volume of makeup water required during the process.

The volume required at Kounrad is dependent on many factors such as production targets, climatic conditions and the height of dumps under leach. Therefore, the most effective way of managing water is to ensure that the leaching process is designed to be as efficient as possible.

This is achieved by:

- Using drippers on top of the dumps to distribute leaching solutions, as opposed to spray systems
- The dumps themselves are levelled and scarified to ensure irrigation pipes lie directly on dump material
- The application rate is optimised to ensure that the leaching solution does not pond on the surface of the dumps
- During the winter the blocks that are to be leached are covered which assists with insulation and minimises evaporative losses

In 2021, we will carry out a water abstraction impact assessment at Lake Balkhash to study the effect of our operation on the overall lake water balance. The assessment will take into account not only our own abstraction but, where possible, other material stakeholder abstractors to assess combined impacts.

As a Group, we are assessing the best ways of driving performance in all environmental areas and will consider setting water use targets when we have completed the work at both Sasa (updated WB and WMP) and Kounrad (the Lake Balkhash abstraction study) in 2021.

2020 PERFORMANCE

Group water consumption decreased by 49%, due to a 39% increase in water discharge, primarily at Sasa. This was largely due to this volume of freshwater not being used to suppress dust on TSF3.2 during 2020, as tailings disposal operations migrated to TSF4, which has a smaller surface area.

SASA

During 2020, Sasa reduced the amount of surface water used in its site activities by 20%, using 63% more contact groundwater recycled from de-watering of the underground mine than in 2019.

The reason for this improvement in the reduction of surface water withdrawal is that the underground water recycling initiative was only incorporated part way through 2019 and, in 2020, the water withdrawal from contact waters is therefore reflected on a full-year basis.

WATER WITHDRAWAL

4,021 MI

WATER CONSUMPTION INTENSITY

0.03 MI/t Cu Eq

800 M

KOUNRAD

Total recorded water withdrawal at Kounrad increased from 614 Ml in 2019 to 780 Ml in 2020, a 27% increase. This increase can be explained by further focus of leaching on the Western Dumps and issues associated with the lake abstraction water meters in Q2 2020 which resulted in Kounrad having to record the licenced abstraction rate (42% increase over the average flow rate for the previous two years) rather than actual abstraction.



OUR APPROACH

The mining industry has the capacity to produce significant volumes of waste, posing a potential risk to operations, a threat to the environment and surrounding communities, and constituting a substantial cost.

Waste generated from our mining and processing operations includes both mineral (mainly in the form of tailings – ground rock and processing effluents, covered further below) and non-mineral waste. We are mindful of our duty to ensure responsible waste management and minimisation.

NON-MINERAL WASTE

At Sasa, the main input materials are electrical energy, chemical reagents for laboratory and flotation, hydrocarbons, oil and lubricants for machinery and equipment, metal, tyres, paper, lime, explosives, and other consumer products. As a result, hazardous and non-hazardous waste streams are generated. Non-hazardous waste is mainly communal waste, used tyres, scrap metal, packaging waste, bottles, batteries and paper-based materials. This material is temporarily stored in separate containers or on an external waste disposal site until it is removed by the licensed company.

Hazardous waste streams comprise the packaging of laboratory chemicals, waste from the flotation process, waste oils, lubricants, oily rags, PPE and batteries. Hazardous waste generated at Sasa is temporarily stored in a designated building on the mine site until it is collected by the licensed company.

At Kounrad, the main input materials are coal, chemical reagents, hydrocarbons for machinery and equipment, the equipment itself and other consumer products. These materials form the main waste streams – hazardous and

non-hazardous. Hazardous waste predominantly consists of waste from hydrocarbons and chemicals, such as used oils and contaminated elements (rags, plastic containers, etc), and used acid batteries.

By far the most significant nonhazardous waste is ash from burnt coal. Other waste streams include paper and plastic clean packaging, metal and rubber.

Both operations have developed procedures for the classification and storage of the various waste streams.

Initiatives to reduce, reuse and recycle non-mineral waste in order to decrease the environmental impact of our operations are included within the site waste management plans. Raising responsible waste management awareness amongst employees, contractors and suppliers is a key focus and training is regularly undertaken to facilitate appropriate on-site sorting and to better understand responsible waste management and the importance of recycling undertaken on both operations. Control is carried out in the form of regular internal inspections of the site and containers for storage of various types of waste.

WASTE MANAGEMENT CONTINUED

The fundamental principles of waste management that we adhere to are as follows:

- Our responsibility for ensuring the protection of environmental components (air, groundwater, soil) from pollution by waste production and consumption
- → Emphasis on the reuse, recycling, regeneration, cleaning or environmentally acceptable disposal of waste
- Reduction of negative impact on the environment by using new technologies and equipment to reduce waste generation
- The prioritisation of preventive measures to eliminate the environmentally negative impacts of waste on the environment

Sasa complies with national and international industry best practices regarding waste management and the team is continually investigating opportunities to reduce waste generation and increase recycling.

Kounrad is founded upon responsible waste treatment in that we leach copper from waste dumps, formed during mining started in the 1930s. This has not only enabled us to contribute significantly to the socio-economic development of the region, but has also carried important environmental benefits, in that CAML has eliminated historical pollution as a result of copper-rich solutions continually leaching into the environment prior to the Company's ownership.

SASA

The waste streams at Sasa are both hazardous and non-hazardous. The waste at Sasa is properly sorted, temporarily disposed of on site in appropriate containers and storage locations and then disposed of by a company licensed by the Ministry of Environment and Physical Planning ('MoEPP') for further treatment.

In 2021, Sasa plans on the elimination of 200,000 plastic water bottles from the workplace. These will be replaced with water filling points and reusable water bottles which will be provided to the workforce. Reverse vending machines for plastic bottles will be procured. Total waste generated at Sasa in 2020 was 599 tonnes.

KOUNRAD

Ash slag from the boilers, which is the primary waste stream from the operation, accounting for 90% of all waste generated, is given to the local Kounrad community for use in the manufacture of bricks for construction. In 2020, 1,754 tonnes of ash was donated to the local community in Kounrad. This equates to 73% of the total volume of ash slag produced during the year. The only waste disposal on site at Kounrad is the ash that is not required by the local community.

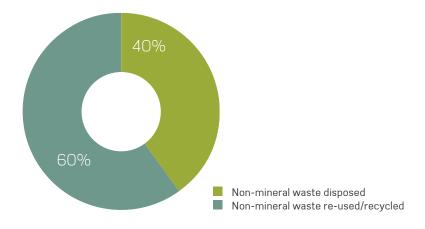
At Kounrad, all other waste is sorted into a temporary waste storage facility on site and then removed by a reliable and reputable licensed waste disposal company, which has

recycling initiatives in place. Kounrad directs several types of waste to a licensed city landfill. Recycling is in its infancy in Kazakhstan and we are working hard to raise awareness at a local level. We are also introducing a system at the project to recycle materials ourselves. At the end of 2020, a pressing machine was purchased to convert waste plastic, paper, geomembrane and irrigation pipes into ready-to-transport forms (plates). This initiative will facilitate waste collection and transportation. Work is currently being carried out to find options for the sale of the secondary raw materials, such as geomembrane and irrigation pipes.

More than 40 different types of containers and waste bins are on site at Kounrad for separate waste collection.

There has been an almost 1,000 tonne reduction in waste generated at Kounrad relative to 2019. This is as a result of less ash being generated from the boilers.

Waste reused/recycled





TAILINGS MANAGEMENT

Whilst no tailings are produced at Kounrad due to the nature of the leaching operation, mineral waste materials are generated by mining operations at Sasa, which must be effectively and responsibly managed. We are firmly committed to the environmental and socially responsible disposal of tailings at Sasa over the long term.

SASA

CAML manages five TSFs at Sasa, all of which are constructed using the downstream technique.
Construction of the newest dam, TSF4, was completed in 2019. CAML has begun a gap analysis with regards to the newly developed Global Industry Standard on Tailings Management ('GISTM') and plans to implement this in the appropriate time frame.

The Company has a dedicated page on its website relating to tailings disclosure: https://www.centralasiametals.com/sustainability/tailings. Disclosure in accordance with the Church of England Pensions Board request can be found here.

The following processes form part of our management strategy for the tailings dams at Sasa:

- A dedicated team from the Flotation Department is responsible for the day-to-day management and monitoring of the facility
- → The dam is monitored 24 hours per day by the team, which is led by a highly experienced engineer ('Responsible Tailings Facility Engineer')
- An external Independent Tailings
 Engineer is responsible for
 monitoring, reviewing and
 reporting on Sasa's TSFs on a
 monthly basis
- The external independent tailings engineer presents the report findings to Sasa's management and TSF Stability Committee, which is chaired by the General Director
- The Committee, which also includes the designer of TSF3.2 and TSF4, reviews the following monitoring data from the Independent Tailings Engineer

- water levels in the piezometers in the dam wall
- TSF drainage flow rates and water quality
- survey levels
- grain size analysis from the cyclones
- height of the dam wall relative to pond levels
- dam slope angle relative to design
- The Committee has also reviewed and implemented the actions arising from the recent visit from Knight Piésold in September 2020, as well as the Golder review in 2019
- → CAML's CEO and Sustainability
 Director attend the monthly
 TSF meetings
- The Sustainability Director reports to the Sustainability Committee with regards to any sustainability-related tailings issues

TAILINGS MANAGEMENT: SASA'S CUT AND FILL PROJECT

CAML has announced plans to change its mining method at Sasa's Svinja Reka orebody from the current sub-level caving operation to a method known as cut and fill stoping. More detail on this can be found in the 2020 Annual Report. This method involves filling the voids created by mining activities with a paste backfill. Given that a major component of the backfill material will be tailings generated from the Sasa processing plant, it is estimated that approximately 45% of Svinja Reka's life of mine tailings will be stored underground. Approximately 30% of tailings will be stored in the current TSF4, and CAML is advancing studies with a view to dry stacking the remaining 25%, thereby eliminating the need to construct further tailings dams in the future.



ENVIRONMENTAL FINE PAID

€65,000

ESTIMATED TAILINGS REMOVED BY END OF 2020

95%

A short-term leakage of approximately 8,000m³ of tailings from Sasa's TSF4 into the local river occurred on 14 September 2020. The leakage was stopped soon after and nobody was harmed.

CAML retained the services of global for the future. consultants, Knight Piésold, to advise on the incident. North Macedonian consultants, EcoMosaic, were engaged to develop and lead the 'Environmental and Social Damage Assessment ('ESDA'), along with a consortium of other academics and leaders in their field in the country including biodiversity specialists. International consultants, Wardell Armstrong, were also engaged to advise on the river clean-up and impact assessment from an international perspective, along with EcoMosaic.

The FSDA was undertaken on the full length of the impacted section of the river (approximately 12 kilometres), and the Kalimanci Lake into which the Kamenica River flows.

A €65.000 fine for the environmental impact associated with the leakage at TSF4 was paid by the Company in October 2020.

Knight Piésold discussed the causes and contributory factors to the TSF4 incident with the CAML Board, concluding that the leakage occurred due to water ingress along the composite liner interface through to the dam, resulting in a loss of strength and the subsequent subsidence of the dam crest.

CAML management has worked closely with the designers, Knight Piésold, and the local authorities to address the contributory factors. Physical changes have been made to the dam, as well as some operational and monitoring changes

CLEAN-UP PROGRAMME

The clean-up of an initial highpriority section of the Kamenica River commenced in September. The remainder of the clean-up programme was separated into two phases:

→ Phase 1, which was completed by the end of Q4 2020, involved the physical removal by up to seven contractors of tailings material from the river using excavators and loading equipment from the toe of TSF4 to the coffer dam in Lake Kalimanci. This material was transported to a Ministry of Environment and Physical Planning approval storage site within the Sasa mining licence area. It is estimated that 95% of all tailings were removed from the river as part of this process. The programme designer / supervisor, Atrium, has confirmed that all works were carried out according to the plan

→ Phase 2, which will be ongoing through 2021, involves the collection of the remaining 5% of tailings from sediment traps that have already been installed along the length of the river and into the Kalimanci Lake. Given the vast majority of tailings have been removed, the main focus of Phase 2 will be on biodiversity aspects such as revegetation and tree planting activities along the riverbanks, as well as monitoring of algae and macro-invertebrate regeneration within the river itself



OUR APPROACH

CAML is aware of the adverse effects that mining can have on biodiversity and has put in place specific programmes that are compliant with the legislation of the countries of operation and international standards such as ISO 14001 and IFC PS

These programmes include:

- Mitigating the environmental impacts of our operations by implementing compensation measures, such as the rescue of species, soil conservation, restoration and reforestation
- Closure plans are in place for both operations. Sasa's was last revisited in 2017
- The production life cycle is based on minimising the impact on the environment, reclaiming waste areas, TSFs at Sasa, closing access roads etc. Interaction with stakeholders will be carried out at the final stage of the project life cycle
- Carrying out concurrent rehabilitation by restoring and, wherever possible, improving

- the environment by monitoring water bodies and flora and fauna, and by implementing ongoing improvement actions in line with local regulations
- The teams have ongoing protection programmes for the flora and fauna to preserve native species in the ecosystems close to Sasa

Given the biodiversity study to be undertaken at Kounrad and the revegetation and extensive tree planting programme (as a result of the TSF4 incident) to be undertaken at Sasa in 2021, we will be developing and implementing appropriate robust monitoring and management plans.

The Company has mineral rights over 1,789 hectares of land, 73% of which is classified as disturbed by its operations.

SASA

CAML has mineral rights over 553 hectares at Sasa (5.5km²), of which 12% is classified as disturbed. Since 2009, over 17,300 trees (300 trees in 2020) have been planted on the closed TSFs and other areas within the licence. Tree planting not only remediates degraded areas, making them more attractive, but also has the capacity to significantly reduce soil movement, improve air quality, and encourage local biodiversity.

The entire catchment area upstream of the operation, as well as within the concession boundary was studied in 2018 and a number of species of special interest, including several 'red list' species, were identified – all of which are located in the catchment above Sasa's concession boundary. In 2020 a specific area of the Osogovo Mountains (within which Sasa is located) was proclaimed as a protected area (V Category according to national legislation categorisation). It should be noted that this protected area is out of the Sasa mine concession boundaries. however there is a small part of the north west Sasa licence boundary that is adjacent to the Osogovo

protected area. The protected area adjacent to the Sasa licence is classed as a zone for sustainable use (third level of protection), as opposed to the level five zone for strict protection areas which have no boundaries with Sasa. There are no high biodiversity value species within this zone, which predominantly comprises mesophilic beech forests.

A biodiversity risk assessment and associated report was completed in 2020 as part of the TSF4 investigation and provided as an appendix to the Environmental and Social Damage Assessment ('ESDA'). The focus of this study was on the algae and macro-invertebrates within the river downstream of TSF4. The key findings show that the tailings release influenced the overall flora and fauna of the Kamenica River. However, it is expected that the river and ecology will make a rapid recovery now that the Phase 1 programme has been completed. Following the advice of biodiversity specialists, during the clean-up process the riverbed was deliberately disturbed to encourage and facilitate rapid regeneration of the algae and macro-invertebrates.

TSF4-RELATED BIODIVERSITY

The following recommendations resulted from the risk assessment, which will be implemented at Sasa from 2021:

- Ongoing tailings
 management natural
 cleaning using settlement
 traps
- Surface and groundwater monitoring
- Establishing a long-term (seasonal) biological algae and macro-invertebrates monitoring system to assess the positive effects of the remediation activities
- Improving the natural condition of the ecosystem in Kamenica River by planting natural species of trees and vegetation alongside the areas that were disturbed as a result of the spillage and clean-up activities

- Conducting investigations on upper parts of the Kamenica River to better assess the natural condition of the river upstream of Sasa
- Engaging and formation of a local and international team to develop a biodiversity restoration strategy. Sasa will work with the local forestry department and fully engage with the community to ensure the restoration is undertaken with their full support
- Remediation activities along the riverbed will be undertaken

SRK Consulting has developed closure plans for Sasa, which include closure of the tailings storage facilities. Long-term monitoring procedures of the older facilities are already in place, and future mine closure plans and requirements include regular tailings dam monitoring.

BIODIVERSITY, REHABILITATION AND CLOSURE PLANNING CONTINUED

OUR APPROACH CONTINUED

KOUNRAD

CAML has mineral rights over 1,236 hectares at Kounrad (12.4km²), of which 100% is classified as disturbed, as a result of prior mining and processing activities. In recent years, Kounrad has conducted various studies as part of its plan for overall closure, including an assessment of the volume of dust being generated from the dumps, the optimal way to remediate areas affected by leaching and therefore the most appropriate method for the reintroduction of biodiversity. The Kounrad environmental team monitors the condition of the soil, as well as flora and fauna around the perimeter of the dumps, to ensure that any risk to the surrounding biodiversity can be properly managed and mitigated to demonstrate that activities are not impacting the natural environment.

At Kounrad in 2019, a study was conducted to assess the impact of waste dumps on the environment. As a result of the study, project area reclamation methods were proposed. Scientific evidence demonstrated that the irrigation of the dumps and copper extraction is part of a chemical reclamation process, which has a beneficial effect on adjacent land. The study also confirms that biological reclamation of the entire Kounrad licence area upon closure is not required. The processes occurring during leaching have a favourable effect on the dumps themselves and on the territory adjacent to it.

Kounrad has historical contamination (relating to operations prior to the Company's ownership) and soil monitoring is therefore

routinely carried out along the perimeter of the licence. Soil samples are routinely taken, sent for analysis to independent laboratories and the results shared with the regulatory authorities. In 2020, the conclusion of this work was that the contaminants around the perimeter of the licence do not differ significantly from the background parameters.

In 2021, a biodiversity study will be undertaken in the Kounrad area to determine possible actions and initiatives that can be undertaken to improve the local biodiversity.



UNLOCKING VALUE FOR I OUR COMMUNITIES



WE WERE PLEASED TO BE **ABLE TO HELP OUR LOCAL COMMUNITIES DEAL WITH** COVID-19.

We concentrate on developing positive, constructive and professional relationships with host governments and communities close to our operations, investing resources to understand their needs and promoting close collaboration to respect human rights and implement social investment strategies.

We recognise our responsibility to create shared value for all our stakeholders. By hiring locally and providing fair wages and benefits, we wish to contribute not only to employees' well-being, but also to the economic strength of the communities in which we operate.

By procuring from local supply chains, paying taxes and royalties, providing education and internship opportunities and local community investment, we aim to contribute to socio-economic development.

KEY 2020 HIGHLIGHTS

- → \$166.000 committed to addressing COVID-19 challenges in North Macedonia
- \$136,000 committed to addressing COVID-19 challenges in Kazakhstan
- → Strong Sasa local community relationships maintained despite TSF4 leakage
- Completion of building renovations through the Kounrad Foundation for the following:
- Kounrad Disabled Centre
- Balkhash Centre for the Blind
- Balkhash Crisis Centre for women and families

FOCUS FOR 2021 LONG-TERM TARGETS

Reinvigorate Sasa Training

Park, in Makedonska Kamenica

Centre

(close to Sasa)

- → Sasa Foundation charity → Zero severe or major operational as of Q1 2021 community-related incidents
 - → 0.25% of revenues for Sasa and Kounrad respectively committed to social investment Development of riverside Youth

REPORTING ON STATED 2020 INITIATIVES:

- → Establish the Sasa Foundation for local charitable donations and social initiatives (in Q1 2021)
- Sponsor an additional 10 students of mining and environmental- related studies through tertiary education in North Macedonia – in progress (seven students sponsored)

ISTAINABLE DEVELOPMENT GOALS









TOTAL COMMUNITY SUPPORT

CENTRAL ASIA METALS PLC SUSTAINABILITY REPORT 2020



Effective, transparent and proactive community stakeholder engagement is essential to the smooth running of the operations and to our acceptance in the local area.

Both operations have fully developed and integrated Social Management Systems ('SMS'), which are based predominately on IFC Performance Standards and take their lead from CAML's Sustainability Policy. All documents contained within the SMS are annually updated, reviewed internally and signed off by CAML's Sustainability Director and the relevant General Director.

While the social needs of the communities close to our two operations are different, the teams aim for consistency of approach. The respective systems clearly set out the processes surrounding how we identify and consult with stakeholders. Our teams have identified appropriate mechanisms for regular communication and partnership with our regional and national stakeholders. We assess the effectiveness of the Company's

approach in terms of community engagement and development primarily by feedback received from community stakeholders through all the available channels (covered below in 'How we engage').

Environmental and Social Impact Assessments ('ESIA') have been carried out at both operations in the early stages of Company ownership to ensure a proper understanding of the local issues. Additional ESIAs are developed as necessary for material changes to each respective operation. Whilst the assessments (and therefore the level of stakeholder communication) differ from country to country, they both involved engagement with the local community and our actual and potential impacts continue to be monitored on an ongoing basis.

Stakeholder Engagement Plans ('SEP') have been developed for both operations. A stakeholder mapping process was conducted at Sasa and, whilst no formal process has been conducted at Kounrad, we have through internal assessment identified local community stakeholders.

CAML commissioned a full stakeholder engagement process in 2020 to confirm our material issues and this is covered in detail on page 7.

Engagement is predominately undertaken by our Social Affairs Coordinators (who report directly to the Sustainability Director and to the respective General Directors), together with senior site management.

Sasa also has a dedicated Social and Community Relations Department. Activities at each operation are reported on a regular basis to the Sustainability Committee, with two-way communication to ensure proper feedback to the sites. The General Directors at each operation are in frequent communication with the local Mayor's offices to ensure open lines of engagement within the community. In all instances of communication, the Company is careful to respect the values and culture of communities.

Whilst face-to-face communication has been limited in 2020 as a result of COVID-19, we were able to maintain strong communication via electronic means and socially distanced meetings. Sasa's drop-in community centre was closed between April and December 2020 and was instead used as a medical examination centre for employees prior to them returning to work after sick leave.

We have developed positive, constructive and professional relationships with host governments and communities close to CAML's operations and have engendered successful two-way lines of communication as well as built public trust. An important part of maintaining continued close relations is facilitating visits to our operations and, whilst these were limited in 2020 on account of COVID-19, we were still able to host a number of government and community members at our sites.

We continue to raise awareness as to how the Company operates, especially with regards to health, safety, environmental and social matters.

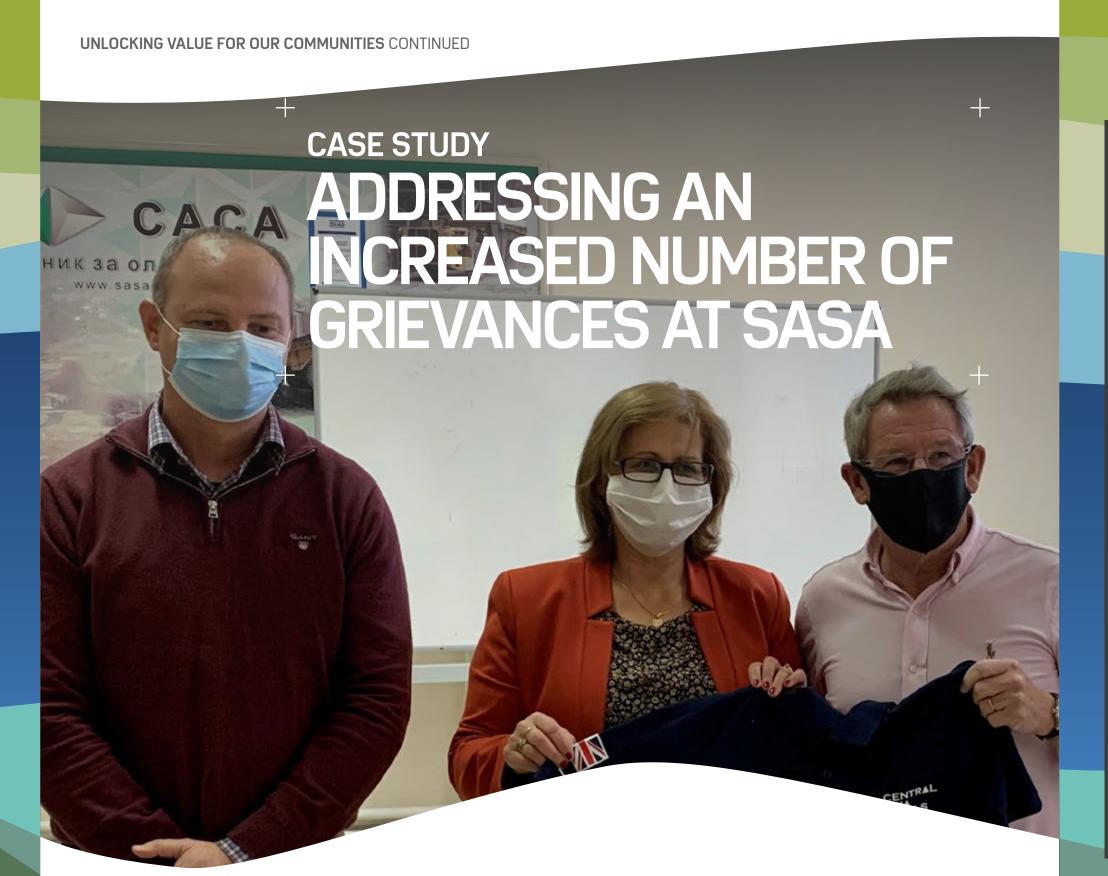
Formal grievance mechanisms are in place at both operations. There were no official grievances from the local community submitted to Kounrad during 2020. There was an increase in the number of grievances at Sasa as a result of the TSF4 leakage, which served to highlight the importance of strong community relationships. Read more about our response to these stakeholder grievances in the case study below.

We encourage stakeholders to raise any concerns that they have, and they can do so in a number of ways, including:

- → Directly through the respective Social Affairs Coordinator
- → Via the Community Drop-in Centre in Makedonska Kamenica for Sasa and directly to the head office in Balkhash for Kounrad (physical access has been restricted in 2020 as a result of COVID-19)
- → Via links provided on the local operations websites
- → Via the local Mayor's office, close to both operations
- → In writing to the head office

The Company takes community matters seriously and commits to addressing them swiftly and appropriately. All communication is recorded, and feedback given. All relevant Company information is available in local languages in both countries to ensure our stakeholders can understand all communications.

See pages 30-31 of our 2020 Annual Report for full details of the Company's stakeholder engagement activities



Our local community stakeholders were understandably disappointed by the TSF4 incident. However, they have been generally supportive of our clean-up approach and appreciative of our continued dialogue throughout the weeks and months immediately following the incident. We firmly believe that our community relationships remain intact despite this unfortunate incident, largely due to the strength of our relationships prior to the event and also the engagement strategy implemented in the immediate aftermath, which remains ongoing.

CAML established a specialist committee, comprising both internal and external specialists, to review and address stakeholder concerns. All grievances and complaints were recorded and resolved in an appropriate manner. A total of 35 grievances related to the incident have been received and all but one were resolved before the end of 2020 with the final grievance having been resolved in Q1 2021.

The Company has maintained open lines of communication and engaged regularly by telephone, video call or in the community with all stakeholders (employees, local and national government, community members, the national public and shareholders) to explain the incident and keep stakeholders abreast of clean-up activities. We have also invited many stakeholders to site to see TSF4.

Prior to any river remediation works commencing, a Sasa representative consulted with the community to explain the proposed clean up works. During clean-up operations, Sasa supervisors were in the field managing the works and engaging with the community.



SASA TSF4-RELATED GRIEVANCES

35

GRIEVANCES RESOLVED BY END OF 2020

34

SOCIO-ECONOMIC CONTRIBUTION

OUR APPROACH

CAML aims to provide real benefits to local communities and host countries and is committed to providing support, fostering sustainable development, facilitating socio-economic progress (specifically in the field of community training and education) and helping the youth and most vulnerable members of the community.

Our responsibility to our communities has only been highlighted by the global pandemic, which has emphasised the role of business in contributing to societal needs. We have tried to maintain an agile approach to investment throughout the year and have redirected funds to meet the evolving requirements of the community.

Both operations have community development programmes in place. Site teams consult regularly with members of the community to ascertain their needs so that supportive projects can be identified and agreed upon in terms of donations, time and skills required. Sasa holds an annual meeting to consult with relevant stakeholders

(including representatives from vulnerable groups) on social development programmes. To date, efforts have mainly focused on education, supporting disabled children and adults, underprivileged children and those with learning difficulties, and encouraging sporting activity.

Both operations now have Foundation charities, with Sasa's formalised during Q1 2021. These charitable foundations are used as formal and structured vehicles for targeted social donations and commit at least 0.25% of their respective site's revenue for social development projects. Whilst the level of actual spend on social projects fluctuates from year to year, the amount committed within each foundation remains, enabling the charity to plan and budget for the longer term.





COMMUNITY SUPPORT

Much of our community support was directed towards addressing the challenges of COVID-19 in 2020. In addition to the COVID-19-related expenditure noted in the case study on page 26, our operations provided additional assistance to our local communities in 2020.

Sasa provided support to local sports programmes (including FC Kamenica Sasa youth teams, FFC Kamenica Sasa and BC Basket Kam youth teams), local vulnerable groups (in the form of traditional new year presents for school, kindergarten children and people with disabilities and food packages for families from vulnerable categories) and provided funds for medical treatment for local people from vulnerable categories.

During 2020, the Kounrad
Foundation completed the
refurbishment of the Crisis Centre
for vulnerable women and children
in Balkhash. It supported the
renovation of the Balkhash Disabled
Society Centre, the Centre for the
Blind and purchased an ambulance
to serve the residents of Kounrad
village, which was delivered in
Q1 2021. In 2020, the Kounrad
Foundation received recognition
from the Mayor of Balkhash, when it
was awarded 'Patron of the Year'.

Total social project spending decreased slightly from \$0.6 million in 2019 to \$0.5 million in 2020 due to the cancellation of many traditional and sporting activities as a result of COVID-19. We have committed to develop a riverside 'Youth Park' along the banks of the Kamenica River, in Makedonska Kamenica, the town closest to the Sasa mine. At a cost of approximately \$150,000, the project will create trails and walkways along the river, including trees, flowerbeds,

fountains and a gazebo, as well as a children's playground. We were keen to support this project as it seems a fitting community project following the TSF4 incident.



In 2020, one of the foundation's largest projects was to provide back-up power supply to Balkhash's Central Hospital, which frequently suffers from power outages.

The local community and authorities supported our work to instal a new diesel generator as well as to undertake repairs to the switchgear system in conjunction with the city's electricity service. The total cost of this work was \$35,000.

The work has been concluded and the hospital now has reliable power, which is crucial given the significantly increased requirement for ventilators and intensive care equipment due to the COVID-19 pandemic.



POWER SUPPLY PROJECT COST

\$35,000



NORTH MACEDONIA COVID-19 SUPPORT

\$166,000

KAZAKHSTAN COVID-19 SUPPORT

\$136,000

Much of our 2020 community support funding was directed towards the challenges of COVID-19.

At Sasa, the following support was provided, totalling \$166,000:

- Donation to the Ministry of Health COVID-19 fund
- PPE and equipment donations to the Kochani and Stip Hospitals
- Participating in the initiative of President Pendarovski for food donations to vulnerable families throughout the country
- Purchase of a biological safety cabinet at the Kochani Health Centre for use in the examination of COVID-19 samples
- → 200 new tablets were donated to two schools in Makedonska Kamenica to assist in effective home schooling during the pandemic

At Kounrad, the following support was provided through the Kounrad Foundation, totalling \$136,000:

- Over 100 food packages for veterans, retirees and low-income individuals in order to protect the health of the over- 65s
- Purchase of a PCR machine and installation of associated laboratory equipment for Balkhash Central Hospital, along with the required reagents to enable the determination of COVID-19
- Installation of a diesel generator and associated electrical works at Balkhash Central Hospital (see case study on page 57)



SOCIO-ECONOMIC CONTRIBUTION CONTINUED

COMMUNITY TRAINING PROGRAMMES AT SASA

The Sasa mine is at the heart of the local community, which is located in a region of scarce skilled labour availability. Therefore, developing local skills and expertise is a positive way of contributing to social development in host communities as well as providing talent for the Company.

Unfortunately, due to the pandemic, there was limited activity at the Sasa Training Centre, which opened in 2019. We started to focus on this again during Q4 2020 and are now in the process of developing a certified mining course to complement the mechanical engineering training that has already been developed. Epiroc, which provides Sasa with mining equipment, is also helping us by providing people, equipment and content for our training courses.

The training centre is important in our recruitment efforts as it generates promising trainees and provides the facility where potential candidates can undertake various aptitude tests. Eight out of 12 people who trained in early 2020 have subsequently been employed by the mine.

Sasa provides scholarships to local students who have chosen degree courses in the fields of mining, geology or environmental sciences. Sasa currently sponsors seven students – three study mining and four study environmental sciences at the Faculty of Natural and Technical Sciences in Stip. In addition to this, we have supported four local mining students during the last five years at Russian and Bulgarian specialist mining universities. All of them have completed their studies and are now employees of the mine.

CAML ECONOMIC VALUE

We have an economically robust business that underpins our ability to generate profits and dividends for our shareholders and ensures that our successes are also felt by other important stakeholders. We strongly believe that by creating shared value we are ensuring the long-term sustainability of our operations and acting as a good corporate citizen.

CAML is proud of the value that it brings to the host countries of operation; as a relatively small business in terms of scale in Kazakhstan, CAML has paid total taxes in-country of \$163.4 million since operating the Kounrad project. Sasa is a large and important business in North Macedonia, having generated the third largest profit in 2019. Since CAML acquired the mine, taxes totalling \$48.6 million have been paid.

Neither CAML nor its subsidiary companies have ever made political donations in either country of operation and both operations have firm policies in place prohibiting political donations.

2020 economic value distributed (summary)	Stakeholder	\$m
Operating expenses	Suppliers & contractors	42.2
Wages and other payments to employees	Employees	26.7
Dividend payments to shareholders	Shareholders	13.9
Payment to creditors: Interest payments on loans	Lenders	4.8
Payments of tax	Government	24.9
Community investments	Local communities	0.5
Economic value distributed		113.0

PAID IN TAXES IN KAZAKHSTAN SINCE 2012 AND IN NORTH MACEDONIA UNDER CAML'S OWNERSHIP

\$212m

\$113m



SOCIO-ECONOMIC CONTRIBUTION CONTINUED

LOCAL PROCUREMENT

Promoting local economic development is an important way of providing benefits to society and we aim to support local businesses where possible. This is reflected in our preferential procurement practices. Local procurement brings significant benefits to our sites as it helps them to maintain their social licence to operate, strengthens relationships with host governments and improves supply chain efficiency. For detail on CAML's approach to a responsible supply chain, see page 16.

PREFERENTIAL PROCUREMENT

We believe that local procurement creates significant economic benefits, leading to more jobs and income and a transfer of skills and technology. Vital domestic business networks develop and therefore shared value is created.

SASA

Our policy at Sasa is to give priority to majority-owned North Macedonian businesses and, where possible, supports firms that are located close to the mine. Sasa ensures that it does not build new supply capacity at the local or regional level where there are already adequate suppliers. 52% of Sasa's goods and services were purchased from local suppliers. Our local procurement goal is 50%.

KOUNRAD

In Kazakhstan, we have a local procurement goal of 30% going forwards of Kounrad's Sary Kazna subsidiary goods and services to be purchased in Kazakhstan. At Kounrad, in 2020, 92% of goods and services were purchased in country, and 56% were purchased from suppliers local to the Karaganda region of Kazakhstan.



APPENDIX

MAINTAINING HEALTH AND SAFETY

Group safety performance			
	2020	2019	2018²
Sasa			
Lost time injuries ('LTI')	0	1	6
Medical treatment injuries ('MTI')	1	1	0
Recordable injuries ('RI')	1	1	6
Cumulative hours worked	1,505,592	1,508,100	1,551,636
Lost time injury frequency rate ('LTIFR')¹	0.00	0.66	3.87
Total recordable injury frequency rate ('TRIFR')¹	0.66	1.33	3.87
Kounrad			
Lost time injuries ('LTI')	0	0	2
Medical treatment injuries ('MTI')	0	0	0
Recordable injuries ('RI')	0	0	2
Cumulative hours worked	803,287	844,913	558,574
Lost time injury frequency rate ('LTIFR')¹	0.00	0.00	3.58
Total recordable injury frequency rate ('TRIFR')¹	0.00	0.00	3.58
Group			
Lost time injuries ('LTI')	0	1	8
Medical treatment injuries ('MTI')	1	1	0
Recordable injuries ('RI')	1	2	8
Cumulative hours worked	2,308,879	2,353,013	2,110,210
Lost time injury frequency rate ('LTIFR')¹	0.00	0.42	3.79
Total recordable injury frequency rate ('TRIFR')¹	0.43	0.85	3.79

FOCUSING ON OUR PEOPLE³

	21	020	2019
Total employees and contractors	1,2	.45	1,230
Total employees	1,0	40	1,039
By gender			
Men	9	09	914
Women	1	131	125
Total contractors	2	05	191
Total permanent employees	8	373	826
By region			
North Macedonia (Sasa)	5	26	485
Kazakhstan (Kounrad)	3	30	323
United Kingdom (Corporate)		17	18
Total temporary employees	1	.67	213
By region			
North Macedonia (Sasa)	1	.67	213
Kazakhstan (Kounrad)		0	0
United Kingdom (Corporate)		0	0
Total full-time employees	1,0	35	1,034
By gender			
Men	9	08	913
Women	1	127	121

³ People data includes London office.

Rates based on 1,000,000 hours worked. See glossary for details.

All safety data includes employees and contractors at CAML operations, except for Kounrad 2018 figures, which exclude contractors.

FOCUSING ON OUR PEOPLE CONTINUED

	2020	2019
Total part-time employees	5	5
By gender		
Men	1	1
Women	4	4
Diversity in total workforce		
By gender		
Men	87%	88%
Women	13%	12%
By age		
Under 30	15%	14%
30-50	62%	62%
Over 50	22%	24%
Board members	9	9
Diversity on Board		
By gender		
Men	89%	89%
Women	11%	11%
By age		
Under 30	0	0
30-50	22%	22%
Over 50	78%	78%
Senior management	8	_
Diversity in senior management		
By gender		
Men	87.5%	_
Women	12.5%	_
By age		
Under 30	0%	_
30-50	12.5%	_
Over 50	87.5%	_

	2020
Management	20
Diversity in management	
By gender	
Men	65%
Women	35%
By age	
Under 30	0%
30-50	80%
Over 50	20%
New employee hires	91
By gender	
Men	80
Women	11
By age	
Under 30	46
30-50	42
Over 50	3
By region	
North Macedonia (Sasa)	41
Kazakhstan (Kounrad)	49
United Kingdom (Corporate)	1
Employee turnover	8.0%
By gender	
Men	7.6%
Women	0.4%
By age	
Under 30	2.4%
30-50	2.4%
Over 50	3.2%
By region	
North Macedonia (Sasa)	6.8%
Kazakhstan (Kounrad)	10.9%
United Kingdom (Corporate)	0%

CARING FOR THE ENVIRONMENT

Of INTINO 1 OIL THE EITH MOIL IEITH				
GROUP ENERGY USAGE				
UP	Units	2020	2019	2018
Fuel consumption from non-renewable sources:	GJ	334,525	392,467	381,238
Coal	GJ	285,160	337,935	328,528
Diesel/petroleum	GJ	49,365	54,532	53,330
Electricity consumption	GJ	361,095	343,960	358,185
Total energy consumption ¹	GJ	695,620	736,427	740,043
Tonnes of Cu equivalent production	t Cu Eq	29,082	31,233	31,459
Energy intensity	GJ/t Cu Eq	23.92	23.58	23.52
GROUP EMISSIONS ²				
	Units	2020	2019	2018
Sasa				
Scope 1 emissions	tCO ₂ e	2,561	3,034	2,850
Scope 2 emissions	tCO ₂ e	40,121	39,229	38,464
Total emissions	tCO ₂ e	42,682	42,263	41,314
Tonnes Cu equivalent production	t	15,227	17,462	17,410
GHG intensity	tCO ₂ e/t Cu Eq	2.80	2.42	2.37
Kounrad				
Scope 1 emissions	tCO ₂ e	20,835	27,817	23,767
Scope 2 emissions	tCO ₂ e	34,551	32,235	35,165
Total emissions	tCO ₂ e	55,386	60,052	58,932
Tonnes Cu equivalent production	t	13,855	13,771	14,049
GHG intensity	tCO ₂ e/t Cu Eq	4.00	4.36	4.19
Group				
Scope 1 emissions	tCO ₂ e	23,396	30,851	26,617
Scope 2 emissions	tCO ₂ e	74,672	71,464	73,629
Total emissions	tCO,e	98,068	102,315	100,246
Tonnes Cu equivalent production	t	29,082	31,233	31,459
GHG intensity	tCO ₂ e/t Cu Eq	3.37	3.28	3.19

GROUP WATER CONSUMPTION

			All areas		Aı	reas with water stress	(Sasa)
Water withdrawal by source	Units	2020	2019	2018	2020	2019	2018
Surface water	MI	2,560	2,895	3,688	1,980	2,484	3,185
Freshwater ¹	MI	2,560	2,895	3,688	1,980	2,484	3,185
Groundwater	MI	1,384	899	45	1,261	776	_
Freshwater ¹	MI	1,384	899	45	1,261	776	_
Third-party water	MI	77	80	101	_	_	_
Freshwater ¹	MI	77	80	101	_	_	_
Total water withdrawal	MI	4,021	3,874	3,834	3,241	3,260	3,185
	All areas Areas with water s					reas with water stress	(Sasa)
Water discharge by destination	Units	2020	2019	2018	2020	2019	2018
Surface water	MI	3,154	2,302	2,258	3,154	2,302	2,258
Third-party water	MI	67	6	6	_	_	_
Third-party water sent for use to other organisations	MI	67	6	6	-	_	-
Total water discharge	MI	3,221	2,313	2,270	3,154	2,302	2,258
Freshwater ¹	MI	3,221	2,313	2,270	3,154	2,302	2,258
Water discharge with no treatment	MI	3,221	2,313	2,270	3,154	2,302	2,258
			All areas		Aı	reas with water stress	(Sasa)
Group water consumption	Units	2020	2019	2018	2020	2019	2018
Water consumption ²	MI	800	1,561	1,564	87	958	927
Tonnes of Cu equivalent production	t Cu Eq	29,082	31,233	31,265	15,227	17,462	17,410
Water consumption intensity	MI	0.0275	0.0500	0.0500	0.0057	0.0549	0.0532

No energy consumption from renewable sources.
 Gases included in the calculation: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃.

 <1,000 mg/L Total Dissolved Solids.
 Consumption is calculated as the volume of fresh water abstracted minus the discharged water.

CARING FOR THE ENVIRONMENT CONTINUED

CARINO I OR THE ENVIRONMENT CONTINUED				
GROUP WASTE MANAGEMENT	Units	2020	2019	2018
Sasa				
Total non-mineral waste generated	t	599	635	624
non-hazardous waste	t	550	566	546
hazardous waste	t	49	69	78
Total waste to landfill	t	128	155	155
Total waste treated/disposed off site	t	471	480	469
non-hazardous waste	t	422	411	391
hazardous waste	t	49	69	78
Total non-hazardous waste given to the community	t	_	_	_
Total waste recycled on site	t	-	_	_
Total mineral waste generated (tailings)	t	733,343	733,021	718,303
Kounrad				
Total non-mineral waste generated	t	2,591	3,513	2,580
non-hazardous waste	t	2,585	3,508	2,578
hazardous waste	t	5	4	2
Total waste to landfill	t	809	694	669
Total waste treated/disposed off site	t	10	11	13
non-hazardous waste	t	5	6	11
hazardous waste	t	5	4	2
Total non-hazardous waste given to the community	t	1,754	2,795	1,892
Total waste recycled on site	t	18	13	6
Total mineral waste generated (tailings)	t	_	_	_
Group				
Total non-mineral waste generated	t	3,190	4,148	3,204
non-hazardous waste	t	3,135	4,074	3,124
hazardous waste	t	54	73	80
Total waste to landfill	t	937	849	824
Total waste treated/disposed off site	t	481	491	482
non-hazardous waste	t	427	417	402
hazardous waste	t	54	73	80
Total non-hazardous waste given to the community	t	1,754	2,795	1,892
Total waste recycled on site	t	18	13	6
Total mineral waste generated (tailings)	t	733,343	733,021	718,303
	L	700,040	755,021	, 10,505

UNLOCKING VALUE FOR COMMUNITIES

SOCIO-ECONOMIC CONTRIBUTION

			2020				2019				2018		
	Stakeholder	N. Macedonia \$'m	Kazakhstan \$'m	Other \$'m	Total \$'m	N. Macedonia \$'m	Kazakhstan \$'m	Other \$'m	Total \$'m	N. Macedonia \$'m	Kazakhstan \$'m	Other \$'m	Total \$'m
Direct economic value generated:	Otakerioluei	JIII	Ψ111	Ψ111	JIII	Ψ111	Ψ111	Ψ111	Ψ111	9111	ΨΠ	9111	9111
Gross revenue from copper sales	Wide range of stakeholders		87.7	_	87.7	_	81.7	_	81.7	_	92.6	_	92.6
Gross revenue from zinc sales		30.9		_	30.9	40.1		_	40.1	47.9		_	47.9
Gross revenue from lead sales		49.7	_	_	49.7	57.0	_	_	57.0	61.5	_	_	61.5
Gross revenue from silver sales		2.0	_	_	2.0	1.9	_	_	1.9	2.1	_	_	2.1
Gross revenue from other sales		_	-	_	-	0.1	_	_	0.1	0.1	_	_	0.1
Gross Revenue		82.6	87.7	_	170.3	99.1	81.7	_	180.8	111.6	92.6	_	204.2
Revenue from sale of assets	Wide range of stakeholders	0.3	0.1	_	0.4	_	0.2	_	0.2	_	_	_	
Direct economic value generated		82.9	87.8	_	170.7	99.1	81.9	_	181.0	111.6	92.6	_	204.2
Economic value distributed:													
Operating expenses	Suppliers and contractors	27.3	10.9	4.0	42.2	28.2	10.9	4.2	43.3	31.5	9.7	5.4	46.6
Wages and other payments to employees	Employees	13.5	5.1	8.1	26.7	11.9	4.2	8.1	24.2	11.2	4.2	11.6	27.0
Dividend payments to shareholders	Shareholders	_	_	13.9	13.9	_	_	32.2	32.2	_	_	39.6	39.6
Payment to creditors: Interest payments on loans	Lenders	0.2	_	4.6	4.8	_	_	9.4	9.4	_	_	12.1	12.1
Payments of tax ¹	Government	6.0	18.9	_	24.9	8.0	16.9	_	24.9	15.2	19.5	_	34.7
Community investments	Local communities	0.3	0.2	_	0.5	0.3	0.3	_	0.6	0.4	0.2	_	0.6
Economic value distributed		47.3	35.1	30.6	113.0	48.4	32.3	53.9	134.6	58.3	33.6	68.7	160.6
Economic value retained (generated – distributed	d)	35.6	52.7	(30.6)	57.7	50.7	49.6	(53.9)	46.4	53.3	59.0	(68.7)	43.6

¹ The tax disclosed is the total corporate income tax recognised in the income statement, MET, concession fees and property taxes. The figure excludes the payroll taxes and additional cash payments made on corporate income tax during the year.



AIM	Alternative Investment Market	ISO	International Organization for Standardization	Scope 2	Scope 2 emissions are indirect emissions from the
Board	CAML Board of Directors	ISO 14001	International standard for environmental management	emissions	generation of purchased energy
CAML	Central Asia Metals Plc (the 'Company')	ISO 150001	International standard for energy management systems	SEMP	Social and environmental management plans
Corinair	Corinair is a programme to establish an inventory of	ISO 45001	International standard for heath and safety	SEP	Stakeholder engagement plans
	emissions of air pollutants in Europe	LED	Light-emitting diode	SIER	Trade Union of Industry, Energy and Mining of Macedonia
EMS	Environmental management systems	LTI	Lost-time injury	SOP	Safe operating procedure
EIA	Environmental impact assessment			SX-EW	Solvent extraction electro-winning
ESG	Environmental, social and governance	LTIFR	Lost-time injury frequency rate (calculated as the number of work lost-time injuries, divided by the number of hours	TCFD	Taskforce on Climate-related Financial Disclosures
ESIA	Environmental and Social Impact Assessments		worked, multiplied by 1,000,000)	TRI	Total recordable injury
FTSE4Good	A series of benchmark and tradable indexes for	MESO	Multi-Ethnicity Union for Education	TRIFR	Total recordable injury frequency rate (calculated as
ESG investors		MoEPP	Ministry of Environment and Physical Planning, North		number of recordable injuries, divided by the number of
GHG	Greenhouse gas		Macedonia		hours worked, multiplied by 1,000,000)
GISTM	Global Industry Standard on Tailings Management	MTI	Medical treatment injury	TSF	Tailings storage facility
GO	Guarantee of Origin; provides proof of the environmental	MWh	Megawatt hours	UNDP	United Nations Development Programme
	attributes of the generation of one MWh of electricity	PM10	Particulate matter less than 10mm	UNFCCC	United Nations Framework Convention on Climate Change
	produced by a renewable source	PVP	Photovoltaic	UN SDGs	United Nations Sustainability Development Goals
GRI	Global Reporting Initiative	QCA Code	Quoted Companies Alliance Code – the corporate	WIM	Women in Mining
HSE	Health, safety and environmental		governance code adopted by the majority of companies		
IFC	International Finance Corporation		on the AIM market in the UK		
ILO	International Labor Organization – ILO standards is a	RI	Recordable injury		
	comprehensive system of instruments on work and social	SASB	Sustainability Accounting Standards Board		

Scope 1 emissions are direct emissions from owned

or controlled sources

Scope 1

emissions

IPPC

policy, backed by a supervisory system

Integrated Pollution Prevention and Control Permit

GRI INDEX

	Page number or reference	Comments
GENERAL DISCLOSURES		
ORGANISATIONAL PROFILE	1	
102-1 Name of the organisation	3	
102-2 Activities, brands, products, and services	1	
102-3 Location of headquarters	3	
102-4 Location of operations	3	
102-5 Ownership and legal form		Central Asia Metals plc ('CAML') is a public company registered in England and Wales and listed on the AIM market of the London Stock Exchange with its head office in London. It has approximately 500 shareholders at any given time, none of whom possess a controlling interest. Under CAML there are two Holland-based holding structures one of which (CAML Kazakhstan B.V.) is 100% owned by CAML and the other (CMK Mining B.V.) which is indirectly held by CAML through CAML MK Limited. The CAML MK sub-Group holds 100% of Rudnik Sasa DOOEL, which is the concessionaire to the Sasa Mine. Sary Kazna LLP, a Kazakh company which is responsible for leaching operations, is wholly owned by CAML and is the registered subsoil user with exploitation rights for the Kounrad Project. CAML has a 75% share in Copper Bay Limited, a further structure which is which is currently held for sale.
102-6 Markets served	See below	
102-7 Scale of the organisation	3	
102-8 Information on employees and other workers	61	
102-9 Supply chain	16	The Group sells and distributes its base metal products primarily through agreements with its off-take partner, Traxys Europe S.A. At Kounrad, the copper cathode is sold via an arrangement by which a minimum of 95% of the SX-EW plant output is sold to Traxys and the remaining 5% of sales are to local customers. Sasa's zinc and lead concentrates are sold through Traxys, predominantly to local smelters.
102-10 Significant changes to the organisation and its supply chain		No significant changes were made.
102-11 Precautionary Principle or approach		While CAML believes in many cases it takes the Precautionary Approach, this is not a formally documented principle.
Disclosure 102-12 External initiatives	9, 14	
Disclosure 102-13 Membership of associations		CAML is involved in local and national organisations which engage in meaningful strategic discussions and which promote change through collaboration and open discourse. Sasa is a member of the Management Committee and Assembly of the North Macedonian Chamber of Commerce. It is also affiliated with the American Chamber of Commerce as well as the Bulgarian – North Macedonian Chamber of Commerce.
STRATEGY		
102-14 Statement from senior decision-maker	4-5	
ETHICS AND INTEGRITY		
102-14 Statement from senior decision-maker	4-5	
GOVERNANCE		
102-18 Governance structure	See page 62 of 2020 Annual Report	

	Page number or reference	Comments
STAKEHOLDER ENGAGEMENT		
102-40 List of stakeholder groups	See pages 30-31 of 2020 Annual Report	
102-41 Collective bargaining agreements	27-28, 30	
102-42 Identifying and selecting stakeholders	See pages 30-31 of 2020 Annual Report	
102-43 Approach to stakeholder engagement	See pages 30-31 of 2020 Annual Report	
102-44 Key topics and concerns raised	See pages 30-31 of 2020 Annual Report	
REPORTING PRACTICE		
102-45 Entities included in the consolidated financial statements	See page 108 of 2020 Annual Report	
102-46 Defining report content and topic boundaries	1	
102-47 List of material topics	7	
102-48 Restatements of information	41, 42	Miscalculation of Kounrad 2019 electricity usage and therefore carbon emissions intensity.
102-49 Changes in reporting	7	As a result of the 2020 materiality assessment, the material topics have been refined from those presented in the 2019 Sustainability Report.
102-50 Reporting period	1	
102-51 Date of most recent report	1	
102-52 Reporting cycle	1	
102-53 Contact point for questions regarding the report	1	
102-54 Claims of reporting in accordance with the GRI Standards	1	
102-55 GRI content index	67	
102-56 External assurance		No external assurance was performed.
MATERIAL TOPIC DISCLOSURES		
GRI 201: ECONOMIC PERFORMANCE		
103-1 Explanation and reporting boundary	1, 7, 52, 55, 59	
103-2 Management approach and components	52, 55-60	
103-3 Evaluation of the management approach	55-60	
201-1 Direct economic value generated and distributed	59, 65	
GRI 202: MARKET PRESENCE		
103-1 Explanation and reporting boundary	1, 7, 27-30	
103-2 Management approach and components	28-30	
103-3 Evaluation of the management approach	28-30	
202-2 Proportion of senior management hired from the local community	29	
GRI 204: PROCUREMENT PRACTICES		
103-1 Explanation and reporting boundary	1, 7, 60	
103-2 Management approach and components	60	
103-3 Evaluation of the management approach	60	
204-1 Proportion of spending on local suppliers	60	

	Page number or reference	Comments
GRI 205: ANTI-CORRUPTION		
103-1 Explanation and reporting boundary	1, 7, 11-13	
103-2 Management approach and components	11-13	
103-3 Evaluation of the management approach	12-13	
205-1 Operations assessed for risks related to corruption	13	
GRI 302: ENERGY		
103-1 Explanation and reporting boundary	1, 7, 37, 40	
103-2 Management approach and components	40	
103-3 Evaluation of the management approach	40	
302-1 Energy consumption within the organisation	41, 63	
302-3 Energy intensity	41, 63	
GRI 303: WATER AND EFFLUENTS		
103-1 Explanation and reporting boundary	1, 7, 37, 44-45	
103-2 Management approach and components	44-45	
103-3 Evaluation of the management approach	44-45	
303-1 Interactions with water as a shared resource	44-45	
303-2 Management of water discharge-related impacts	44	
303-3 Water withdrawal	63	
303-4 Water discharge	63	
303-5 Water consumption	63	
GRI 304: BIODIVERSITY		
103-1 Explanation and reporting boundary	1, 7, 37, 50-51	
103-2 Management approach and components	50-51	
103-3 Evaluation of the management approach	50-51	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	50-51	
GRI 305: EMISSIONS		
103-1 Explanation and reporting boundary	1, 7, 37, 40	
103-2 Management approach and components	40-42	
103-3 Evaluation of the management approach	40-42	
305-1 Direct (Scope 1) GHG emissions	41, 63	
305-2 Energy indirect (Scope 2) GHG emissions	41, 63	
305-4 GHG emissions intensity	41, 63	
GRI 306: WASTE		
103-1 Explanation and reporting boundary	1, 7, 37, 46-49	
103-2 Management approach and components	46-49	
103-3 Evaluation of the management approach	46-49	
306-1 Waste generation and significant waste-related impacts	46-48	
306-2 Management of significant waste-related impacts	46-48	
306-3 Waste generated	64	
306-5 Waste directed to disposal	64	

	Page number or reference	Comments
GRI 307: ENVIRONMENTAL COMPLIANCE		
103-1 Explanation and reporting boundary	1, 7, 37, 38	
103-2 Management approach and components	9, 37-39	
103-3 Evaluation of the management approach	9, 37	
307-1 Non-compliance with environmental laws and regulations	9	
GRI 401: EMPLOYMENT		
103-1 Explanation and reporting boundary	1, 7, 27, 28	
103-2 Management approach and components	27-36	
103-3 Evaluation of the management approach	36	
401-1 New employee hires and employee turnover	36, 61-62	
GRI 402: LABOUR/MANAGEMENT RELATIONS		
103-1 Explanation and reporting boundary	1, 7, 27-30	
103-2 Management approach and components	27-31	
103-3 Evaluation of the management approach	27-31	
402-1 Minimum notice periods regarding operational changes	30	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
103-1 Explanation and reporting boundary	1, 7, 17-25	
103-2 Management approach and components	17-25	
103-3 Evaluation of the management approach	17-25	
403-1 Occupational health and safety management system	18	
403-2 Hazard identification, risk assessment, and incident investigation	19-20	
403-3 Occupational health services	24-26	
403-4 Worker participation, consultation, and communication on occupational health and safety	18-20	
403-5 Worker training on occupational health and safety	21	
403-6 Promotion of worker health	24-26	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by busines relationships	ss 18-25	
403-8 Workers covered by an occupational health and safety management system	18	
403-9 Work-related injuries	23, 61	
GRI 404: TRAINING AND EDUCATION		
103-1 Explanation and reporting boundary	1, 7, 27, 32-34	
103-2 Management approach and components	27, 32-34	
103-3 Evaluation of the management approach	32-34	
404-1 Average hours of training per year per employee	34	Training hours were not broken down by gender and employee category in 2020 – information unavailable and will be collected in 2021.
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
103-1 Explanation and reporting boundary	1, 7, 27, 35	
103-2 Management approach and components	32-35	
103-3 Evaluation of the management approach	35	
405-1 Diversity of governance bodies and employees	35, 61-62	Data is not broken down by employee level. Data is not broken down by gender for permanent or temporary employees – information unavailable and will be collected in 2021.

	Page number or reference	Comments
GRI 406: NON-DISCRIMINATION		
103-1 Explanation and reporting boundary	1, 7, 27, 31	
103-2 Management approach and components	31-32	
103-3 Evaluation of the management approach	31	
406-1 Incidents of discrimination and corrective actions taken	31	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
103-1 Explanation and reporting boundary	1, 7, 27, 28	
103-2 Management approach and components	28-30	
103-3 Evaluation of the management approach	28-30	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	16, 28	Neither of CAML's operations are considered at risk regarding freedom of association and collective bargaining.
GRI 412: HUMAN RIGHTS ASSESSMENT		
103-1 Explanation and reporting boundary	1, 7	
103-2 Management approach and components	12-16	
103-3 Evaluation of the management approach	12-16	
412-2 Employee training on human rights policies or procedures	14	
GRI 413: LOCAL COMMUNITIES		
103-1 Explanation and reporting boundary	1, 7, 52	
103-2 Management approach and components	52-59	
103-3 Evaluation of the management approach	52-59	
413-1 Operations with local community engagement, impact assessments, and development programmes	53, 55	
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
103-1 Explanation and reporting boundary	1, 7, 16	
103-2 Management approach and components	16	
103-3 Evaluation of the management approach	16	
414-1 New suppliers that were screened using social criteria	16	This screening was not conducted – information unavailable – but a process is being developed to undertake this in 2021.
GRI 419: SOCIO-ECONOMIC COMPLIANCE		
103-1 Explanation and reporting boundary	1,7, 9, 10	
103-2 Management approach and components	9	
103-3 Evaluation of the management approach	9	
419-1 Non-compliance with laws and regulations in the social and economic area	9	



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