

PEOPLE POLICY (THE 'POLICY')

Central Asia Metals plc ('CAML', the 'Company' or 'Group') is committed to cultivating a culture in which employees feel valued, motivated and empowered to contribute to the Group's success. The employee experience starts with onboarding and continues with opportunities for professional growth through training and development programmes. CAML encourages collaboration across the Group and creates a workplace that values and respects individual differences across all categories- outlined in CAML's [Code of Conduct](#).

Purpose

The purpose of this Policy is to establish clear and consistent standards for managing human resources at CAML. It aims to support the Group's objectives by fostering a work environment that attracts, develops and retains talented individuals, promotes fair treatment and enhances employee satisfaction and productivity.

Scope

This Policy is valid for all Group companies and subsidiaries in which CAML hold a controlling interest and applies to all employees, including full-time, part-time and temporary, as well as contractors and service providers who work with and/or under the direction of the Group.

Individual elements of this People Policy:

CAML is committed to providing a stable, secure and safe working environment for its employees in accordance with the labour legislation of the countries within which the Group operates and with international best practice through:

Recruitment and employment

- Select employees for employment based on their qualifications, experience and past performance in a transparent manner.
- Prioritise candidates for employment from the local areas in which the Group operates;
- Ensure that working conditions and terms of employment are clearly documented and communicated to all employees.
- Undertake, at a minimum, three one-to-ones with each employee per year, to include key performance indicator (KPI) setting at the start of the year, mid-year and end-of-year performance reviews. Providing real-time feedback to employees as necessary.
- Provide training to ensure adherence to CAML's Group policies and procedures.
- Provide competitive and fair remuneration and benefits in line with local regulations, offering an appropriate level of financial security and well-being to employees.

Training

- Ensure all employees are provided with a comprehensive onboarding programme and task-oriented safe work-practice training.

- Provide appropriate employee training and opportunities for continuing development, to include consistent feedback on performance and equal opportunities to progress within the Group.
- Foster technical links with local educational centres and, where possible, offer practical development training at the Group's operations for local students.

Responsible employee relations

- Not tolerating any discrimination, harassment, bullying or physical assault in the workplace.
- Provide a complaint and grievance mechanism for internal and external use.
- Operate a strict approach to drugs and alcohol, ensuring that workers and contractors report to work and execute their duties safely.
- Not permitting modern slavery, including forced or child labour, and using commercially reasonable means to ensure contractors and suppliers address these issues. Allow employees freedom of association to join legal and non-prohibited organisations of their choosing and to bargain collectively within the framework of applicable laws.

Diversity, equality and inclusion

- Support diversity in all forms in the workplace, along with freedom of thought, expression, belief, and opinion.
- Create a workplace that values and respects individual differences across all protected characteristics as outlined in CAML's [Code of Conduct](#), [Human Rights Policy](#) and [ABC Policy](#).
- Partner with Group operations to undertake and implement any new initiatives about diversity, equality and inclusion in the workplace.
- Employment will be based on the principle of equal opportunity and fair treatment, with no unlawful discrimination on protected characteristics such as age, race, gender identity, physical or mental disability, sexual orientation, religion, political opinion or pregnancy.
- Support equal opportunities throughout CAML's operations.
- Treat all employees and contractors fairly and promote the importance of diversity and inclusion in the workplace.

Engagement with trade unions and employee representatives

- CAML acknowledges the right of employees to be represented by a trade union or employee representatives of their choice.
- CAML will engage with trade unions and employee representatives constructively, aiming to reach fair and mutually beneficial agreements.
- As necessary, the Group will consult with unions and employee representatives on matters significantly affecting the workforce, such as restructuring and/or changing working conditions.

All parties involved in discussions and negotiations will maintain the confidentiality of sensitive information shared during these processes, in accordance with company policies and legal requirements.

Leaving the Group

When an employee leaves the Group, whether through resignation, retirement, termination or end of contract, CAML will complete the following to ensure a smooth exit process, protect the Group's interests and support the departing employee in his/her transition:

1. Undertake exit interviews to gather feedback and understand reasons for departure.
2. Have a process for the return of Group property, such as equipment, keys, uniforms or other property before the employee's last day.
3. Communicate the individual's final pay and benefits. This includes the calculation and payment of final salary, unused annual leave and any other benefits, such as pension contributions.
4. Ensure the individual is reminded of Group confidentiality and non-compete clauses.
5. Clearly state the Group's policy on providing references for former employees.

Reporting

CAML reports its People statistics and activities on an ongoing basis through its sustainability and annual reports. KPI setting and reporting requirements are discussed and agreed at group level in consultation with the site senior management teams.

Communication

This Policy is published on the Company's website here:

<https://www.centralasiametals.com/corporate-governance/company-policies/> and is made available in local languages in CAML's offices and at its operations. This policy is also issued to new hires during their onboarding procedure.

Where appropriate, online training videos have been created to provide further training on specific policies.

Approval

CAML's Board of Directors has ultimate responsibility for the strategic direction of the Group's approach to people management, supported by the Sustainability Committee and the Chief Executive Officer. The Group Head of People is responsible for the implementation of this Policy and day-to-day management. The CAML management team, alongside the site leadership teams, work to strengthen our employee relations and partnership with trades unions and employee representatives, instilling CAML's corporate values to foster a positive Group culture.

This Policy has been approved by CAML's Board of Directors. Progress with regards to people initiatives will be reported via the Sustainability Committee, which will oversee compliance with this policy, to the Board of Directors.

Review

This Policy will be reviewed annually to ensure alignment with business needs. Any changes will be submitted to the Board for approval.