

OCCUPATIONAL HEALTH AND SAFETY

Our management approach

At CAML, the health and safety of our employees and contractors is our top priority. We implement world-class health and safety practices, ensuring everyone understands their responsibilities and feels empowered to prioritise his/her own safety as well as that of his/her colleagues.

Robust health and safety management systems are in place at both of CAML's sites, covering all employees and contractors, ensuring compliance with local laws and international best practice. Sasa is ISO 45001 certified, with annual internal audits, whereas Kounrad aligns with ISO 45001 standards and incorporates industry-specific safety measures. We have also developed a Group-level safety culture strategy to establish clear expectations and provide consistent guidance for our workforce. All employees and contractors must follow the Group's health and safety rules, and report concerns immediately, without fear of reprisals (as underscored by our Code of Conduct).

Daily workplace inspections are conducted by safety engineers and department managers, with weekly reviews by senior management. Any non-compliances are recorded, and corrective actions taken to eliminate hazards and reduce risks. Each site has clear safety objectives, supported by robust procedures and guidelines. Performance is tracked through key performance indicators (KPIs) and reported to the Board via established channels. To drive continuous progress, we work closely with our operations, holding weekly safety meetings to review progress and targets.

Worker involvement and engagement

Dedicated health and safety teams are responsible for developing management systems, driving continuous improvement, implementing controls, delivering training and ensuring timely data reporting. Effective communication is central to this effort, with workforce engagement facilitated through monthly newsletters, toolbox talks, visual aids and safety dashboards. Safety engineers and departmental representatives meet weekly to discuss incidents, key learnings, continuous improvement opportunities and employee feedback. Regular site inspections are conducted alongside departmental safety representatives, and non-compliance issues are addressed through structured action plans. Monthly occupational health and safety meetings, attended by senior leadership, focus on key safety issues and improvement opportunities.

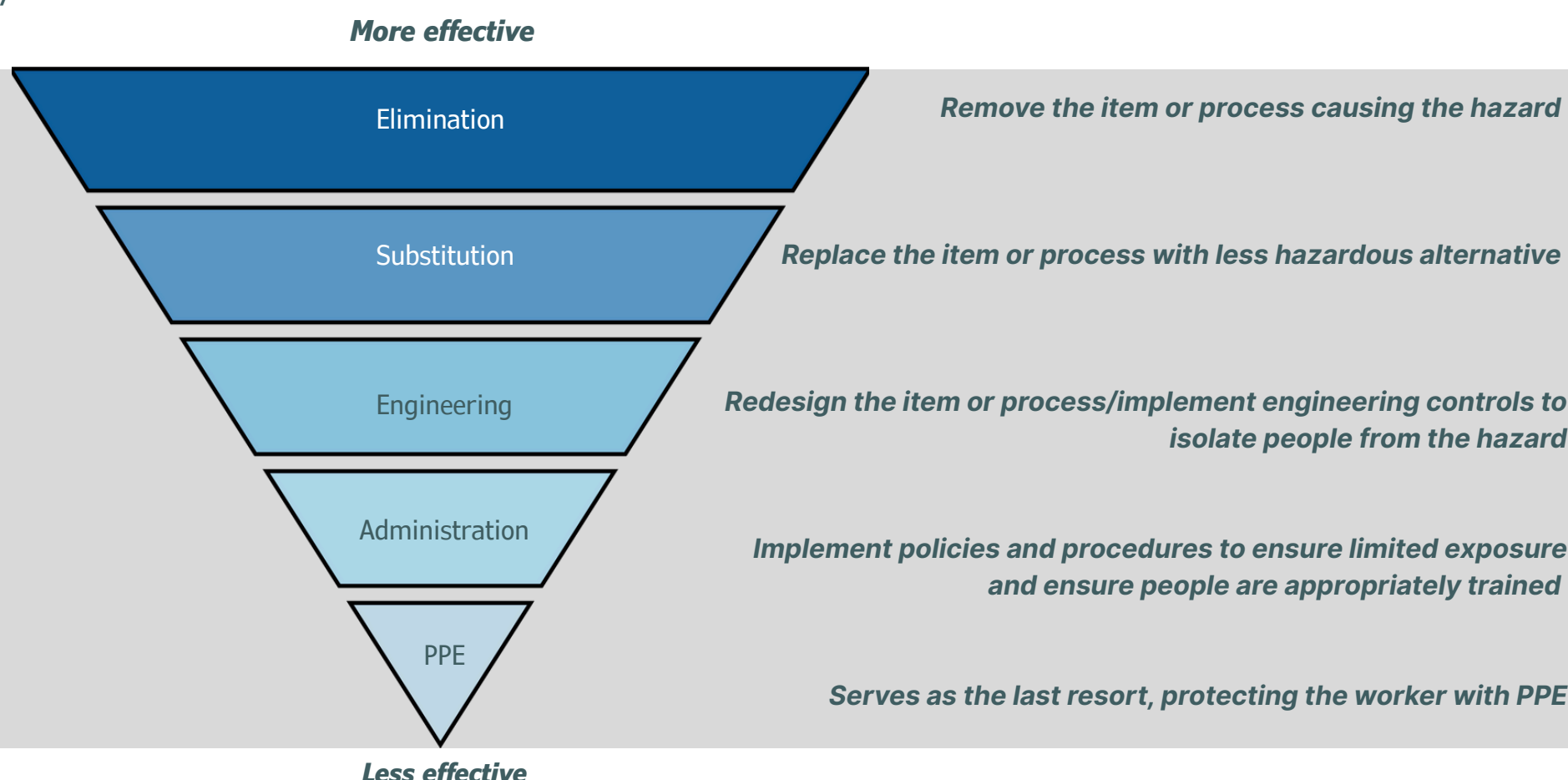
Management demonstrates visible felt leadership (VFL) through regular walkthroughs, engaging directly with employees to reinforce safety expectations, gather feedback and strengthen safety culture.

Employees can submit suggestions via health and safety representatives, during pre-shift safety meetings, or directly to the Occupational Health and Safety Department. If other channels are ineffective, suggestions can be escalated to senior management via designated contact lines or suggestion boxes placed at key site locations. CAML also operates a formal whistleblowing procedure – for details see our Human Rights Factsheet.

Safety risk management in action

We manage risks using a hierarchy of controls, striving to eliminate or minimise health and safety risks at their source.

Both of our operations have Golden Safety Rules, tailored to site-specific risks, aimed at driving awareness and encouraging a strong safety culture.



Why it matters?

As a mineral extraction business, CAML operates in environments with inherent health and safety risks. We recognise that failure to manage these risks can harm our workforce, disrupt operations and damage our reputation. Our duty of care extends beyond compliance, to the broader protection and promotion of physical and mental health. Workforce safety is a fundamental right. Maintaining safe, healthy working conditions helps reduce incidents, enhances productivity and supports long-term operational resilience. Our efforts to minimise health and safety risks also contribute to employee morale, retention and the Group's social licence to operate.

Where our impact occurs:

- The Group
- Our supply chain

Relevant policies:

- Health and Safety Policy

Reporting frameworks and Initiatives:

- GRI 403
- SASB EM-MM-320

Relevant long-term targets:

- Zero fatalities
- LTIFR target below 1.13

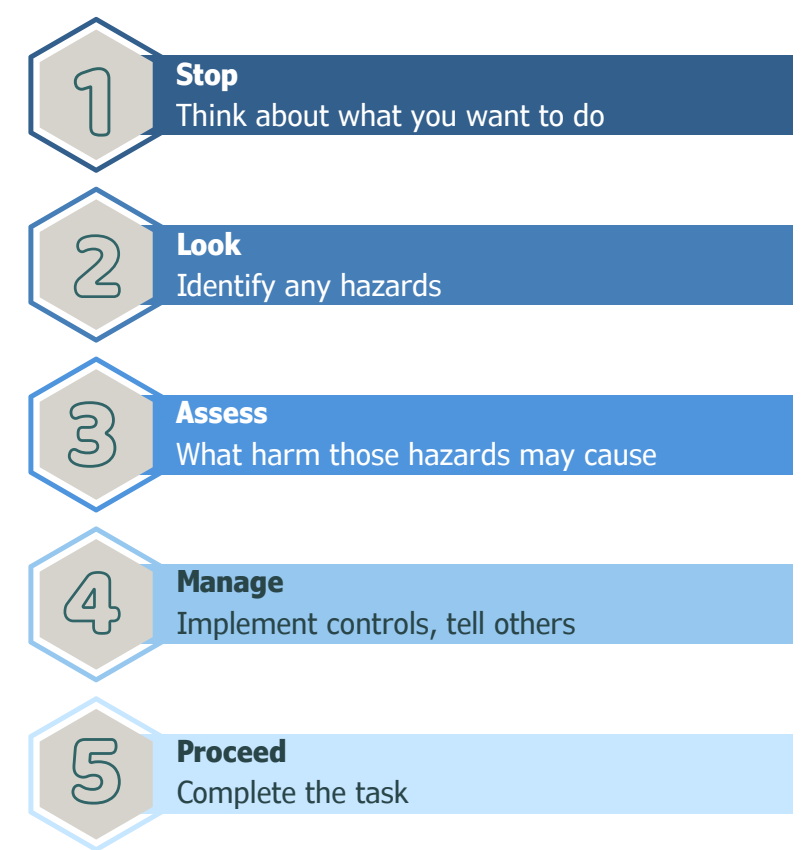
Associated SDG's:



**MAINTAINING
HEALTH
AND SAFETY**

Each operation maintains a risk register, managed by a Risk Champion, with risks identified through workforce input and management oversight. Risks are regularly reviewed and, when necessary, escalated to senior management and the Audit and Sustainability committees to ensure effective mitigation strategies are in place.

Given the different operating contexts of Kounrad and Sasa, risk assessment processes are tailored to each site. At Kounrad, job safety analyses and risk assessments are regularly conducted and updated. At Sasa, a five-step risk assessment is used by employees and contractors before starting work, documenting hazards, addressing them where possible, or escalating them to the risk register. Each five-step risk assessment is signed by a shift supervisor, and employees are empowered to stop work immediately if a new safety risk is identified.



Training

We recognise that embedding safety into our culture is essential to ensure the long-term health and safety of our employees. We have a strong track record of safety performance and have high expectations of all employees and contractors, and we ensure they are trained accordingly.

All new employees or contractors, whether entering our sites for the first time or returning after six months, must complete mandatory safety induction training before starting work. Department heads identify training needs based on job requirements, risk assessments, and operational changes to ensure employees are equipped to work safely. Regular refresher training addresses knowledge gaps and maintains competency, while additional role-specific training is provided for jobs with a higher risk profile.

By enhancing our team's levels of personal safety, hazard awareness and identification skills, we aim to reduce workplace risk. Contractors are issued competency cards for their work tasks to ensure each worker is appropriately qualified. They also receive safety training on site rules which must be followed at all times. A Job Safety Analysis is conducted before work to assess hazards and define control measures. Contractor performance is monitored through inspections and audits, with non-compliance addressed through corrective actions. Engagement sessions are also held to reinforce expectations and promote a consistent safety culture.

Emergency preparedness

Our principal risks that may require emergency response relate to TSF failure and fire risks. We are committed to preparing for and responding quickly to any incidents or emergencies. We have fully equipped and trained teams (including a mine rescue team) along with robust emergency response and preparedness plans in place at both operations, developed in accordance with relevant laws and regulations and regularly reviewed.

Occupational health

Occupational health monitoring is a core part of our management approach, with fully equipped 24-hour medical clinics at both sites, staffed by qualified medical professionals and accessible to all employees and contractors for both work-related and general health concerns.

Annual medical examinations by external specialists are conducted for all employees, and are occupation-specific and handled with strict confidentiality. These professionals analyse medical records, sick leave data, clinic referrals and direct employee feedback to address potential health risks and to determine if there are any work-related medical issues. At Kounrad, they also provide guidance on non-work-related health matters. At Sasa, external consultants review monthly health reports and conduct return-to-work assessments to ensure appropriate support following sick leave. All personal health data is handled with full confidentiality.

By combining quantitative and qualitative data, we continuously improve workplace health standards in line with international best practice.

Well-being

CAML supports the well-being of its workforce through structured health and wellness initiatives:

- Support and guidance from on-site medical staff on maintaining a healthy lifestyle, including the risks of smoking and excessive alcohol consumption
- Health screening and awareness initiatives for diseases
- Promotion of physical activity through organised sports and subsidised access to team-based fitness activities

We maintain a zero-tolerance alcohol policy across our operations, enforced through mandatory testing, educational initiatives and awareness campaigns on alcohol-related safety risks. Periodic drug testing is also conducted at Kounrad.

Ensuring an effective approach

Employee feedback plays a vital role in evaluating the effectiveness of safety management systems, and improving working conditions.

We use Lost Time Injury Frequency Rate (LTIFR) as an indicator to assess safety performance, helping us identify trends, strengthen risk controls and implement preventive measures.

In the event of an incident, CAML conducts detailed investigations to identify the root causes, and implement the appropriate corrective actions to minimise the risk of incident recurrence.

Our investigation process includes:

1. Initiate investigation – launched within 12 hours to preserve information and ensure a timely response.
2. Information gathering – including equipment status, site conditions, environmental factors and documentation.
3. Interview witnesses – conducted separately and professionally to collect accurate accounts.
4. Review records – training records, maintenance logs and operational checklists are reviewed to identify procedural gaps.
5. Timeline mapping – sequence of events is developed to identify failures or non-conformances.
6. Root-cause analysis – investigators focus on identifying system failures rather than individual error.
7. Corrective and preventive actions – clear actions are assigned to responsible personnel.
8. Close-out and monitoring – actions are tracked monthly and peer-reviewed to ensure effective implementation.

We set clear health and safety targets, integrating performance objectives into our annual remuneration review. CAML's long-term targets of zero fatalities and an LTIFR target below 1.13 (for 2025) apply to both employees and contractors. Performance is monitored and reviewed through internal and external audits to ensure our systems remain effective and aligned with best practice. Internal audits are led by health and safety teams, and external audits, including ISO certification audits, are conducted annually at Sasa. We publicly disclose the average number of health and safety training hours per employee in our Sustainability Report and online ESG datasheet, reinforcing our accountability.

New employees must complete 15-20 days of role-specific, competency-based training before starting work, and entry to site is denied until they pass the final test. Task observations then verify adherence to safe operating procedures (SOPs). Safety appraisals are conducted immediately after training and annually, with retraining provided if needed.

Responsibility and accountability

CAML's Board has ultimate accountability for the Group's health and safety performance, supported by the Sustainability Committee. The Board and Sustainability Committee are kept regularly apprised of health and safety matters by the Group Sustainability Adviser, who reports directly to the CEO and is responsible for the management of health and safety across the Group. The Group Sustainability Adviser is supported by the operation's general directors and health and safety departments at each operation.

