

LABOUR RIGHTS AND RELATIONS

Our management approach:

CAML's Human Rights Policy promotes equality, fairness and ethical conduct, ensuring all workers are treated with dignity. Harassment is not tolerated and is prohibited under our Code of Conduct, which sets clear behavioural expectations and supports a culture grounded in our values. We comply with applicable labour laws in all jurisdictions, including those governing working hours, wages, benefits and contractual rights. All employees are engaged under written contracts in compliance with national legislation, and our minimum wage significantly exceeds local legal requirements. Each site has established HR policies and procedures to guide fair and consistent management. Salary structures are in place at both Kounrad and Sasa to support transparency in pay and promotion decisions, supported by regular market benchmarking. Wage discussions are held in consultation with employee representatives at Kounrad and with trade unions at Sasa.

In line with local labour laws, we are required to provide at least one month's notice for any significant operational changes to allow time for consultation. We are committed to creating a work environment that attracts, develops and retains talent. Our People Policy, available on our website and displayed across our sites, provides a consistent HR framework. Communication channels are maintained through designated employee representatives, and we endeavour to take employee feedback into account in decision-making. Training and development are key priorities, with a strong emphasis on building local skills. All new employees participate in onboarding programmes aligned with local practices. At Sasa, onboarding also includes sessions with the training and health and safety teams. For more information, see our Talent Attraction, Employee Development and Retention Factsheet.

Collective bargaining and unions

CAML upholds the rights to freedom of association and collective bargaining within the framework of applicable laws, allowing employees freedom to join any legal, non-prohibited organisations of their choice. We engage constructively with trade unions and employee representatives on matters such as restructuring or changes to working conditions.

At Sasa, we maintain open dialogue with both trade unions to address concerns early and avoid disruption. This collaboration has contributed to five consecutive salary increases in recent years and supports our goal of zero days lost to labour unrest. In Kazakhstan, employees are represented by an elected committee that facilitates communication with site management. Although the workforce remains highly stable, we continue to prioritise employee retention and fair conditions through structured engagement, development opportunities and long-term workforce planning.

Employee engagement

We value social dialogue and have formal mechanisms in place to support open communication. Employees can raise concerns through representatives, trade unions, committees, and via our grievance mechanisms and whistle-blowing procedures, available to all employees and in line with our Human Rights and Anti-Bribery and Corruption Policies. Building trust and transparency is key to managing risk and ensuring long-term workforce stability. To support strong internal communication, we use bulletin boards, TV screens, local websites, social media and newsletters to keep employees and communities informed about company goals, achievements and key updates. We also promote employee engagement through committees and satisfaction assessments, supported by our open-door policy, which encourages communication at all levels, including with senior management and HR.

Supply chain

We do not tolerate forced labour or human rights abuses, and expect the same conduct from our suppliers. By promoting fair, safe and respectful working environments, we strengthen operational resilience and employee satisfaction whilst setting a positive example locally and across our supply chain.

Ensuring an effective approach

Our operations hold quarterly, or more frequent, meetings with trade unions and employee representatives to share updates, understand employee views and resolve issues collaboratively. We consult on significant changes that may affect employees, such as restructuring or adjustments to working conditions. We promote feedback from our employees through conversations with line managers, senior management briefings, surveys and grievance mechanisms. These channels help to monitor satisfaction, identify areas for improvement and guide decision-making. Employee committees, chaired by the Head of People and made up of workforce representatives from across each operation, support open communication and maintain strong employee relations. CAML's management and site leadership teams are responsible for embedding our corporate values in our daily operations, and for fostering a positive, inclusive culture. People-related statistics, activities and any industrial action are reported in our reports annually.

Responsibility and accountability

CAML's Board of Directors is ultimately responsible for the strategic direction of our approach to people management, supported by the Sustainability Committee and Chief Executive Officer. The Head of People is accountable for implementing the Group's People Policy, with day-to-day management supported by the operations general directors and HR teams.

Why it matters?

CAML is committed to treating all employees fairly and to upholding core labour and human rights. We support freedom of association, collective bargaining and the right to work free from harassment or intimidation. We aim to create a respectful, inclusive and stable work environment that attracts and retains talent, supports wellbeing and drives productivity. By safeguarding rights and maintaining strong employee relations, we reduce the risk of disruption and uphold our long-term goal of zero days lost to labour unrest.

Where our impact occurs:

- Our operations

Relevant policies:

- People Policy
- Human Rights Policy
- Code of Conduct

Reporting frameworks and Initiatives:

- GRI 401, 402, 407
- SASB EM-MM-310a

Relevant long-term targets:

- Zero days lost to labour unrest

Associated SDG's:



 **VALUING OUR PEOPLE**