

TALENT ATTRACTION, EMPLOYEE DEVELOPMENT AND RETENTION

We prioritise fairness by promoting a workplace free from harassment and intimidation, and promoting a positive, supportive environment in which continuous development is encouraged. All employees are treated with respect, in line with our Group Policies. We value diversity, respect the cultural values of our employees and stakeholders, and support equal opportunities across our workforce. These commitments are outlined in our People Policy, which is available on our website and displayed across our sites and offices.

Our management approach:

Effective skills development underpins high operating standards at our sites. We take a targeted approach through training needs analysis, and offer programmes covering health and safety, languages, IT, technical skills and role-specific skills training.

To address industry skills shortages and support future talent, we sponsor undergraduate and postgraduate studies in fields such as metallurgy, geology, hydrogeology, engineering, automation and instrumentation. At Sasa, our dual-education programme engages students aged 12–16 in electrical or mechanical engineering studies, combined with hands-on experience on site. New employees are supported with onboarding presentations and handbooks, while at Kounrad, a mentoring programme further supports new hires with on-site training and business integration. We prioritise succession planning to develop future leaders and maintain a strong pipeline of talent across the business.

Competitive salaries are essential to attract and retain talent. Alongside base salaries, we offer annual performance bonuses at both operations, with an additional underground bonus for relevant employees at Sasa. Employee benefits include pension schemes in line with national legislation, annual medical examinations tailored to roles and personal characteristics and, where applicable, private medical insurance, accommodation and company vehicles.

Our values align with International Labour Organization (ILO) standards, ensuring equal opportunity, social security and respect for human dignity. Through our values we encourage employees to take ownership, lead by example and work towards continuous improvement.

Our values

Health and Safety

The safety and well-being of our employees is a core value. We are passionate about protecting the health of our people. We work proactively to identify, assess and mitigate risks, and to ensure that every individual within the Group understands that safety is a shared responsibility.

Sustainability

Taking responsibility for sustainable development is a core objective, and is thus central to our decision-making. We aim to create positive outcomes for our employees and communities, while minimising any environmental impacts.

Efficiency and innovation

We encourage our teams to embrace change and to seek continuous improvement through technology and innovation. This approach helps us to use our resources wisely and efficiently in achieving long-term sustainable production.

Respect and trust

We encourage open, constructive communication and value collaborative working. Transparency is achieved through honest, fair and open communication with all stakeholders, built on disclosure, clarity and accuracy, alongside a willingness to acknowledge shortcomings and improve practices.

Diversity and inclusion

Workplace discrimination based on protected characteristics (attributes such as age, race, gender identity, physical or mental disability, sexual orientation, religion, political opinion or pregnancy) is strictly prohibited by our Code of Conduct. We have clear mechanisms in place for raising concerns, including a whistle-blowing hotline and a grievance procedure, with all issues handled confidentially and appropriately.

We are cognisant of the benefits of broadening diversity and we understand the importance of upholding equal opportunities. Employment decisions are based on merit, with current and prospective employees evaluated on their skills and abilities. We recognise the importance of creating an inclusive environment, especially for women, within the traditionally male-dominated mining and metallurgical sector. Following changes to Kazakhstan's Labour Code allowing women to work in hazardous roles, we updated Kounrad's recruitment policy and now use non-gender-specific role adverts.

Why it matters?

CAML recognises the importance of attracting, developing and retaining talent to support the long-term sustainability of our business. As a major employer, particularly in North Macedonia, we are committed to creating a supportive and inclusive environment where employees feel valued and able to develop. We invest in local skills and training to support long-term employment, and we respond to sector challenges such as labour migration and a narrowing talent pipeline. By promoting fairness, development and equal opportunity, we aim to strengthen employee engagement and workforce stability.

With fewer young people entering the mining industry, we remain focused on training, development and fostering a workplace culture that supports and empowers our people.

Where our impact occurs:

- The Group

Relevant policies:

- People Policy
- Code of Conduct

Reporting frameworks and Initiatives:

- GRI 401, 404, 405, 406

Relevant long-term targets:

- Zero days lost to labour unrest
- Maintain 99% local employment across our operations

Associated SDG's:



Our diversity and inclusion strategy is supported by several key initiatives:

- Recruitment and hiring - implementing inclusive practices to attract diverse talent
- Auditing female facilities across the Group; identifying areas for improvement and determining associated costs
- Training and education on diversity and inclusion topics
- Regular networking opportunities for female employees and local talent
- Targeted communications to support recruitment and engagement

Ensuring an effective approach

CAML conducts annual performance reviews for most employees, supported by an online performance management system which provides real-time access to objectives and feedback. Goals are aligned with Group KPIs, with regular one-on-one meetings encouraged throughout the year, alongside mid-year and year-end reviews. At year-end, the executive team, Head of People and site general directors conduct a calibration exercise to support consistency across the Group, identify key talent and inform retention strategies.

Performance reviews help identify training and development needs, They also inform individual development plans and operational training budgets, helping employees meet their objectives and grow in their roles. CAML undertakes regular salary benchmarking to remain competitive and continues to pay well above national minimum wage requirements at both operations.

We value employee feedback and use a range of channels to gather insights through one-on-one discussions, management briefings, union meetings, surveys, grievance mechanisms and exit interviews. This helps us to monitor satisfaction, understand concerns and identify opportunities for improvement.

Training, recruitment and turnover are closely monitored, with annual disclosure through CAML's sustainability and annual reports. Gender diversity is tracked quarterly and annually, with long-term female diversity targets embedded into remuneration incentives to support accountability at the highest level.

CAML takes policy breaches such as discrimination, harassment and other ethical concerns seriously, and provides formal grievance mechanisms and a dedicated whistleblowing procedure to support employees. More information is available in our ABC and Business Ethics Fact Sheet.

Responsibility and accountability

CAML's Board of Directors is ultimately responsible for the strategic direction of the Group's 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 site general directors and HR teams.