



Employment Policy

At Kenmare, our actions are informed by our guiding principles: we care, we grow, we excel. We recognise that our people are our greatest asset and that our future success depends on the team tasked with delivering the Company's strategy. To deliver on our strategy, we require a skilled and engaged workforce, working as a team to achieve our shared vision.

To this end, Kenmare will:

- Operate in compliance with the relevant national laws and employment standards.
- Apply consistent standards in our employment practices.
- Ensure equal opportunities for all employees. For more information, see our Diversity & Inclusion Policy.
- Ensure that all employees are paid a living wage. We compensate employees appropriately relative to the industry and local labour market. We include maximum working hours in our conditions of employment and relevant procedure and operate in full compliance with applicable wage, work hours, overtime and benefits laws. Kenmare does not hire individuals under 18 years of age.
- Provide suitable living conditions for all employees staying on site at the Moma Mine.
- Pursue best practice in the recruitment and selection process. All recruitment processes shall be applied in a consistent manner and following the standards prescribed in Kenmare's Recruitment and Selection Procedure. We reserve the right to prioritise local employment commitments and programmes, in order to progress core elements of our sustainable development policies.
- Ensure that appropriate training and development programmes are established and maintained to support and develop our employees, in accordance with the requirements of our business.
- Ensure that new employees participate in an orientation process, including reviewing Kenmare's relevant policies and procedures.
- Expect all workplace conduct to be professional and free of bias and harassment. We prohibit and will act on harassment in the workplace in any form.

- Apply proportionate sanctions in response to disciplinary matters and use disciplinary methods to improve performance, where required. Kenmare applies a consistent and fully documented disciplinary process and corporal punishment is prohibited.
- Respect freedom of association and the right to collective bargaining. For more information please see our Freedom of Association Policy.
- Provide opportunities for employees to have formal input into matters that affect them through workplace groups, meetings and labour representation.

Kenmare will ensure that employees understand and adhere to this Employment Policy.

The Employment Policy is implemented by the Executive Committee and site leadership. The Sustainability Committee, and more widely the Board of Directors, has responsibility for overseeing Group-wide compliance with the Employment Policy.

Effective date: 11 March 2020

Document revision control

Revision number	Page number	Change effected	Date of issue
1	All pages	First version	11 March 2020