



Employment Policy

Kenmare’s people are its greatest asset. The future success of Kenmare depends on a skilled and engaged workforce, working as a team to achieve the Company’s shared vision. Kenmare strives to develop a diverse and inclusive culture and is committed to working towards improved gender representation across its business. Kenmare’s values provide a framework by which all employees work: Integrity, Commitment, Accountability, Respect and Excellence.

In pursuit of this policy, Kenmare and its employees are required to:

- Operate in compliance with the relevant national laws and employment standards.
- Pay employees a living wage and comply with applicable laws on wages, working hours, overtime and benefits. Kenmare does not hire individuals under 18 years of age.
- Respect the right of employees to freedom of association and the right to collective bargaining¹ without interference and free from discrimination, including:
 - Co-operating in good faith with trade unions within the appropriate national legal frameworks.
 - Allowing employees to elect representatives of their choice and engaging in good faith collective bargaining processes with them.
 - Facilitating consultation with management regarding workplace processes.
- Pursue best practice in recruitment and selection processes, as set out in Kenmare’s Recruitment and Selection Procedure.

¹ Collective bargaining is reserved for job grades C3 and below. Job grades C4 and above are positions of leadership and therefore do not participate in collective bargaining.

- Ensure appropriate training and development programmes are established and maintained to support and develop Kenmare’s employees, in accordance with the requirements of the business.
- Ensure new employees participate in an induction process, including a review of Kenmare’s relevant policies and procedures.
- Apply proportionate sanctions in response to disciplinary matters and use disciplinary methods to improve performance, where required.

In line with Kenmare’s commitment to creating a diverse and inclusive workforce, the Company requires its management and employees to:

- Treat all employees equally, regardless of sex, gender, gender identity, sexual orientation, age, disability, race or ethnicity, religious belief, political opinion, national extraction or social origin, or other forms of discrimination covered by European Union or national laws.
- Promote an inclusive culture, committed to equal opportunity in the recruitment, training, and development of employees.
- Foster a culture that leverages Kenmare’s employees’ different skills and traditions as a strength.
- Adhere to and aim to go beyond Mozambican regulations regarding Mozambican nationals employed in the workforce and growing the representation of employees from host communities in the workforce.
- Target increased gender diversity at all levels of the organisation, including the Board of Directors and complying with all relevant regulations on workforce diversity.
- Not tolerate gender-based harassment, or any form of harassment or bullying.
- Investigate and deal with breaches of this policy in accordance with Kenmare’s grievance and disciplinary processes, treating allegations in confidence, and protecting employees who raise a breach from victimisation or detrimental treatment.
- Kenmare will ensure that employees understand and adhere to this policy through regular training and guidance.
- Suppliers are asked to adhere to Kenmare’s Supplier Code of Conduct, which covers the key elements of this policy.

This policy was reviewed and approved by the Board of Kenmare Resources which has responsibility for overseeing Group-wide compliance with the Employment Policy. The Executive Committee and site leadership ensures implementation of this policy.

Michael Carvill
 Managing Director
 25 January 2024

About Kenmare and scope of policy

Kenmare is an established mining company operating the Moma Titanium Minerals Mine on the north-east coast of Mozambique. This Policy covers the Mine, its Mozambican offices in Nampula and Maputo and its head office in Dublin, Ireland.

Kenmare is one of the world's largest producers of mineral sands products, key raw materials ultimately consumed in everyday "quality-of-life" items such as paints, plastics, and ceramic tiles. Kenmare mines titanium-rich sands, mainly using dredges that float in artificial ponds, removing 3-5% of ore mined, and separates it into its constituent minerals. Kenmare then progressively rehabilitates the mined land before it is handed back to the local community. Once the minerals are separated, Kenmare transports its final products to ocean-going vessels from its dedicated port facility.

Document revision control

Version number	Page number	Change effected	Date of issue
V1.0	All pages	First version	11 March 2020
V1.1	2	Added MD signature & company description	25 November 2021
V1.2	3	Amended company description	10 December 2021
V2.0	All pages	Second version	25 January 2024