

PEOPLE POLICY

1 PURPOSE

- 1.1 Centamin recognises the success of our business is directly related to the accomplishments and well-being of our workforce. We aim to attract, develop and retain a highly-skilled workforce equipped to deliver their best for the Company through a shared understanding of organisational value and purpose.
- 1.2 This Policy reflects our intent to set measurable objectives and targets that will drive continual improvement in people performance, including measures to provide a safe, encouraging and inclusive work environment.
- 1.3 This Policy underpins our *purpose*: **Creating opportunity for people through responsible mining**; and reflects our *values*: **Protect, Ownership, Innovate, Educate and Passion**. The Policy shall therefore be considered inseparable from the principles stipulated under other Centamin policies not limited to the: Health, Safety and Wellbeing Policy; Human Rights Policy; Diversity Policy; Code of Conduct; Anti-corruption and Bribery Policy; Whistleblower Policy.

2 SCOPE AND APPLICATION

- 2.1 This Policy applies to all Centamin activities and representatives, including without limitation:
 - (a) directors, employees and any third-party workers, business partners or visitors (collectively, "Responsible Persons") of Centamin's controlled and managed assets; and
 - (b) all sites, all business activities, and all phases of the mine life-cycle encompassing exploration, design, construction, operations, and closure.

3 RESPONSIBILITIES

- 3.1 Our Board of Directors, with technical guidance from the Nomination Committee, is responsible for providing the strategic direction for effective people management and to review the performance of the Company. The implementation of this Policy is the joint responsibility of the Executive and respective asset-level managers, with the technical support of Centamin's corporate people management team.
- 3.2 The leadership group across all levels of the organisation is responsible for providing visible leadership in raising awareness, implementing and complying with the principles of the Policy.
- 3.3 All Responsible Persons are required to uphold Company values and have a duty of care to:
 - (a) Comply with applicable legal requirements, the Company's policies, Code of Conduct and management standards;
 - (b) Report all matters of non-conformance, hazards, risks and incidents; and
 - (c) Co-operate with co-workers, supervisors and managers on the implementation of the Policy and identify areas for continual improvement.

4 POLICY STATEMENT

- 4.1 Centamin is committed to:
 - (a) Uphold high moral and ethical principles, and establish clear behavioural standards with which we expect our workforce and those with whom we do business, to comply. We will actively promote awareness of our Code of Conduct and implement systems to monitor and ensure compliance.
 - (b) Promote a culture where every employee, contractor, vendor or supplier is treated fairly and without risk of discrimination, harm or abusive labour practices. We prohibit forced labour and modern slavery in our operations and in our supply chains, and take measures to address these risks as documented in our annual Modern Slavery Statement.
 - (c) Protect the health, safety and wellbeing of our employees, host communities, suppliers, business partners and visitors and drive continual improvement towards a fatality, injury and illness-free work environment.

- (d) Put in place controls to combat bribery and corruption in all their forms, conflicts of interest and anti-competitive behaviour.
- (e) Provide professional and personal development opportunities that empower our employees to fulfil their potential, and instil a shared understanding of the critical behaviours required for successful performance in Centamin. Recognise succession planning as a key responsibility of leadership in the talent management process.
- (f) All employees will be provided at least an annual performance review and appraisal with their line manager to mutually agree near-term objectives and long-term development goals.
- (g) Ensure that employee recruitment and selection is carried out to the highest professional standards – that it is fair, consistent and non-discriminatory – and in conformance with statutory regulations. At Centamin, individuals are recruited on the basis of their abilities and affinity with our Company values.
- (h) Strive to provide a competitive and consistent approach to the rewards package for employees in all locations relative to national and local benchmarks, norms and employment laws.
- (i) Aspire to develop an inclusive workforce that represents the diversity of our host countries and communities, not limited to gender, geographical representation, education, experience, ethnicity, religion or belief, experience, age and disability.
- (j) Identify and resolve barriers to the advancement of and fair treatment of women in our workplace.
- (k) Uphold the legal rights of our workforce to freedom of association with others and to join, or to refrain from joining, labour organisations of their choice and to bargain collectively without discrimination or retaliation.
- (l) Maintain a robust process to allow employees and others associated with our activities to safely and confidentially raise workplace grievances, questions or complaints. The complaints of all employees, irrespective of their role or level in the Company, will be dealt with fairly, independently and quickly, reaching a conclusion and outcome that is based on a thorough investigation. We prohibit any form of retaliation in relation to complaints raised.
- (m) Regularly review our performance on people matters relative to our policies and management standards and implement corrective action plans as appropriate with the aim of continual improvement.
- (n) Publicly communicate our performance on people matters as an integral part of our annual Sustainability Report.

5 REVIEW

- 5.1 This Policy will be reviewed and revised annually, to ensure it remains current with business needs. Any changes to the Policy will be presented to the Nomination Committee for review and the subsequent approval of the Board.
- 5.2 *This Policy was approved by the Board on 7th October 2021. Full compliance with the commitments under this revised Policy is expected over the next 12 to 18 months with details to be published in our annual Sustainability Report.*



Martin Horgan, Chief Executive Officer