KENMARE RESOURCES PLC

WORKFORCE ENGAGEMENT DIRECTOR CHARTER

Purpose

The Workforce Engagement Director ("WED") is the Board-appointed Non-Executive Director responsible for ensuring that the Board understands the views, concerns, priorities and culture of Kenmare's workforce. The WED acts as a link between employees and the Board, helping ensure that workforce perspectives are considered in Board deliberations and decision-making.

Key responsibilities

1. **Workforce engagement**

- Maintain regular and meaningful engagement with employees across the Company's operations
- Participate in site visits, employee meetings and workforce forums where relevant
- Encourage open dialogue and ensure workforce perspectives are heard by the Board

2. **Board insight and reporting**

- Provide the Board with an objective summary of workforce views, concerns and opportunities
- Highlight emerging cultural, organisational, safety or employee-relations issues
- Report annually on workforce engagement activities and key observations

3. **Culture and values**

- Monitor whether the Company's stated values and culture are known and appreciated amongst the workforce
- Assess employee sentiment regarding leadership, communication, inclusion, engagement and wellbeing
- Support the Board's oversight of company culture and workforce sustainability

4. **Health, safety and wellbeing**

- Promote understanding of workforce perspectives relating to safety, health and wellbeing
- Ensure that safety culture remains a visible and important element of Board discussions

5. **Change and transformation**

- Engage with employees during periods of significant organisational change

Operating principles

The WED shall:

- Remain independent and objective
- Listen to workforce concerns without assuming a management role
- Respect confidentiality where appropriate

- Complement, rather than replace, existing management communication channels
- Focus on long-term workforce engagement, trust and sustainable performance

Reporting

The WED shall provide periodic updates to the Board and prepare an annual Workforce Engagement Statement for inclusion in the Company's Annual Report, summarising engagement activities, key themes raised by employees and actions taken by the Board.