

# Human Resources Management Policy

We invest in the talents of all our employees and capitalize on their diversity to onboard them in the Eramet adventure. We want them to become part of a demanding and caring management culture, where people and performance matter, proud and happy to be at the right place at the right time within a Group that is moving forward.

From an international viewpoint, we want to make our presence in Africa a real opportunity for mutual development by cross-fertilizing experiences and cultures.

We want to establish social dialogue as one of the essential levers for the successful transformation of the Group and ensure sustainable performance.

Close to the field, audacious, open to dialogue and determined, we want to be an HR community that carries the cultural and organizational changes of the Group.

In order to serve this Vision, Eramet's HR Department is implementing its policy on several key issues:

1. Attracting and retaining talent
2. Developing skills
3. Evolving Eramet's culture
4. Optimising organizational effectiveness

# 1. PRINCIPLES

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We attract diverse employees who are the wealth of our organization and develop them so that they can live the Eramet adventure by letting their talent beat faster.

Our **employer brand** aims to make Eramet known in a market where the war for talent has become a reality. We offer a diversity of professions across our different countries and opportunities to contribute to projects with strong industrial and technological challenges. Our recruitment policy highlights these opportunities while selecting the best talents who adhere to Eramet's culture.

The annual **Manager-Collaborator interviews** give our employees the opportunity to express their career development wishes, enabling us to work collectively on a development plan. In addition, during the '**People Reviews**', we work on both organisational and individual needs to identify development opportunities.

The opportunities can be numerous, ranging from internal mobility (functional and/or geographical), to traditional training and e-learning/digital content, or mentoring programs for example. We aim to offer a **diversity of development opportunities** allowing each employee to **be proactive** in his or her own development plan while providing support.

The **total compensation** offered by the Eramet Group aims to provide competitive remuneration in each country where we are present in order to attract and retain the best international talent.

We therefore position the company at the level of **best practices** observed in comparable sectors.

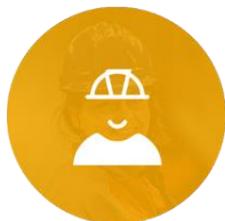
This policy takes into account local legislation, **local business practices**, applicable taxation and the **economic realities** of the various companies in our Group.

Group companies participate very regularly in **compensation surveys** conducted with the assistance of recognized consulting firms, which enable us to **compare our compensation practices** with those of companies in comparable sectors and of comparable size on all components of the compensation package.

This total compensation package includes both monetary and non-monetary components based on themes common to all Eramet Group employees.



Our compensation policy responds to three major strategic axes:



**Attract and engage talent**  
by offering competitive compensation in each country where we operate



Encourage and **recognize individual and collective performance**



Propose a **global, clear and transparent** compensation structure, adapted to local contexts

## 2. MODALITIES OF IMPLEMENTATION

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### Organisation

Together with the HR community, we work with operational teams to create **agile, high-performing and value-creating organizations**. We work to implement simplified structures with fewer hierarchical layers to accelerate the flow of information up and down. These organizations must also make employees more accountable.

We develop the processes and tools essential to the efficient management of our employees.

The launch in 2020 of the project to overhaul our HR information systems ("Atlas" Project) will enable us to digitize and harmonize our HR processes in Talent@Work to support the transformation of our 13,000 employees.

At the end of the project, a simple, high-performance tool that is easy to use by everyone will support the digital and managerial transformation through **common HR processes** for all employees, develop the **operational excellence** of the HR function, and improve the **employee experience**.

Finally, this tool will facilitate the implementation of **KPIs** and steering indicators and build a real social management control at the service of the HR and management community.

Finally, our HR teams are working hand in hand with the operational teams to identify the skills Eramet needs to ensure its success.

This involves identifying our **critical skills and key positions** in order to secure our **succession plans** and cross-functional collaboration between teams to **boost internal**

**mobility**, enabling the business to have the right profiles with the right skills at the right time to deliver our projects and strategic challenges.

## Governance

The Human Resources Director reports to the Group's CEO. He is responsible for the HR, Health and Safety policy necessary to achieve the Group's objectives, and ensures its implementation. In particular, he is responsible

for defining and managing the talent development framework and managing the talent pipeline, to ensure that the Group always has an optimal level of resources and skills.

## Method

### DEVELOPING SKILLS

We strive to develop skill sets to increase each employee's employability and ensure Eramet's success for today and tomorrow.

One of the objectives of the Atlas project launched in September 2020 is to build a **single, global architecture** of Eramet's job families and positions.

This architecture, which will be in place by 2021, will enable us to work more effectively on skills management and **development paths**, two subjects to which the Group is already committed and considers of great importance.

Our **learning strategy** is evolving to be in line with the needs of the business and our employees.

As part of the new learning culture, the Group is launching a **digital learning platform** for managers in 2020 that gives access to learning catalogues that have been curated for Eramet and a library of content so that everyone can develop according to their needs at any time.

This platform complements our **classroom-based training offer**, which we regularly upgrade to keep pace with needs. We also encourage skills development through mentoring and **skills transfers** for instance, enabling employees not only to learn but also to share their knowledge.

## CHANGING THE ERAMET CULTURE

We work collectively to create an environment that encourages and develops a culture of performance, listening and dialogue.

To foster that culture, we deploy a single "**Manager@Eramet**" reference system that describes the skills expected by Eramet.

This framework becomes the **basis for all our HR processes**, from assessment to employee development.

As part of our performance management process, employees will be assessed on the achievement of their objectives (the "what") and on their soft competencies (the "how") in order foster the culture that Eramet needs, to face an extremely competitive and constantly changing market.

All employees will be evaluated on the following competencies: Delivering results, Driving a culture of excellence and Adapting quickly in a changing world. In addition, managers will be assessed on two additional competencies: Communicate the Vision and Direction and Engage & Develop Teams.



For Eramet, the dynamism and effectiveness of **social dialogue** with employee representatives determine the **quality of the social climate**.

The system is based on the **complementarity of central and local authorities**, close to the realities of our businesses and activities and the geographic areas in which the Group operates.

Numerous **agreements** are regularly signed on the various perimeters, testifying to the ongoing dialogue that Eramet maintains with its Employee Representative Bodies (IRP). Their application is the subject of regular monitoring committees. Some topics, such as Quality of Life at Work (QWL) or health, help improve working conditions and thus enhance productivity.

Because the Group wants to value all diversities and individualities while **respecting local priorities**, promoting diversity and building an inclusive culture contributes to:

- increase our performance
- attract and develop our talents
- stimulate innovation
- reinforce our reputation
- develop the commitment of our employees

We need to change mindsets, break stereotypes, support and accompany the careers of women who want to work in the industry, notably by working closely with the internal WoMen@Eramet network.