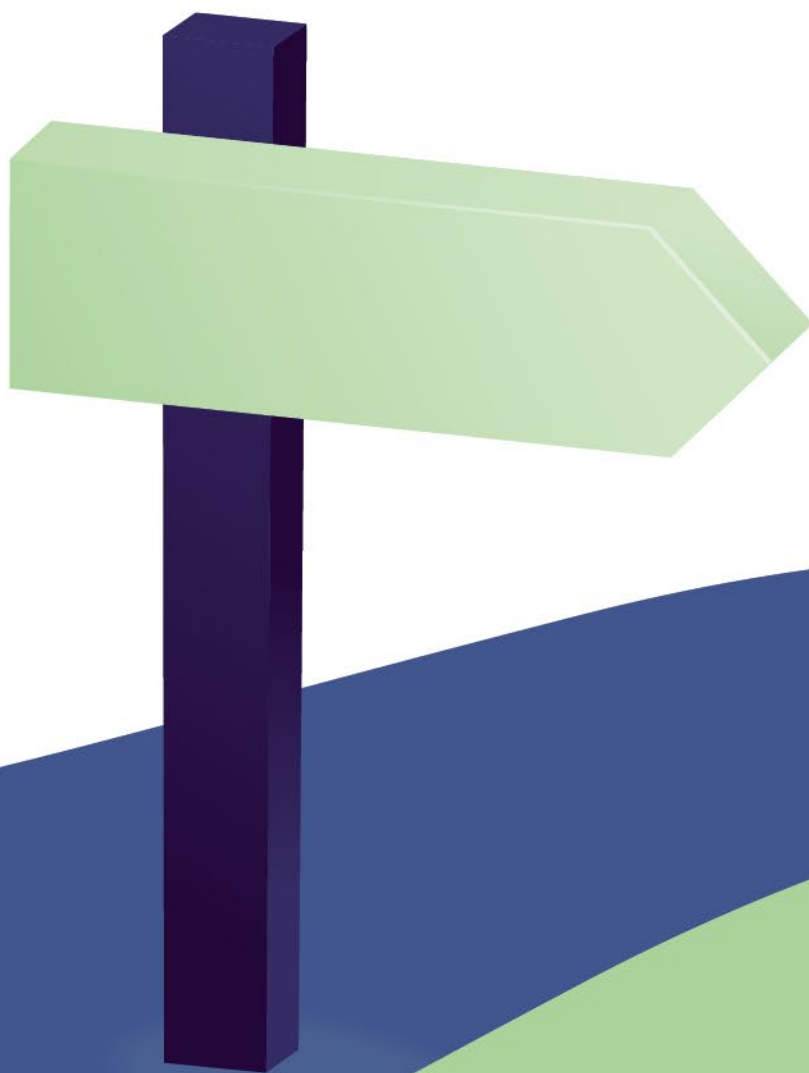


October 2025

POLICY

Safety





OUR LONG-TERM OBJECTIVES

WE CARE FOR PEOPLE.
BECAUSE WE CARE, WE PUT SAFETY FIRST.

We believe that:

- Every task should be done safely
- Everyone should thrive and return home safely
- Every injury and incident are preventable
- Safety improves performance
- Safety is a collective commitment that starts with individual ownership
- Safety relies on transparent & fact-based data

WE ACT TO ENSURE ZERO HARM TO PEOPLE.

From the Executive Committee to every team member on site or in the office, we all have a role to play to ensure a safe and healthy environment.

This document has been signed by the members of the Executive Committee of the Eramet Group:

Christel BORIES	Laetitia BRUN	Virginie de CHASSEY	Charles NOUEL	Geoff STREETON	Guillaume VERCAEMER
Chairman and interim CEO	Executive Vice- President Human Resources	Chief Sustainability and External Affairs Officer	Chief Operating Officer	Chief Development Officer, in charge of Strategy, Innovation and Business Development	Group General Counsel

1. ERAMET GROUP COMMITMENTS

As part of its Safety Policy, the Eramet Group commits to:

Executive committee and Board of Directors

- **Encourage, recognize, and actively support** employee involvement in improving safety performances and culture.
- **Allocate** funds and resources accordingly to support safety efforts.
- **Apply** disciplinary measures to individuals who choose not to follow our safety rules and policies, at least in accordance with applicable norms and standards.
- **Set an example**, be vigilant and responsive to any risks that may arise.

Every employee, contractor and partner on an Eramet site is expected to:

- **Know and follow** safety rules and life-saving behaviours
- **Stay alert and inspire** safety to others
- **Identify and manage** risks proactively
- **Stop** any unsafe activity
- **Promote and support** safety initiatives and safe behaviours
- **Report** immediately any risk, incident or accident

Our leaders set the tone by:

- **Driving clarity** so teams fully understand and uphold safety expectations
- **Championing and reinforcing** safe behaviours at every level
- **Anticipating tasks and risks** to prevent hazards before they occur
- **Organizing work** with safety embedded into every step
- **Intervening decisively** and **stopping work** whenever safety is at risk

2. IMPLEMENTATION METHODS

The Group Safety and Prevention Department is responsible for defining and updating this policy to reflect internal and external developments. It ensures that the policy is translated into quantified objectives and a safety improvement plan for the Group and each site.

However, the ultimate responsibility for safety lies with operational managers, who must actively lead and demonstrate safety ownership in their daily decisions and actions.

To implement its Safety Policy, Eramet relies on the following principles and resources:

1. Clear Accountability for Safety

- Safety roles and responsibilities are explicitly defined at all levels.
- Operational managers are accountable for integrating safety into operational priorities and for achieving safety objectives within their scope.

2. Leadership and Daily Engagement

- Operational managers must lead by example, conduct regular safety interactions, and ensure that safety is embedded in all operational decisions.
- Safety performance is considered a core leadership metric alongside production and cost.

3. Dedicated Support and Authority

- Each site appoints a Safety Manager who advises and supports site management.
- The Safety Manager has the authority to enforce rules, but operational managers remain responsible for compliance and continuous improvement.

4. Risk-Based Approach

- Risks are identified and classified by criticality. Control measures are implemented to eliminate or reduce risks to an acceptable level.
- Routine tasks follow work instructions that integrate identified risks. Critical tasks without work instructions require a work permit.

5. Compliance with Group Standards

- Critical activities comply with the **Safety Essential Requirements** and Group Safety Standards.
- Contractor missions and activities are governed by a specific Safety Plan, and operational managers ensure compliance through active monitoring.

6. Performance Monitoring

- Quantified objectives and dashboards track relevant safety indicators.
- Operational managers review these indicators regularly and take corrective actions when needed.

7. Integration into Governance

- Compliance with safety principles and rules is embedded in monitoring, inspection, and audit processes.
- Operational managers participate actively in audits and own the implementation of corrective actions.

Key Improvement: Operational Managers as Safety Leaders

- Safety is not delegated; it is **owned by operational managers**.
- Their role is to **drive a proactive safety culture**, ensure resources are used effectively, and make safety a non-negotiable part of operational excellence.