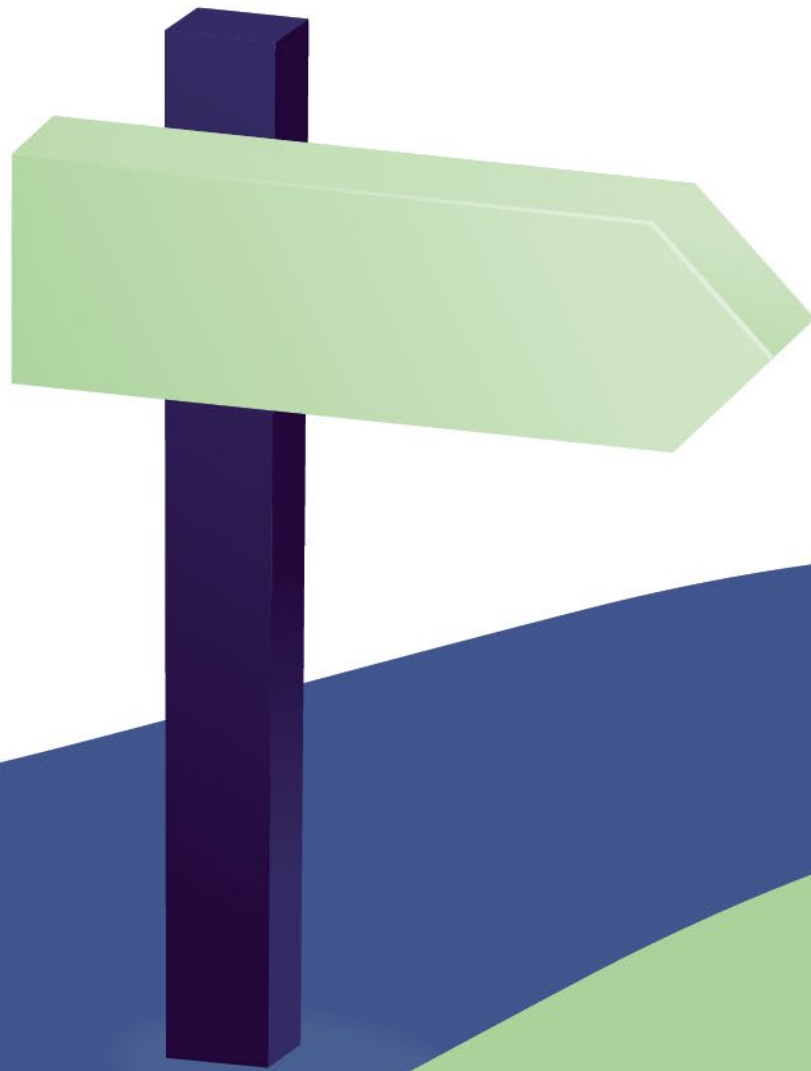


September 2023

POLICY

Human Resources Management





OUR LONG-TERM OBJECTIVES

The Group's greatest asset is the men and women who work for us.

We invest in the talents of all our employees and capitalize on their diversity to involve them on the Eramet adventure. We want them to become players in a demanding and caring managerial culture of performance, proud and happy to be in the right place at the right time within a Group that is moving forward and undergoing transformation.

Internationally, we aim to make our presence in the regions where we operate a genuine opportunity for mutual development, by sharing experiences and cultures.

We want to establish social dialogue as one of the essential levers for the successful transformation of the Group and make a lasting contribution to its performance.

Close to the field, through listening, boldness, and determination, we want to be an HR community that supports the Group's cultural and organisational changes.

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

Christel BORIES	Laetitia BRUN	Virginie de CHASSEY	Simon HENOCHSBERG	Charles NOUEL	Geoff STREETON	Guillaume VERCAEMER
Chairman and interim CEO	Executive Vice- President Human Resources	Chief Sustainability and External Affairs Officer	Chief Financial 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 Human Resources Management Policy, the Eramet Group is committed to:

Executive committee and Board of Directors

- **Set up** an environment within the Group that encourages a culture of performance, listening and dialogue.
- **Promote** an environment that respects the highest standards in terms of Quality of Life at Work (QLW) and employee health and **fosters** the quality of the social climate.
- **Value** diversity and individuality while fostering a culture of diversity and inclusiveness and guaranteeing fair treatment and non-discrimination.

Each employee

- **Deliver expected results** to help achieve Group's objectives.
- **Be personally committed** to developing a culture based on innovation and sustainable performance.
- **Adapt quickly** in a fast-moving world.
- **Developing skills and employability.**

In particular, each manager is responsible for:

- **Setting the vision and course for** his or her teams.
- **Fostering** a culture of excellence.
- **Committing and developing** his or her teams.

2. IMPLEMENTATION METHODS

The Group's Human Resources Department is the guarantor of this policy. Reporting to the Group CEO, it is responsible for defining and implementing the talent development framework and managing the talent pipeline, to ensure that the Group always has the optimum level of resources and skills. It also ensures that the Group Human Resources Management objectives, as described in this policy, are implemented and achieved.

To implement its Human Resources Management Policy, Eramet applies the following procedures:

- Support operational teams to create agile, high-performance, value-creating organizations.
- Identify our **critical skills and key positions** as part of our People Reviews, to secure our **succession plans**.
- **Develop the skills of our teams** to increase the employability of each individual and ensure Eramet's success today and tomorrow.
- Develop cross-functional collaboration between teams to **boost internal mobility** so that our businesses have the right profiles with the right skills at the right time to deliver our strategic projects and challenges.
- Offer a **variety of development opportunities**, enabling each employee to **take charge of** his or her own development plan, while providing support.
- **Encourage and recognize individual and collective performance.**
- Offer a competitive remuneration package in each country where Eramet operates to attract and onboard talents, with a **clear and transparent** global compensation structure, **adapted** to local contexts.
- **Clarify possible career paths through a unique "Manager@Eramet" reference framework** that describes the skills expected by the Group to contribute to the **deployment of a common Eramet culture.**