



# HERITAGE MINERALS

## HUMAN RESOURCES POLICY

### Heritage Minerals is committed to:

Maintaining and continually improving Heritage Minerals Environmental Management System certified to ISO 14001 Environmental Management Systems which covers Social and Governance forming Heritage Minerals Environmental, Social and Governance (ESG) system.

Establishing a means of providing suitable, safe, and secure support to Heritage Minerals workers when they travel or work in locations where there is a reason to suspect that a risk exists to their safety or wellbeing.

Fostering a safe, inclusive, productive and high-performing workplace that supports the success of our people and our operations. Our Human Resources practices are designed to attract, develop and retain a capable and engaged workforce while upholding our organizational values and meeting all legal and regulatory obligations, including:

- **Fair and Ethical Employment Practices** - Ensuring all employment decisions are based on merit, equity and transparency and compliant with relevant legislation, industrial instruments and company standards
- **A Safe and Healthy Workplace** - Working collaboratively to provide a workplace that prioritizes physical and psychological safety, wellbeing and continuous improvement
- **Respectful and Inclusive Culture** - Promoting a culture that is free from discrimination, bullying, harassment and victimization and that values diversity, collaboration and mutual respect
- **Workforce Capability and Development** - Supporting employees through training, performance management, career development and opportunities to grow within the organization
- **Consistent and Transparent HR Processes** — Encouraging open, constructive communication to ensure employees are informed, involved and heard
- **Continuous Improvement** - Regularly reviewing our HR policies and practices to support organizational effectiveness and evolving business needs.

### The objectives of this policy are to:

- Promote a participative management approach at all levels to facilitate increased job satisfaction and enhanced organisational effectiveness
- Provide structured training and career planning for workers
- Comply with provisions of relevant awards and agreements
- Maintain honesty, consistency, and integrity in the handling of worker relation matters, and always adhere to equal opportunity principles
- Recognise its responsibility as an employer and not take any action without considering the effect on both workers and stakeholders
- Encourage line management to deal with worker relations matters by providing structure, support and guidance
- Maintain effective recruitment procedures to ensure that competent workers are employed
- Utilise direct hire and minimise the use of contractors to situations where specialist skills are required which cannot be provided from within Heritage Minerals, or under other special circumstances.

Recognising workers as being Heritage Minerals most valuable assets, and that they are individuals with personal needs, who also share a common goal for the long-term success of Heritage Minerals.

This Human Resources Policy Statement applies to all Heritage Minerals Workers across operations. Heritage Minerals leaders at every level are responsible for modelling our values, upholding this policy and ensuring all employees understand their responsibilities in contributing to a positive, safe and high-performing workplace.

**Name:** Peter Mellor  
**Position:** Chief Executive Officer (CEO)  
**Signature:**   
**Date:** 24/02/2026