



DIVERSITY, EQUITY, INCLUSION, AND EQUAL OPPORTUNITIES POLICY

Adopted by the Board of Meridian Mining plc on 24 April 2026

1 OUR COMMITMENT TO DIVERSITY, EQUITY, INCLUSION AND EQUAL OPPORTUNITIES

- 1.1 Meridian Mining plc ("**Meridian**" or the "**Company**") is committed to equality of opportunity and diversity in the workplace to create and maintain a positive working environment that reflects our values - Sustainability, Integrity and Respect, Diversity and Collaboration. The board of directors (the "**Board**") and senior management of Meridian recognise the importance of diversity and inclusion to the long-term sustainable success of the Company. As an equal opportunities employer, all personnel are treated with equality, without regard to race, sex, sexual orientation, gender reassignment, age, disability, marriage or civil partnership, pregnancy or maternity, or religion or belief ("**Protected Characteristics**").
- 1.2 Meridian considers true diversity to encompass and make good use of differences in the skills, regional and industry experience, background, race, gender and other attributes of all its personnel.
- 1.3 At Meridian, we are committed to:
- (a) creating an inclusive environment where every colleague is valued and respected for who they are and has the opportunity to fulfil their potential;
 - (b) striving for diversity by making our appointments to the Board, senior management and throughout the business on merit and against objective selection criteria to identify and recruit the most suitable candidate, regardless of any Protected Characteristics;
 - (c) ensuring all Meridian personnel and any job applicants receive equal treatment regardless of any Protected Characteristics;
 - (d) engaging with our stakeholders to obtain a better understanding of diversity, equity and inclusivity issues; and
 - (e) ensuring that all Meridian's work environments are free from all forms of discrimination, harassment, intimidation or bullying.

2 ABOUT THIS POLICY

- 2.1 This policy sets out our approach to diversity, equity, inclusion and equal opportunities and the zero tolerance of discrimination at work. It applies to all aspects of employment with Meridian, including recruitment, pay and conditions, training, appraisals, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.
- 2.1 The Company's commitment to creating an inclusive and diverse workplace through this policy is also reflected in our Code of Business Conduct and Ethics and is supported by Meridian's other policies, including our Safety, Sustainability and Technical Policy and our Modern Slavery Statement.
- 2.2 This policy applies to all Meridian employees, directors, officers, consultants, contractors, applicants, temporary workers, casual workers, workers and agency staff and all members of

the Group (consisting of all directly or indirectly wholly owned subsidiaries of Meridian) ("**personnel**").

- 2.3 This policy does not form part of any employee's contract of employment. This policy is reviewed periodically and any revisions necessary are made from time to time.

3 WHO IS RESPONSIBLE FOR THIS POLICY

- 3.1 This policy is supported by the Meridian Board and forms a key component of the culture at Meridian. Our Board has overall responsibility for the effective operation of this policy and for ensuring compliance with its terms. Day-to-day operational responsibility for this policy, including reviews of this policy, has been delegated to the Chief Executive Officer.

- 3.2 All line managers must set an appropriate standard of behaviour, lead by example and ensure that those they manage adhere to the policy and promote our aims and objectives with regard to diversity, equity, inclusion and equal opportunities.

- 3.3 All of our personnel are responsible for:

- (a) acting with integrity and respect in accordance with our Company's values;
- (b) recognising that our own personal biases may cause us unintentionally to exclude and we must therefore work hard to overcome them; and
- (c) actively supporting inclusion and diversity in our teams and work environments.

- 3.4 All personnel will be given appropriate training on diversity, equity, inclusion and equal opportunities awareness.

- 3.5 If you have any questions about the content or application of this policy, you should contact the Company Secretary.

4 WHY IS DIVERSITY, EQUITY, INCLUSION AND EQUAL OPPORTUNITIES IMPORTANT

- 4.1 Inclusion, equity and diversity is vital for the long-term sustainable success of our business and enables the Company to:

- (a) deliver strong performance and growth by being able to attract, engage and retain diverse talent;
- (b) support our personnel to reach their full potential by providing a workplace where people are comfortable to be themselves and feel supported to perform at their best;
- (c) challenge and innovate to achieve the best solutions and ideas by enabling us to tap into the diverse perspectives, experiences and knowledge of our workforce and wider stakeholders; and
- (d) optimise resources and manage risk by working collaboratively and eliminating structural and cultural barriers.

5 DISCRIMINATION

- 5.1 You must not unlawfully discriminate against or harass other people, including current and former staff, candidates, clients, customers, suppliers or visitors. This applies in the workplace, outside the workplace (when dealing with advisors, counterparties, suppliers or other work-related contacts), and on work-related trips or events including social events.

- 5.2 The following forms of discrimination are prohibited under this policy and are unlawful:

- (a) Direct discrimination: treating someone less favourably because of a Protected Characteristic. For example, rejecting a candidate because of their ethnicity or because they might be gay.
- (b) Indirect discrimination: a provision, criterion or practice that applies to everyone but adversely affects people with a particular Protected Characteristic more than others, and which is not justified. For example, enforcing a dress code policy that prohibits employees from wearing any headgear, this would disproportionately impact those who wear headscarves or other head attire due to their religious beliefs.
- (c) Harassment: this includes sexual harassment and other unwanted conduct related to a Protected Characteristic, which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.
- (d) Victimisation: retaliation against someone who has complained or has supported someone else's complaint about discrimination or harassment.
- (e) Disability discrimination: this includes direct and indirect discrimination, any unjustified less favourable treatment because of the effects of a disability, and failure to make reasonable adjustments to alleviate disadvantages caused by a disability.

If you are disabled or become disabled, we encourage you to tell us about your condition so that we can consider what reasonable adjustments or support may be appropriate.

6 RECRUITMENT AND PROMOTION OF MERIDIAN EMPLOYEES

- 6.1 The Company's succession planning aims to bring a diverse and complementary range of skills, knowledge and experience to the Company so that it is equipped to navigate current and future challenges and maximise value from current and future opportunities.
- 6.2 The Board believes that highly qualified individuals of diverse backgrounds are vital elements in achieving strong corporate performance and governance.
- 6.3 To support this, the Board (through its Nomination Committee), when identifying candidates to recommend for appointment to the Company or for promotion within the Company:
 - (a) considers candidates who are highly qualified based on their experience, functional expertise, personal skills, qualities and values against objective criteria to avoid discrimination;
 - (b) engages, where appropriate, qualified independent external advisers to conduct searches for candidates based on an objective selection criteria to the Company's needs and fill any skill gaps; and
 - (c) regularly reviews recruitment procedures to ensure that individuals are objectively assessed on the basis of their relevant merits and abilities.

7 DIVERSITY AT THE BOARD AND SENIOR MANAGEMENT LEVEL

- 7.1 The Company recognises and embraces the benefits of having a diverse Board and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage. A truly diverse Board will include, and make good use of, differences in the skills, regional and industry experience, background, race, gender and other attributes of the directors. These differences will be considered in determining optimum composition of the Board and when possible, should be balanced appropriately.

- 7.2 The Nomination Committee reviews and assesses the Board composition on behalf of the Board and recommends the appointment of new directors. The Nomination Committee also oversees the conduct of the annual review of Board effectiveness.
- 7.3 The Nomination Committee ensures a formal, rigorous and transparent procedure for the appointment of any new directors of the Company. The Nomination Committee is also responsible for the Board, Executive Committee and senior management succession planning, regularly assessing the balance of skills, experience, knowledge, diversity and capacity required to oversee the delivery of Meridian's strategy. Any appointments made to the Board and throughout the business will be made on merit and against objective selection criteria to identify and recruit the most suitable candidate, regardless of any Protected Characteristics. Any search firm engaged to assist the Board or a Board Committee in identifying candidates for appointment to the Board will be specifically directed to such selection criteria.
- 7.4 Achieving the right blend of skills, knowledge, experience and diversity to support effective decision-making is a continuing process and forms part of the annual Board effectiveness review, which also attempts to identify any skills gaps.
- 7.5 The Nomination Committee will discuss and agree annually all measurable objectives relating to Board diversity and recommend them to the Board for adoption. At any given time the Board may seek to improve one or more aspects of its diversity and measure progress accordingly.

8 PART-TIME AND FIXED-TERM WORK

Part-time and fixed-term staff should be treated the same as comparable full-time or permanent staff and enjoy no less favourable terms and conditions (on a pro-rata basis where appropriate), unless different treatment is justified.

9 BREACHES OF THIS POLICY

- 9.1 We take a strict approach to breaches of this policy, which will be dealt with in accordance with our Disciplinary Policy. Serious cases of deliberate discrimination and victimisation may amount to gross misconduct resulting in dismissal.
- 9.2 If you believe that you have suffered harassment, bullying or discrimination, or have witnessed it happening to someone else in the workplace, you can raise the matter directly with the Company's HR team. Complaints will be treated in confidence and investigated as appropriate.
- 9.3 We encourage the reporting of all types of potential discrimination, bullying and harassment as this assists us in ensuring that diversity, equity and inclusion principles are adhered to in the workplace.