

Diversity and Inclusion Policy

1. Purpose

This Diversity and Inclusion Policy has been adopted by the Board in order to set out how the Company is committed to building a merit based, diverse and inclusive workplace where everyone feels safe, valued, and respected.

Marula values diversity of thought and respects the differences between its people and the contribution these differences make to Marula.

This Policy outlines Marula's commitment to diversity and inclusion, how it meets its commitment, and what is expected of its people and other stakeholders.

This Policy applies to all directors, officers, employees and consultants of the Company and its subsidiaries. The Company will, where appropriate, also make consultants, contractors and other business partners aware of the objectives as set out in this Policy.

2. What is inclusion and diversity?

An inclusive and diverse workplace recognises and values the unique contribution of people because of their individual backgrounds, skills, experiences and perspectives.

An inclusive and diverse workforce includes but is not limited to age generation, gender identity, sexual orientation, physical abilities, neurodiversity, family and caregiving responsibilities, ethnicity, marital or family status, socioeconomic, religious background and/or cultural heritage.

An inclusive workplace ensures all individuals feel respected, valued, and able to fully participate and contribute, regardless of these characteristics.

3. What is expected of me?

Marula Mining PLC expects all individuals to:

- Demonstrate respect and consideration for the differences of the people with whom they work.
- Communicate politely and respectfully.
- Act to prevent and address unlawful discrimination, harassment and bullying in the workplace.
- Raise any inclusion and/or diversity concerns or suspected non compliances with this policy, with their managers, or in the case of executives, with the CEO and/or Chairman of the Board, as appropriate, and where a concern has been raised, engage constructively to resolve that concern.
- Participate in any initiatives that support the achievement of the objectives of this Policy.

To have a properly functioning inclusive and diverse workplace, discrimination, harassment, bullying and victimisation cannot and will not be tolerated by the Company.

4. Role of Leadership

The Board, executives, and leaders are responsible for fostering a workplace culture in compliance with this Policy, where:

- all people are included, and individual differences are respected, within an environment free from discrimination, harassment, bullying, and victimisation.
- reports of non-compliance are addressed with confidentiality and empathy, reinforcing trust in our processes and commitment to a safe and respectful workplace.
- reasonable adjustments are proactively pursued to remove barriers to inclusion and enable all employees to contribute.

5. Promoting Diversity and Inclusion

The Company encourages diversity in employment and Board composition to ensure access to the best available talent with appropriate skills to achieve its goals.

The Company recognises diverse teams improve decision-making, enhance retention, and strengthen stakeholder connections.

The Company employs a data-driven approach to measuring progress on diversity and inclusion, including workforce demographic analysis, pay equity reviews, and culture surveys. This data informs our strategies and helps identify areas requiring additional focus or resources.

The Company promotes inclusive workplace practices in the following areas:

- **Hiring and Retention**

Conducting fair and unbiased recruitment, assessing candidates on skills, experience, and values. Where appropriate, professional consultants are engaged to ensure diverse candidate pools.

- **Training and Development**

Actively supporting and encouraging all employees to reach their full potential through targeted learning and development opportunities.

- **Flexible Working**

Supporting flexible work arrangements that enable employees to balance professional and personal responsibilities, adapting work hours, locations, and patterns to meet both individual and business needs.

- **Career Advancement**

Appointing and promoting based on merit and organisational requirements, while intentionally fostering diversity across the business.

- **Inclusive Culture and Leadership**

Creating and maintaining a respectful and supportive environment through ongoing education, clear behavioural expectations, and a strong focus on physical and mental wellbeing.

- **Employee Networks**

Enabling and supporting employee-led groups that promote inclusion, build cross-cultural understanding, and offer opportunities to engage and contribute.

6. Achieving Diversity Through Measurable Objectives

The Environmental and Social Responsibility Committee sets measurable, time-bound objectives for achieving the gender diversity ratio as targeted and appropriate for the Company, and which are to be disclosed in the Annual Report.

The Environmental and Social Responsibility Committee may also set measurable objectives in relation to other aspects of diversity that are appropriate for the company.

7. Reporting Non-Compliances

Any non-compliance with this Policy is to be reported by employees directly to their managers, or in the case of executives, to the CEO and/or Chairman of the Board, as appropriate.

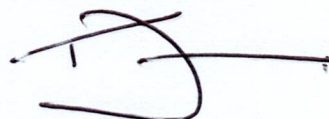
All instances of non-compliance with this Policy are treated seriously by the Company and may result in the Company taking disciplinary action, including dismissal or removal of the person(s) concerned.

In certain circumstances, non-compliance of this policy can also be reported in accordance with the Company's Whistleblower Policy which is available on the Company's website. The Company ensures that all reports are treated with confidentiality and without retaliation.

8. Review of Policy

The Board will review this Diversity and Inclusion Policy at least annually, and update as required.

This version of Diversity and Inclusion Policy was reviewed on 31 May 2025.



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