



HUMAN RESOURCES POLICY

Royal Road's Commitment

Royal Road Minerals Limited and its controlled affiliates (the "Company" or "Royal Road") aims for sustainable development outcomes and is committed to the integration of environmental, health, safety and social considerations into its procedures for project development and operation at all stages.

As part of its commitment, Royal Road has developed a Social Policy, an Environment Policy, an Occupational Health and Safety Policy and a Human Resources Policy.

Royal Road Human Resources Policy

Royal Road recognises that the pursuit of economic growth through employment creation and income generation should be accompanied by protection of the fundamental rights of workers. We recognise that our workforce is a valuable resource, and good worker-management relationships are key ingredients in the sustainability of the Company.

Royal Road is committed to employ locally where possible. This is supported through the provision of training for local applicants. Employees will be selected based on their performance, professional behaviour and ethics and approach to safety. The Company's recruitment policy gives priority for workforce development in the region, starting from the project influence area, and then followed by other surrounding villages, towns or cities.

Royal Road supports human rights consistent with the United Nations Declarations on Human Rights.

Objectives

Royal Road's guiding principles and employment objectives are:

- To promote the fair treatment, non-discrimination, and equal opportunity of workers, regardless of gender, race, nationality, religion or disability;
- To promote merit based recruitment on technical ability and work ethic;
- To promote equity by distributing employment benefits across the project influence area;
- To establish, maintain, and improve the worker-management relationship;
- To ensure compliance with national employment and labour laws;
- To protect workers, including vulnerable categories of workers such as migrant workers and workers engaged by third parties;
- To promote safe and healthy working conditions, and the health of workers; and
- To avoid the use of forced, bonded and child labour.



Compliance

Royal Road will comply with all relevant national legislation relating to employment and human resource considerations. The Company's recruitment plan will be consistent with local labour codes on recruitment and hiring practices. Royal Road will also adhere to the standards and guidelines of the International Labour Organisation and United Nations.

This Human Resources Policy applies to all workers directly engaged by Royal Road, workers engaged through third parties to perform work related to Royal Road's core business processes of the project for any substantial duration (contracted workers), as well as workers engaged by Royal Road's primary suppliers (supply chain workers).

Continuous Improvement

The Company will review its Human Resources Policy on a periodic basis and update it as necessary. This Policy will be implemented through Royal Road's integrated Environmental, Social Health and Safety Management System which will be regularly reviewed and updated by performing periodic, systematic, internal audits. It will use the results as a basis for continuous improvement through an adaptive management process.

Company Practices

Good management requires that all employees know what to do, how well they are performing and what they need to learn in order to do a better job. In order to achieve this, the Company will set clear performance targets and expectations, based on clear job descriptions which include details of Royal Road's expectations regarding work ethics, code of conduct & integrity standards. We will ensure that employees get objective feedback on their performance, and develop personal development plans so as to drive more effective individual behaviour and enhance the Company's performance.

Royal Road will provide workers with documented information that is clear and understandable, regarding their rights under national labour and employment law and any applicable collective agreements, including their rights related to hours of work, wages, overtime, compensation, and benefits. These will be updated when any material changes occur.

Royal Road will ensure that employees have the necessary knowledge and skills required to complete their tasks effectively and efficiently. Learning, training and development activities will be provided by Royal Road to improve employee competency levels and organisational performance. These will include a variety of approaches including structured training courses, mentoring, coaching, job shadowing, peer exchanges, and/or self-directed learning.

Royal Road will seek to recruit committed, motivated, and qualified employees to enable the Company to achieve its goals. The Company will develop a human resources plan that describes how we will meet our current and future HR requirements based on the strategic plans of the organisation.

Occupational Health and Safety

Royal Road is committed to the implementation of its Occupational Health and Safety Policy, and to ensuring that this policy is made known to all its managers, staff, contractors, and partners, and is proactively implemented, reviewed and updated. We believe people are our key asset, and that all accidents are preventable. We will provide a safe and healthy work environment, taking into account inherent risks involved with mining, including physical, chemical, and biological hazards.



Non-Discrimination and Equal Opportunity

Royal Road will base employment decisions only on inherent job requirements. Employment will be based on the principle of equal opportunity and fair treatment, and will not discriminate with respect to any aspects of the employment relationship, such as recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, job assignment, and promotion, termination of employment or retirement, and disciplinary practices. Royal Road will take measures to prevent and address harassment, intimidation, and/or exploitation, especially in regard to women. These principles of non-discrimination apply to all workers, including to migrant workers.

Retrenchment

In the event of requiring any collective dismissals, Royal Road will carry out an analysis of alternatives to retrenchment. If there are no viable alternatives to retrenchment, a retrenchment plan will be developed and implemented to reduce the adverse impacts of retrenchment on workers. The retrenchment plan will be based on the principle of non-discrimination and will reflect Royal Road's consultation with workers, their organisations, and the host government, and comply with collective bargaining agreements, if they exist.

Grievance Mechanism

Royal Road will provide a grievance mechanism for workers (and their organisations, where they exist) to raise workplace concerns. Workers will be informed of the grievance mechanism at the time of recruitment and this will be made easily accessible to them. The process will be to address concerns promptly, using an understandable and transparent process, without any retribution. The mechanism will allow for anonymous complaints to be raised and addressed, without impeding access to other judicial or administrative remedies that might be available.

Protecting the Work Force

Royal Road will not employ any forced labour, which consists of any work or service not voluntarily performed that is exacted from an individual under threat of force or penalty. The Company will not employ trafficked persons. Royal Road will employ only those people legally entitled to work in the host country.

The Company will take all commercially reasonable efforts to ascertain that the third parties who engage contract workers are reputable and legitimate enterprises and have appropriate systems in place to ensure they operate in a manner consistent with the requirements of this Policy.

Workers' Organisations

Royal Road recognises the rights of the employees to form and to join any workers' organisations of their choosing, without interference, and have the right to bargain collectively. Royal Road does not restrict employees from developing mechanisms to express their grievances and protect their rights regarding working conditions and terms of employment, without interference from the Company. Any such workers' organisations are expected to fairly represent the workers in the workforce.