

Metlen Energy and Metals PLC

Board diversity and inclusion policy

The objective of this board policy (**Policy**) is to set out the approach of Metlen Energy and Metals PLC (**Company**) to diversity and inclusion on its board of directors (**Board**) and the Board's Committees.

Policy Statement

The Board considers that diversity is not a matter of focusing on a narrow set of measurable characteristics. Instead, it is best achieved through careful evaluation and combination of a broad range of factors, including the knowledge, experience, skills, gender, ethnic origin, socio-economic background, age and tenure of each individual, as well as their perspectives, thinking styles and other qualities which are harder to measure but are equally important to the requirements of the Board.

The Directors recognise that this form of diversity can play an important part in better equipping the Board and its Committees to address the wide range of opportunities, risks and challenges faced by the business. The incorporation of different cognitive thinking can improve the quality and effectiveness of the Board's discussions and decision-making, for the benefit of the Company, its shareholders, other key stakeholders and wider society.

The Board believes that the environment in which it operates should be one that respects and values individuals and their contributions. The Board is committed to a culture where all directors are confident that they serve in an environment where their views are heard, their concerns are considered and there is no tolerance of bias, discrimination, bullying and harassment.

Intention

The Board will endeavour, where it considers it appropriate and practicable, to promote diversity, inclusion and equal opportunity in the boardroom. The Board will seek, so far as reasonably practicable, to have regard to relevant targets and recommendations, including those reflected in the UK Listing Rules and the FTSE Women Leaders and Parker Reviews, while retaining discretion to take account of the Company's circumstances, strategy, skills requirements and the applicable legal and regulatory constraints of the jurisdictions in which it operates.

New Appointments

The search for Board candidates, nominations, appointments and succession plans shall be made on merit on the basis of individual competence, skills and expertise measured against well-defined objective criteria, based on principles of fairness, respect, inclusion and equal opportunity, considering the existing composition of the Board and its needs and giving due regard to the benefits of diversity. The Company will always seek to appoint the most suitable and qualified candidate for the job and will endeavour to find such candidates from the widest possible pool of talent. Other relevant factors will also be considered, such as independence and the ability to dedicate sufficient time to the Company in the case of non-executive directors.

Oversight

The Nomination Committee will regularly review the structure, size and composition of the Board and succession plans for the Board, giving due regard to the benefits of promoting diversity, inclusion and equal opportunity.

Policy Review and Reporting

The Nomination Committee will periodically review this Policy and its effectiveness and recommend to the Board any revisions to the Policy that it deems appropriate from time to time.

The Nomination Committee will report on this Policy, its implementation and the outcomes in the Company's Annual Report and Accounts.

This Policy was approved by the Board on 08 April 2026.