

Grievance Mechanism

PURPOSE AND PRINCIPLES

At Koryx Copper S.A. (Koryx), having a good relationship with our community and partners is very important to us.

An important part of maintaining good relationships is this Grievance Mechanism, which is open to all our stakeholders to allow them to formally register concerns, complaints and grievances they have in relation to our company's activities. That said, we hope that our ongoing engagements with stakeholders will help to identify and address most issues before they become formal grievances.

This document explains how members of the public and other external parties (e.g., companies, NGOs, community-based organisations) can raise concerns, complaints, or grievances about our activities. It shows how we make sure that we receive, review, and handle every complaint fairly and openly – and in a timely manner.

Our objective is to address these in a speedy, open and proactive manner to improve relationships and better manage our impacts. Our grievance process follows international best practices and is designed to be:

- **Easy-to-use:** It is intended to be easy to understand and use, so anyone can submit grievances with little effort and at no cost to themselves.
- **Fair:** We handle every grievance equally and without bias.
- **Transparent:** We keep people who have submitted a grievance informed, and in some cases involved, on how we are resolving it.
- **Accountable:** We will keep our promises and resolve grievances fairly.
- **Culturally respectful:** Local customs, beliefs, and ways of life are respected.
- **Human rights:** The process protects and supports basic human rights at all stages.
- **Confidential:** We keep people's identities private if they ask for it, as far as is possible.

WHAT IS A GRIEVANCE?

A grievance is any issue, complaint, concern, or feeling of unfair treatment – whether real or believed to be real – related to Koryx or its contractors, that a person or group wants the Company to deal with.

At Koryx, we do not see grievances as problems, but as chances to learn, build better relationships, and make improvements. The goal is to solve issues fairly and respectfully through communication with each other and working together.

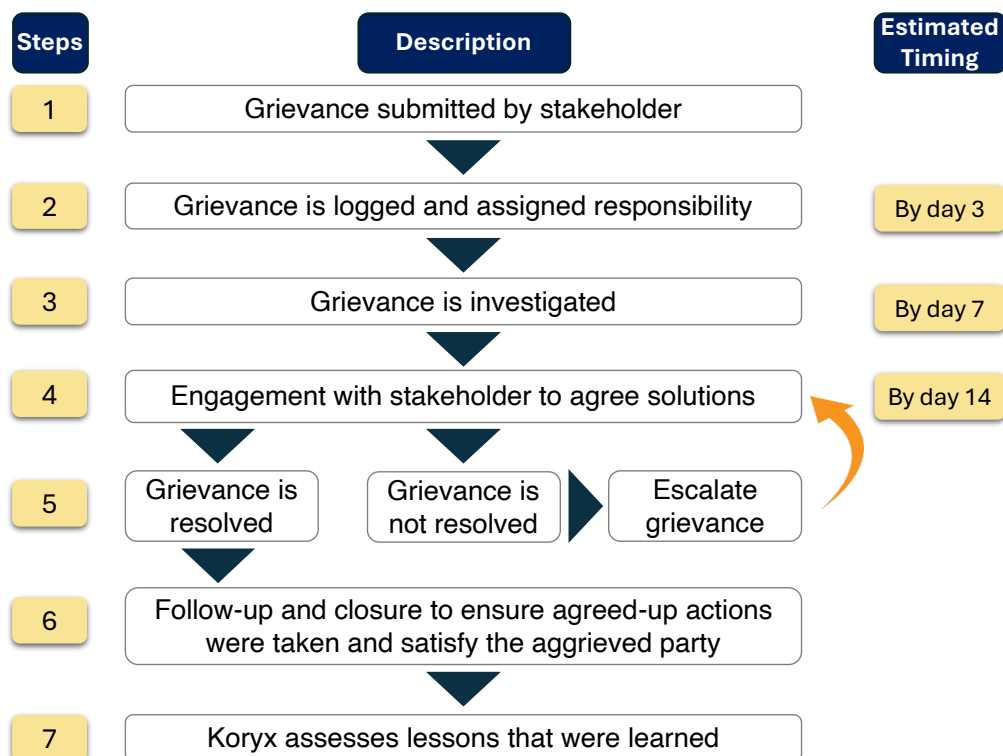
OUR STAKEHOLDERS

Our stakeholders are any people or groups affected by our work, or who have an interest in what we do. People who can use this process include (but are not limited to):

- People living nearby (e.g., men, women and youth of our local communities, landowners, farmers, neighbours);
- Local and national government departments;
- Non-governmental and community-based organisations (NGOs and CBOs); and
- Local businesses.

GRIEVANCE MANAGEMENT PROCESS AND COMMUNICATION

We will manage grievances using the process below. Each step is described in more detail.



Step 1: Submitting a grievance

If a stakeholder has a concern they'd like to raise, they (or someone they trust, particularly if they prefer to remain anonymous) can contact Koryx in any of the ways listed below. While Koryx encourages its stakeholders to use the Grievance Form at the end of the document, you can also submit a detailed message explaining the grievance without using the form.

Ways to submit your grievance:

Method	Details
Phone (office hours)	- Noordoewer Office: +264 81 165 9885 - Head Office: +264 (0)83 708 2346
Email	grievance@koryxcopper.com
WhatsApp	+264 81 165 9885
In-person	- Noordoewer: In the grievance and feedback box at the community centre. A Koryx employee will check this box once a week. - Windhoek: Haib Minerals (Pty) Ltd, 13 Sir Seretse Khama Street, Windhoek, Namibia
Mail	Haib Minerals (Pty) Ltd, P.O. Box 97225, Windhoek, Namibia
Anonymity and confidentiality: Stakeholders can also, if they prefer, submit a grievance anonymously. However, it is suggested that they appoint a third party to make communication and resolution of grievances easier. We will treat all grievances with respect and confidentiality, and stakeholders will not face retaliation for raising concerns.	

Step 2: Logging and assigning responsibility

Once we receive a grievance, we log it by capturing it in Koryx's Grievance Register, and assign a manager to resolve the grievance.

Step 3: Investigate the grievance

A manager will investigate the issue to understand what caused it. They may collect more information or talk to people involved to help find a solution. The investigation will generally begin no later than seven days after the grievance was received. The manager will use the findings to identify possible actions to resolve the grievance.

Step 4: Stakeholder engagement

Where necessary, Koryx staff will engage with the stakeholder/s to discuss and agree on the actions to be taken. We believe that most grievances can be resolved through listening, discussions and together identifying mutually acceptable resolutions.

Step 5: Grievance resolution or escalation (if required)

Once Koryx has agreed on the grievance resolution with the stakeholder/s, appropriate actions, timing and outcomes to address the grievance will be agreed in writing. We will then commence work to implement the agreed actions.

If Koryx and the stakeholder cannot agree on a solution, or if the stakeholder is still unhappy after the actions are taken, Koryx will keep working to find a solution acceptable to all parties.

In cases where a mutually acceptable resolution cannot be found, we will engage a more senior Koryx manager or a neutral, well-respected third-party, acceptable to both parties, to facilitate, mediate, or arbitrate a resolution.

Using this process does not stop a stakeholder from seeking legal help or using other ways to resolve the issue.

Step 6: Follow-up and closure

Following the resolution of the grievance, Koryx will follow up and obtain evidence that we implemented the agreed-upon actions.

Step 7: Lessons learnt

Koryx commits to monitoring, analysing and reporting on grievances, as this enables Koryx to identify trends and recurring issues, and improve its performance to avoid, reduce and more quickly resolve future problems.

AWARENESS RAISING

We will make stakeholders aware of the Grievance Management Process as part of broader engagement efforts. Koryx is committed to providing clear guidance on how to access it, use it, and what to expect from the process.

REVIEW AND REVISION OF THE GRIEVANCE MECHANISM

Koryx will periodically review the Grievance Mechanism to ensure that it remains fit-for-purpose and meets the expectations and needs of stakeholders. The review will include input from key stakeholders, as far as reasonably possible.

APPENDIX A: GRIEVANCE FORM

Name: You can remain anonymous if you prefer, or you can request for your identity not to be disclosed to third parties without your consent.	First name:
	Family name:
	☐ I wish to remain anonymous
	☐ I do not want Koryx to disclose my identity without consent
Contact information: Please mark how you wish to be contacted (by telephone, WhatsApp, email, post or via another person).	☐ Cell phone or telephone:
	☐ Email:
	☐ Post:
	☐ Third party (provide name and contact details):
Preferred language:	
Date:	☐ One time incident/grievance date: ☐ Happened more than once (how many times?) ☐ On-going (currently experiencing problem)
Description: • What happened? • What caused the incident to take place (to the best of your knowledge)? • Where did it happen? • Who or what did this incident affect? • What is the result of the incident?	For more space, please continue on the next page or attach more pages.
Resolving the issue: What are your suggestions for how to resolve the issue?	

Signature: _____

Date: