

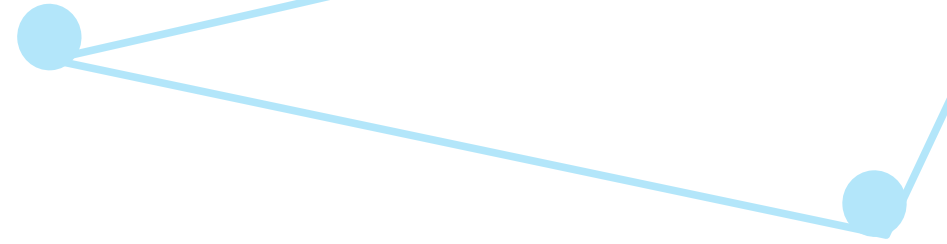
RPMGLOBAL

IRMA

Capability Profile

Initiative for Responsible Mining Assurance





The Initiative for Responsible Mining Assurance (IRMA) is a comprehensive global standard that covers all mined materials (except energy fuels) coming from all sizes of industrial mines all over the world.

IRMA is unique because it defines what it means to be a responsible mining company **through a robust and comprehensive standard**. It requires third-party assessment at the mine site, rather than the corporate office.

A coalition of mining companies, businesses purchasing minerals and metals, non-governmental organisations, affected communities and labour unions began working on the standard in 2006. IRMA's global assurance was developed over ten years and involved consultation with more than 100 companies and organisations.

What is IRMA?

The rise in interest in the initiative is led by minerals and metals users that want **assurance that the minerals they purchase are mined responsibly**. This has seen the likes of car and battery cell manufacturers and jewellery makers adopting IRMA as their assessment and reporting framework for mining. IRMA gives end users, and purchasing companies, confidence mines are following best practices and behaving responsibly.

The standard is built on international industry best practices. It borrows from existing standards and guidelines and presents a comprehensive standard to define responsible mining.

IRMA'S Mission

"To protect people and the environment directly affected by mining. We do this by creating financial value for mines independently verified to achieve best practices and share this value with the businesses that purchase material from these mines."

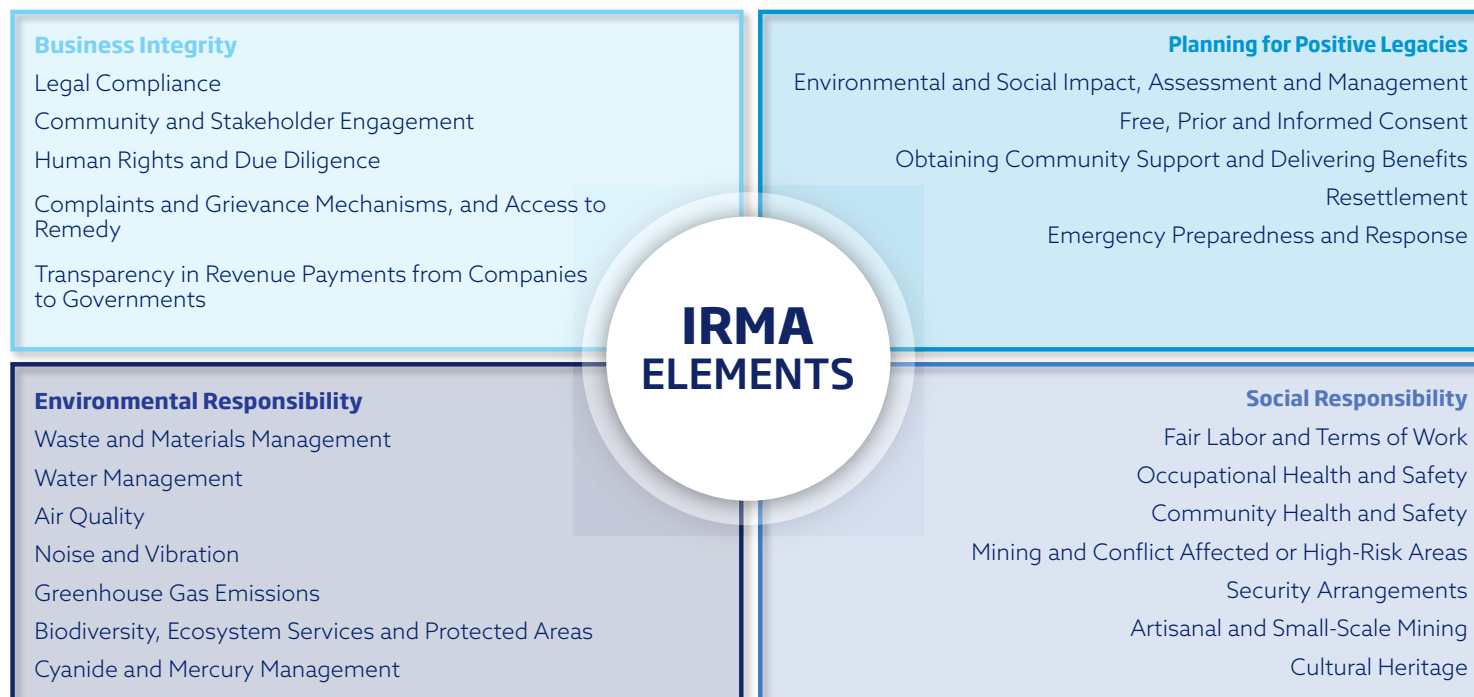


What is IRMA?

IRMA should be the standard of choice for companies that are mining critical minerals, especially battery minerals, as it makes them more attractive and accessible for purchasing companies.

Mining companies that are focused on their reputation, particularly in jurisdictions where populations are opposed to mining, can use the standard as a guide to develop responsible practices, and as an externally audited certification of their success level. The graphic below illustrates the key elements of the IRMA standard.

IRMA Elements



Gap Analysis

IRMA is a newly introduced standard and so few consulting and advisory companies have experience supporting mining organisations through the process.

RPM has **already conducted extensive Due Diligences against the IRMA standard**, all of which resulted in an IRMA Environmental and Social Action Plan (ESAP), developed together with the site, to achieve compliance with the standard.

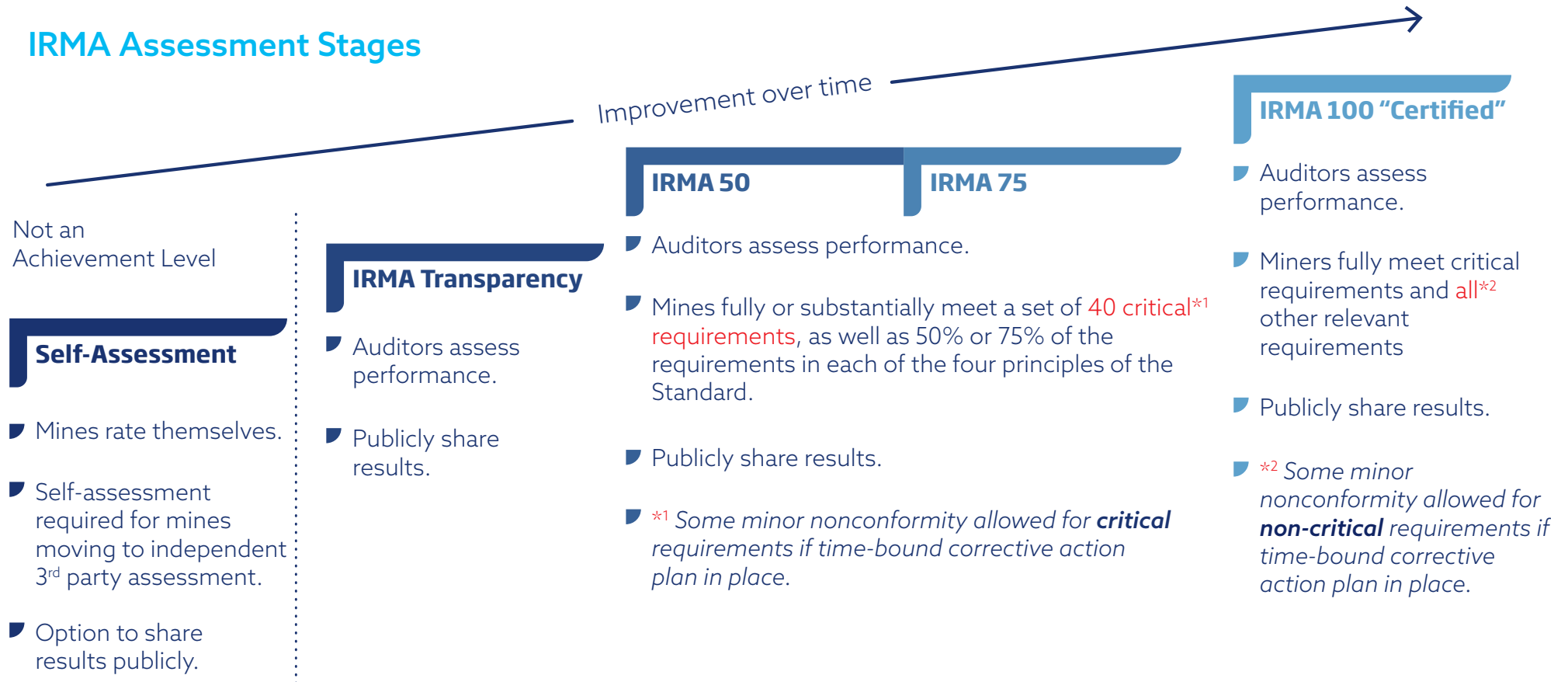
Our team of international experts in IFC and EP4 Due Diligence reviews have the on the ground mining experience and understanding to apply their knowledge to IRMA reviews in a practical and pragmatic way.

The IRMA standard is comprehensive and detailed, and there is potential for mining companies to find the self-assessment phase overwhelming and extensive. RPM can work collaboratively with mine sites to conduct a **gap analysis and then develop an action plan** for the operation to achieve compliance. This workflow provides independence for the mine to conduct their own self-assessment, whilst still providing the background support necessary to guide the process.

Gap Analysis

The diagram below displays the timeline that organisations will go through during the IRMA certification process. RPM focuses on supporting companies through the **self-assessment stage**, so the mining organisation is ready to have IRMA auditors on their site for "IRMA Transparency".

IRMA Assessment Stages



Gap Analysis

Globally, there are many mining companies that are undergoing IRMA assessments, the diagram below lists locations where mines are currently undergoing assessments. RPMGlobal is experienced in each of the regions, with local presence to give comprehensive and customised advice. With contracts and services rendered in more than 125 countries around the world, we support our customers out of offices in 22 locations across 14 countries.

Global Experience

Locations where mines are currently undergoing IRMA Assessments

As at August 2023

✓ Countries where RPM and IRMA overlap

APAC	EMEA	Americas
<ul style="list-style-type: none"> ✓ Alice Springs, Australia ✓ Bonifacio Global City, Philippines ✓ Greenbushes, Australia ✓ KOUMAC, New Caledonia ✓ Marble Bar, Australia Mont-Dore, New Caledonia THIO, New Caledonia 	<ul style="list-style-type: none"> ✓ Bonao, Dominican Republic ✓ Brits, South Africa ✓ Kabwe, Zambia ✓ Kryvyi Rih, Ukraine ✓ Manisa, Turkey ✓ Mashishing, South Africa ✓ Mokopane, South Africa ✓ Mutare, Zimbabwe ✓ Northam, South Africa ✓ Rustenburg, South Africa ✓ Swakopmund, Namibia ✓ Yekepa, Liberia 	<ul style="list-style-type: none"> ✓ Aguila, México ✓ Bela Vista de Minas, Brazil ✓ Culiacán, Mexico ✓ Fermont, Canada ✓ Itatiaiuçu Fundo, Brazil ✓ Lazaro Cardenas, Mexico ✓ Minatitlán, Mexico ✓ Ollagüe, Chile ✓ Port Cartier, Canada ✓ Smithers, Canada ✓ Tulo, Chile

Our Unique Workflow

RPM began its first IRMA review in 2022, ahead of the curve. We have the hands on experience to **tackle the challenges and a front-line perspective to understand the value** associated with IRMA reviews.

We are unique compared to other consulting & advisory businesses because we are solely focused on mining and the economics that surround it. This single-minded approach to investment and our understanding of the variables within the risk profile of a project means our compliance reports are trusted by leading financial teams, mining houses and the global investment community.

RPM considers a collaborative work approach to be the most important aspect of a lenders mandate. Whilst RPM must retain its independence for the lenders it is critical that a positive collaborative work approach is developed between the company and RPM's team to ensure success of the project.

"We greatly appreciate the high-quality work RPMGlobal has consistently delivered. Their deep understanding of the environmental and social aspects of mining and the Initiative for Responsible Mining Assurance, coupled with their responsiveness to our needs, has proven invaluable in evaluating potential mining investments."

- A major European car manufacturer

Our Unique Workflow

Our team undertakes a **work approach** that includes **multiple phases** to avoid unnecessary delays and ensure all parties understand each step. This work approach can be seen the graphic on the right.

RPM provides your organisation with a project director and peer reviewer who brings extensive operational and consulting experience, as well as deep-domain ITE and IESC expertise. Our dedicated and highly qualified technical ESG team are well versed in conducting IRMA and EP4/IFC audits, as we aim to support mining organisations through evolving challenges in the industry.

RPM is renowned for its independence; however, we understand that projects are integrated with the success of a company and its people. Our approach and focus throughout IRMA mandates is to work collaboratively with the company to ensure project success.

RPM's Work Approach

1. **Project Kick-off, Data Collection and Initial Review**
2. **Q&A and Site Visits**
3. **Detailed Review and Analysis**
4. **Draft Report Presentation to Company**
5. **Page Turn with Company Team for each Key Project Discipline**
6. **Finalisation of Report**

Our Specialists and Team

As a **mining social performance professional** with more than 20 years of international experience, **Luke Stephens** has a strong track record in social licence, community relations, social performance, multi-stakeholder partnerships, community grievance mechanisms, government and donor relations.



Luke Stephens

Executive Consultant - Social Specialist
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Prior to Joining RPMGlobal, Stephens was the Principal of Closure and Sustainability for Afrique Gold and worked with both Newcrest Mining Ltd and MMG as superintendent for social performance. He also spent numerous years with aid and humanitarian agency, Concern Worldwide. Since 1998 he has implemented best-practice community programmes in mining and alongside local communities across Africa, Eastern Europe, Central Asia and Southeast Asia.

RPMGlobal has invested in building a **dedicated ESG service team** and are now established as a leader in impact assessment and planning services, environmental and social due diligence evaluations, and audits of mining projects located throughout the world with substantial on-the-ground experience implementing environmental and social initiatives with a practical and pragmatic approach. Our team's expertise spans all key mining regions, methods, and commodities globally, delivering bespoke insights and advice.

About **RPMGLOBAL**

For more than 5 decades, RPMGlobal has been advancing the mining industry and has been the go-to partner for Software, Advisory and Consulting, and Training. Guided by our underlying principles of mining expertise, innovation and sustainability, we strive to create safer, more efficient and more sustainable operations for our mining customers. Our focus on providing advanced mining technology, together with deep domain expertise across the mining life-cycle enables us to guide customers through the current and emerging challenges being faced by the industry worldwide. This includes helping them meet the shift in social norms and consumer and investor ESG related expectations.

RPMGlobal's Advisory team advise the global mining industry on their most critical issues and opportunities, from exploration through to mine closure. This extends across physicals, financials and Environmental, Social, and Governance (ESG) factors and commitments. Their deep domain expertise, combined with their culture of innovation and global footprint, ensures our mining customers continue to lead.



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