

Pillar 1

People and communities

Health and safety, our people, culture, social engagement and investment are pivotal to MMG's Sustainability Framework.



Kinsevere's local community, Kilongo vegetable farmers manage sustainable crop production.

Health, safety and wellbeing

Health,
Safety and
Wellbeing

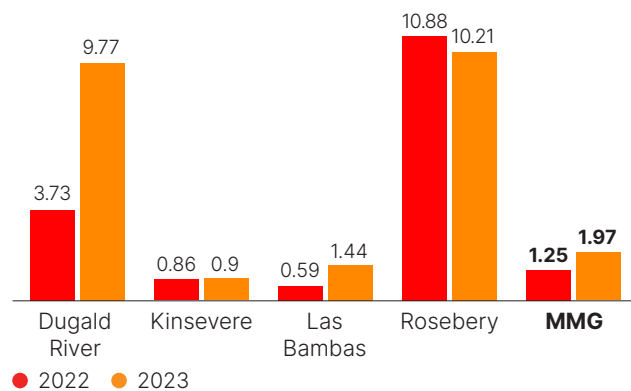


In pursuit of a fatality-free workplace, we manage employee and contractor occupational health exposures.

Across all operations and jurisdictions, we communicate a strong wellbeing mindset, underpinned by supportive leadership and behaviours.

Safety is our first value. We encourage people to stop any work if they do not feel it is safe. The 2023 total recordable incident frequency (TRIF) was 1.97 compared with 1.25 in 2022. We focus our efforts on high potential injuries and, of our total recordable injuries, 15 per cent of them were of high potential. This means they either ended up in a fatality or had the potential to end in a fatality. So, our efforts and priorities remain on eliminating those injuries and fatalities from our business through improved controls.

TRIF Rate



Last year our Australian based operations and offices completed the first Workplace Psychological Safety Assessment. We shared the survey findings with our people through listening sessions to better understand their feedback and strengthen our current approach. As a result, we are implementing a psychosocial health and safety action plan aimed at enhancing safety, wellbeing, diversity and inclusivity in Australia.

Each site is deploying a dedicated approach with regular and scheduled field task observations and visits, engaging with our people to prevent accidents.

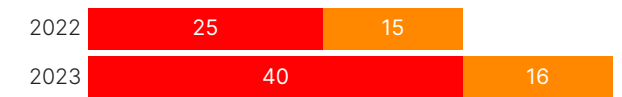
We know that through quality field interactions, having challenging team discussions and ensuring risks are understood and controls are always in place, we will be able to eliminate fatalities and reduce injuries. One critical element is the proactive reporting of significant events (high potential). We encourage the reporting of significant events with no energy exchange, so that we can learn from and implement quality actions that will prevent any

reoccurrence. Every MMG person and contractor must be confident and empowered to speak up and stop work if they do not feel safe or supported. There is still significant room for improvement and during the 2023 fourth quarter, we saw a significant, overall, TRIF rate improvement, with all sites demonstrating better safety controls.

Dugald River investigation

The MMG community was deeply affected by the death of our colleagues, Trevor Davis and Dylan Langridge, who were employed through Barmenco (our former mining services contractor at the Dugald River Mine). A full and independent investigation identified that the mandatory control measures in place at the time of the incident were inadvertently breached, resulting in the two men being fatally injured. Consistent with our commitment to learn from all incidents, MMG introduced a new control measure at Dugald River Mine that is designed to prevent large underground vehicles from accessing rock-filled stopes. This measure – which we believe to be industry-leading – has been physically tested and proven to be an effective hard barrier.

Significant events



- SEEE: significant event with energy exchange
- SENE: significant event with no energy exchange

Significant events root cause analysis

- Equipment Design 10%
- Identification 18%
- Leadership 28%
- People 18%
- Process 26%



Recordable injuries root cause analysis

- Failure to Stop and Think 34%
- Inadequate safe work method 26%
- Failure to create and maintain a safe work environment 14%
- Failure to work to plan 13%
- Failure to effectively plan the work 10%
- Failure to provide inherently safe plant and equipment 3%



Health, safety and wellbeing (continued)

Health,
Safety and
Wellbeing



Rosebery's vehicle fatigue detection and Kinsevere's safety insights

Scheduling jobs, managing fitness for work and rotating rosters in line with global best practice is a key focus for operational sites. Our Tasmanian-based Rosebery mine is the first in Australia to implement Hexagon's operator alert system in underground conditions. The system detects fatigue and distraction in real time, utilising dashboard mounted cameras to monitor operators and send alerts through audible sounds and seat vibration. Eleven trucks and 81 operators are registered to use the system. In the DRC where our Kinsevere operation is based, shared insights can help to eliminate workplace risks. A delegation of 15 Haut-Katanga-based companies toured Kinsevere in 2023 to learn its safety culture insights, in a visit led by the DRC business federation (FEC) and the Chamber of Mines.



Las Bambas occupational risk controls

Our operations continuously review best practice health and safety protocols, updating our measures as required. In 2023, our Las Bambas operation implemented a new strategy for safeguarding the use and handling of carcinogenic agents. A health and hygiene committee reviews air quality controls in closed areas as efficient filtering systems are critical during employee bus transport, for mining equipment cabins, control rooms, and comfortable camp rest conditions. Key to the approach is using both digital transformation tools and consolidated historical databases to assist with managing occupational hygiene risks and to improve decision-making capability.

Local and regional development

By contributing to the social and economic development of the communities and regions near our operations we fund schooling, healthcare centres, agriculture, food supply and infrastructure projects.

We also create direct and indirect employment by equipping local businesses to participate in social enterprise programs that promote individual livelihoods and foster regional economic growth. Creating positive legacies and sustainable assets over the life of MMG's mines is embedded within site plans. Our operating model generates in-country investments, regional jobs, economic activity, tax and royalty payments. In 2023, our total contribution to the regions in which we operate totalled US\$3 billion. We align our efforts with measures that have the most impact on quality of life as outlined by the UN SDGs.

\$3 billion

Total contribution to the regions in which we operate in 2023 (US\$)

Social Engagement and Investment



2023 Total social investment spend by SDG

Investment by SDG		Dugald River	Kinsevere	Las Bambas	Rosebery	Total
	SDG1: No Poverty	\$5,310	\$495,666	\$15,387,871	\$17,157	\$15,906,003
	SDG2: Zero Hunger	\$3,319	\$309,578	\$3,038,102	\$25,221	\$3,306,219
	SDG3: Good Health and Wellbeing	\$106,126	\$267,322	\$3,506,082	\$132,501	\$4,012,031
	SDG4: Quality Education	\$13,632	\$945,490	\$6,847,480	\$19,387	\$7,825,990
	SDG5: Gender Equality	\$14,933	\$0	\$501,583	\$6,836	\$523,352
	SDG6: Clean Water and Sanitation	\$0	\$42,699	\$163,360	\$0	\$206,059
Total		\$143,319	\$2,060,755	\$29,444,479	\$201,102	\$31,849,654

Note: These numbers have been rounded to the nearest whole number. For full disclosure see the MMG 2023 Sustainability Report Appendix.

Education and skills programmes for Non-MMG employees

Year		Dugald River	Kinsevere	Las Bambas	Rosebery
2022	Total number of education/skills programmes deployed out of workforce	N/A	10	8	N/A
	Total value of investment on education/skills deployed out of workforce	N/A	\$248,270	\$4,629,398	N/A
	Total number of beneficiaries of educations/skills programmes	N/A	1014	11355	N/A
2023	Total number of education/skills programmes deployed out of workforce	3	11	9	9
	Total value of investment on education/skills deployed out of workforce	\$21,773	\$222,594	\$4,693,465	\$52,005
	Total number of beneficiaries of educations/skills programmes	697	799	13425	329



Between 2018 – 2021, Kinsevere invested 0.3 per cent of the mine's annual turnover into the Haut-Katanga Province totalling US\$5.8 million. In 2023, education, health, road rehabilitation and bridge infrastructure projects reinforced Cahier de Charge community projects. Kinsevere has captured the interest of other mining operations that have toured its social developments to inform their own Cahier de Charge obligations.

Local and regional development (continued)

CASE STUDY

Positive Cahier de Charge community feedback

Kinsevere's 'Cahier de Charge' program, unveiled in 2021, is a US\$6 million social investment benefitting up to 26 neighbouring villages. The 2023 year built on previous years' investment (10 agriculture and education initiatives since 2021) by reviewing ongoing costs. Key to its success is input from 60 community participants who met three times that year including the Chef de Secteur

of Bukanda, two Chefs de Groupement from Shindaika and Kasongo, and 21 village chiefs and local development committee members. Sébastien Mwape Kabinda, the Chef de Secteur of Bukanda, praised mine and village collaboration. To date, Kinsevere is progressing several community infrastructure projects including fresh water supply and other 2023 initiatives that saw several community infrastructure projects including schools, bridges, roads, health centres and a public administration office handed over to local authorities. Eighteen initiatives will be completed by 2025.



Fresh water supply, schools, bridges, roads, health centres and a public administration office were completed by Kinsevere in 2023.

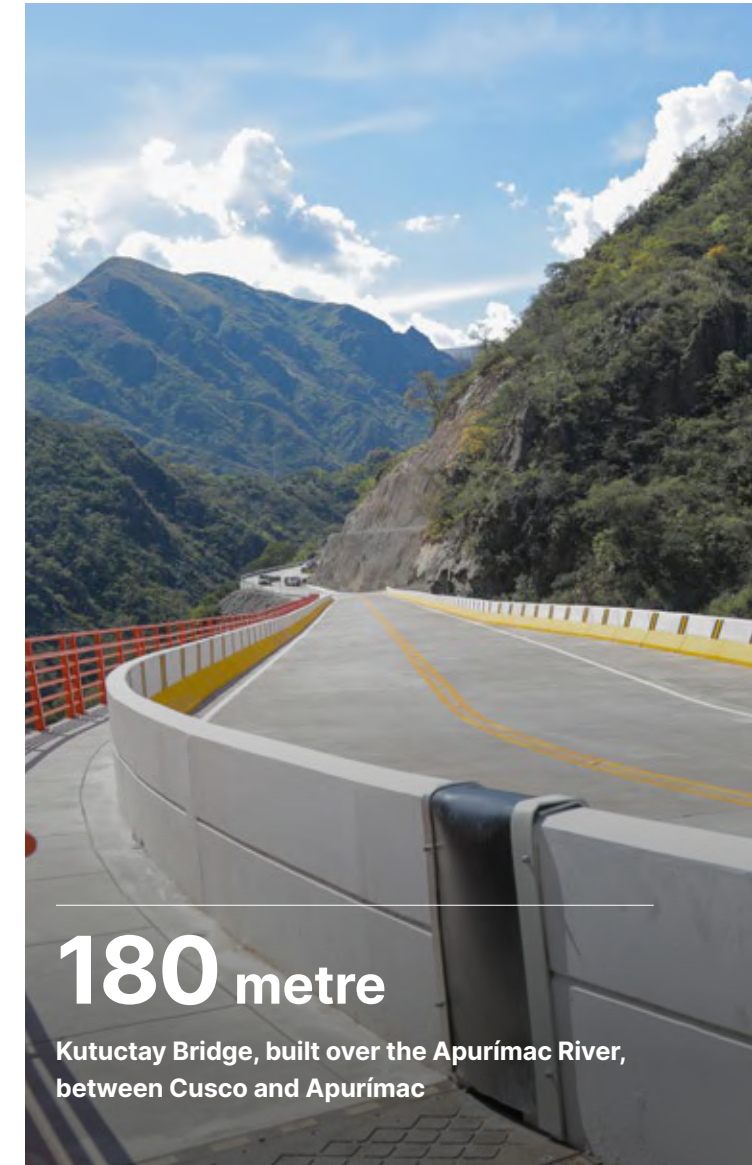
Kutuctay Bridge benefits 50,000 community members

Las Bambas has partnered with the Peruvian Ministry of Transport and Communications to deliver the 180-metre long Kutuctay Bridge, built over the Apurímac River, between Cusco and Apurímac. This significant national and regional road infrastructure will benefit over 50,000 people by reducing travel time and delivering positive social, trade, industry and cultural outcomes. After 14 months of construction, the bridge is nearing completion. Funded through the Works for Taxes program, the Kutuctay Bridge represents a significant US\$11.7 million investment. In addition to connecting districts, the bridge is bringing local people economic development and integration advantages. The Work for Taxes mechanism, established by the Peruvian Government, facilitates private sector funding of specific priority public projects against payable income tax.

50,000

50,000 people will benefit from the new Kutuctay Bridge. The investment aims to reduce travel time, delivering positive social, trade, industry and cultural outcomes.

Social Engagement and Investment



180 metre

Kutuctay Bridge, built over the Apurímac River, between Cusco and Apurímac

Local communities and Indigenous peoples

Social Engagement
and Investment



We work closely with our host communities to build lasting partnerships based on trust, mutual respect and two-way communication.

Together with other stakeholders and Indigenous peoples, local groups and individuals participate in planning processes and decisions that affect their lives and inform our site engagement and social development plans.

Our strong commitment to protecting human rights, Indigenous rights and cultural heritage is reflected in our memberships of respected and independent organisations and bodies, including the ICMM and the Voluntary Principles Initiative. We invite and encourage regular feedback through informal conversations and formal mechanisms to improve and remedy concerns as they arise.



Pictured Left to Right: (Kalkadoon) Henry Craigie, Beverly Craigie, Samantha Craigie & (MMG) Nick Johnson.

CASE STUDY

Cultural heritage walks with traditional owners

Our Dugald River team works very closely with the Kalkadoon People, the traditional owners of the land on which we operate. We have a formal agreement to regularly engage with the Kalkadoon Prescribed Body Corporate on land use. In 2023, the site undertook a comprehensive survey and salvage of the mining tenements, to look for potential additional tangible and intangible cultural heritage, overseen by a specialist. This included six cultural heritage walks spanning a total of 30 days with Kalkadoon People representatives and a consultant. Detailed mapping and recommendations were produced and approved by all parties. While no new significant cultural heritage artefacts or sites were identified during this process, Dugald River will continue to liaise with the Kalkadoon People.

Six cultural heritage walks spanning 30 days were undertaken with Kalkadoon People representatives and a consultant.

Local communities and Indigenous peoples (continued)

Social Engagement and Investment



Grievance management

We collaborate closely with our communities to build relationships of mutual respect and partnership. At times, issues arise that require more specific attention, and we work hard to ensure our stakeholders can raise their concerns with us without fear of recrimination or reprisal.

In 2023, we received a total of 256 grievances across our operations. The majority of these relate to local supply, damage to private property, environment and local employment. While the number of grievances received at our Las Bambas operation remain in line with previous years, the team has committed significant resources to improving response and closure times. This has been done with updated training for all community-facing roles, increased access and visibility of our mechanism in communities and streamlined internal processes. As a result of this work, average closure time from receipt of grievance has dropped from 135 days in 2021 to 76 days in 2023.

We continue to apply significant effort to address these concerns at a site and regional level through teams dedicated to local business development, local employment and increased training and upskilling opportunities for community members. We have dedicated teams working along the supply and logistics corridor for all our operations to ensure regular environmental and road monitoring can mitigate any potential impacts arising from our logistics transport.

3 days

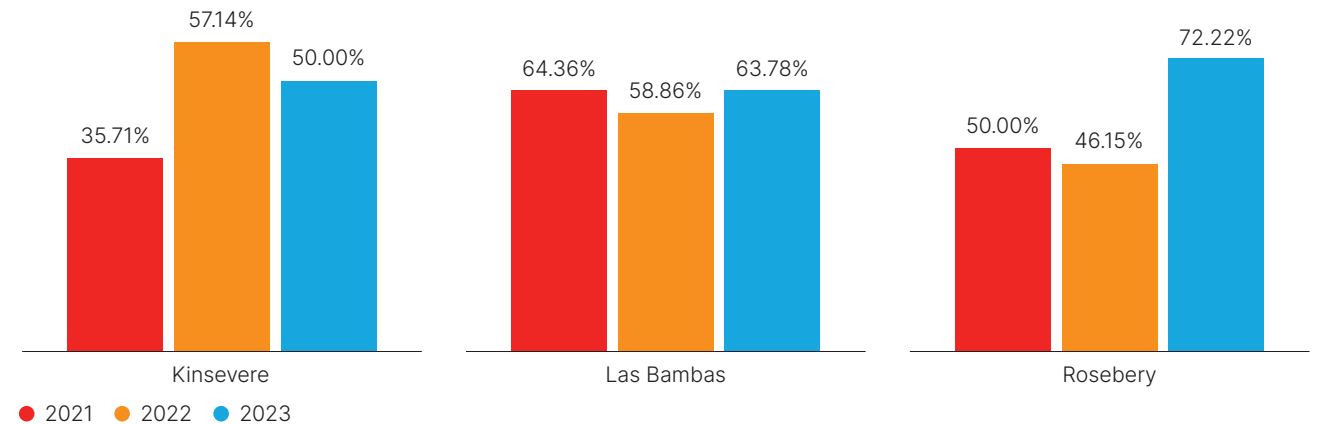
Is our current response time for managing community grievances including human rights related matters (Target 6 days).

2023 Grievances received by case type

	Kinsevere	Las Bambas	Rosebery	Total
Community health and safety			6	6
Compensation and financial benefits	1			1
Damage to private property	5	24		29
Economic – local employment	2	9		11
Economic – local supply		177		177
Environment		13	5	18
Exploration and land access	1			1
Infrastructure and services			4	4
Operational impact	1		7	8
Social investments and commitments		1		1
Total	10	224	22	256

Note: Dugald River did not receive any grievances during the 2023 period.

2023 Grievances closed within 60 days



Diversity and inclusion

People and Culture



We work hard to create an inclusive workplace culture, recruiting from diverse backgrounds in the regions where we work. It is important for MMG to bring our people flexible and inclusive opportunities so they can contribute to our business success and company culture.

All women



Level 3+



The end-to-end process of mining minerals to meet customer demand is achieved thanks to MMG's greatest asset, which is more than 11,000 employees and contractors ranging across technical, administrative and functional support roles. To attract and retain the best people, MMG has several strategies to expand the current talent pool. Reflecting the local societies where our employees live, the face of mining is changing with increased participation by women. Gender diversity brings company gains that span safety, problem solving and attention to detail among other attributes. Through increased career opportunities

our women employees benefit from economic empowerment with positive ripple effects for their families and communities. In 2023 MMG continued its commitment to increase the number of women in leadership roles by a minimum of five per cent each year. This will be achieved through our five pillars.

Diversity and Inclusion Committees have been established across our sites and offices to monitor progress, guide change programs and develop and promote MMG-wide diversity and inclusion initiatives.

Our five diversity and inclusion pillars

- Establish development support
- Develop leaders
- Improve behavioural environment
- Improve physical environment
- Optimise recruitment processes

CASE STUDY

Building career pathways

In March, Kinsevere teams and management embraced International Women's Day (IWD) and the mine-sponsored Fêtes de la Femme Active, empowering and mentoring Congolese women. Kinsevere's Human Resources (HR) and Women's Committee joined with 90 others on IWD, scoping training and other ways to recruit and promote women. Importantly, female representation statistics are up from three per cent in 2007 to 15 per cent in 2023 with two women managers and 11 female superintendents. Lyse Amisi, Health Safety and Environment Manager, presented certificates to eight women for their exceptional contribution.



Diversity and inclusion (continued)

People and Culture



Gender and age group diversity by employment level

Level	Workforce (number)	Male	Female	Under 30 yrs	30-50 yrs	Over 50 yrs
Frontline/Team Leadership						
Level 1	4,112	86%	14%	13%	71%	16%
Superintendent						
Level 2	301	80%	20%	1%	75%	24%
Manager						
Level 3	108	86%	14%	0%	55%	45%
General Manager						
Level 4	14	93%	7%	0%	50%	50%
Executive General Manager						
Level 5/6	5	100%	0%	0%	20%	80%
The MMG Board	5	100%	0%	0%	40%	60%
Total	4,545	85%	15%	12%	71%	17%



Kinsevere proudly hosts a mentoring program for female electrical and mining students. Seven women joined the site for a day of immersive learning across plant, mine, security, administration and social work functions and networked with 100 Kinsevere women at a luncheon.

Empowering women's career goals

Inspiring others to chase their career ambitions, Stephanie Whittle pursued a process operator cadetship in her thirties, prompted by the Rosebery mine's positive impact on the town. After having her daughter at 18 years of age, Stephanie thought she would never get the chance to change her career. "I always wanted to work in mining but with no experience it made the dream a little out of reach for me. That was until I saw an opportunity to apply for a Rosebery mine cadetship," she said. Stephanie completed her training and moved into a permanent

role in 2023, with a willingness to be open to growth and learning being a key success driver. "Where you come from does not define you. Applying yourself and having a positive attitude helps with achieving goals. I have embraced every opportunity, whether its hands-on experience or starting my mine rescue qualifications. I wanted to give everything a go and make this career change a success." Stephanie also achieved a major commendation when she was recognised as the runner-up in the Outstanding Tasmanian Tradeswoman, Operator or Technician in Tasmanian Resources Award.



Kinsevere Open Days

Kinsevere's Open Days serve as a pivotal forum for shaping HR policies. This perspective is echoed by General Manager, Weiquan Xia, who met with eight women delegates to discuss gender equality and strategies for cultivating female leadership and enhancing village scholarships. He noted Kinsevere's progress with improving gender diversity and advocating for women's rights at its own operation and within the wider mining industry.



Employee value proposition

MMG is committed to building lasting partnerships with our people and ensuring they have the right capabilities and development opportunities to deliver on our strategy.

We invest in opportunities to train and engage our people, supporting their professional development, and we ensure the cultures and practices across our operations are underpinned by a strong focus on human rights.

Through MMG's 'My Progress' process, we align our people's skills and experience with the Company business plan to fulfil their role requirements, closing any capability gaps with vocational training and competency verification to drive safety and efficiencies, and to manage any material business risks.

Employees who receive regular performance and career reviews

Australia ops (2023)	100%
Australia ops (2022)	87%
Corporate (2023)	93%
Corporate (2022)	67%
Dugald River (2023)	97%
Dugald River (2022)	74%
Kinsevere (2023)	69%
Kinsevere (2022)	55%
Las Bambas (2023)	37%
Las Bambas (2022)	37%
Rosebery (2023)	53%
Rosebery (2022)	50%

CASE STUDY

DNA traits guide Las Bambas sustainable aspirations

A deep review of Las Bambas' business approach has revealed five key traits that capture its organisational DNA or unique work culture. The traits guide 'working together' aspirations, inform responses to socio-political challenges and leverage teams' multicultural knowledge and diverse leadership styles. The five attributes are **security, digital transformation, diversity and inclusion, efficiency and sustainability**.

Current initiatives drawing on the traits are:

'Vamos, liderando con el ejemplo' (Let's Go, Leading by Example) seeks to inspire the leadership team to manage our corporate competencies.

Real-time interaction with 1,500 employees using the Viva Engage app to send updates via posters, radio, TV in the dining area, mobile phones, and the workplace. Bi-directional communication and a survey feedback loop monitor the tool's effectiveness.

The 'Rethink Program', which is generating mine efficiency measures and achieving a reduction in operating expenses.

The diversity and inclusion committee promoting an environment where all individuals, regardless of differences, feel included, valued and can contribute to creating value and progress for Las Bambas.



72.8%

Results of People and culture survey 2023: 72.8%
The average people engagement results for all sites were favourable.

People and Culture

