

# Health, safety and wellbeing



At MMG, the health, safety and wellbeing of our people is at the centre of everything we do. Our operations span remote regions, complex geological environments and diverse cultural contexts, yet our aspiration remains constant: every person goes home safe and well, every day. This commitment continues to shape the culture, systems and behaviours across all our sites.

In 2025, we strengthened our focus on prevention, leadership and care. We recognise that safety is not only about controls and procedures, but about the way people feel, communicate and support one another. As our operating context grows more complex, our Culture of Care has become an essential part of how we build trust and enable safe performance.

## A culture grounded in care

Our approach to safety and wellbeing is built around the belief that people thrive when they feel valued, respected and supported. Across MMG, our leaders are encouraged to be visible, approachable and engaged, creating environments where concerns can be raised early and without hesitation.

This mindset has become more deeply embedded across our sites. Teams are increasingly confident in discussing wellbeing, reporting psychosocial hazards and supporting each other to stop work when something doesn't feel right. This cultural shift is just as important as any procedural control because it strengthens the shared responsibility we have for one another's safety.

## Strengthening our safety foundations

Our safety systems are guided by our Safety, Security, Health, Environment and Community (SSHEC) Policy and supported by rigorous standards, including the Fatal Risk Standard and the Significant Events and Safety, Security, Health and Environment (SSHE) Performance Standard. These define how work is planned, supervised and verified, with a strong focus on preventing high potential and fatal risk events.

Across all operations, our teams continued to embed structured risk assessments, critical control verification, competency-based training, field leadership interactions and robust incident reporting.

As a result of this disciplined approach, MMG recorded zero fatalities across all operations in 2025, reflecting the commitment and vigilance of our people, and our vision for significant and ongoing

health and safety improvement. We recognise, however, that maintaining strong safety performance requires continual effort. Ongoing focus areas include consistently embedding critical risk management practices across all work groups, strengthening contractor alignment with MMG standards and ensuring that expectations are clearly understood and applied in diverse operating and contracting environments.

	TRIF <sup>3</sup>			SEEEFR <sup>4</sup>		
	2025	2024	2023	2025	2024	2023
Dugald River	13.60	9.72	9.77	0.0	1.08	2.87
Izok <sup>1</sup>	33.38			0.0		
Khoemacau <sup>2</sup>	3.38	2.88	-	1.28	0.82	-
Kinsevere	0.53	0.74	0.90	0.97	0.88	1.47
Las Bambas	1.20	1.72	1.44	0.53	0.64	0.82
Rosebery	6.06	8.51	10.21	3.37	2.13	0.79
<b>MMG total</b>	<b>2.06</b>	<b>2.06</b>	<b>1.97</b>	<b>0.80</b>	<b>0.78</b>	<b>1.14</b>

- 1 Izok Corridor was incorporated into our reporting from 1 January 2025.
- 2 Khoemacau was acquired in 2024 and incorporated into our health and safety reporting from 1 April 2024.
- 3 TRIF: Total recordable injury frequency.
- 4 SEEEFR: Significant events with energy exchange frequency rate.



More details on our safety performance is available in our [2025 Sustainability Databook](#)



## Case study

### Introducing PAPER technology to protect workers from airborne dust

Our Dugald River site conducted a workforce-wide consultation with employees in 2025 on the requirement to be clean-shaven for the use of respiratory protective equipment.

Our research found that many employees choose to maintain facial hair for either personal, religious, cultural or identity-based reasons, limiting effectiveness and use of the existing equipment.

Following open employee discussions, we have sourced alternative respirators – Powered Air-Purifying Respirators (PAPER) – which provide effective protection from airborne dust, while removing the need to be clean-shaven, respecting individual, personal and cultural reasons for keeping facial hair.



## Case study

### Preventative Health and Wellness Program at Las Bambas

In 2025, we delivered a Preventative Health and Wellness Program across our Lima offices and Las Bambas site, focused on promoting healthy habits and the early detection of diseases. The program integrated mental health support, fatigue management and cancer prevention within a comprehensive approach to wellbeing.

Through targeted interventions, awareness activities and access to preventative screening, the initiative reached more than 3,700 employees. By bringing physical and psychological health initiatives together, we strengthened a culture of self-care, early intervention and shared responsibility for wellbeing.



### Listening deeply and supporting wellbeing

Wellbeing is an increasingly important part of how we think about health and safety. This includes physical health, mental health, fatigue management and the broader emotional and social factors that affect how people show up at work.

In 2025, our sites continued to expand their wellbeing programs. Leadership conversations about mental health became more routine and many teams built local initiatives that reflected cultural and workforce needs.

New programs include early intervention support, peer-based wellbeing campaigns, as well as more structured psychosocial risk assessments. The integration of wellbeing into our safety mindset has normalised help-seeking behaviour and fostered work environments where people feel more connected and supported, particularly in environments where operational demands and remoteness heighten health and psychosocial risks.



### Protecting health through strong systems

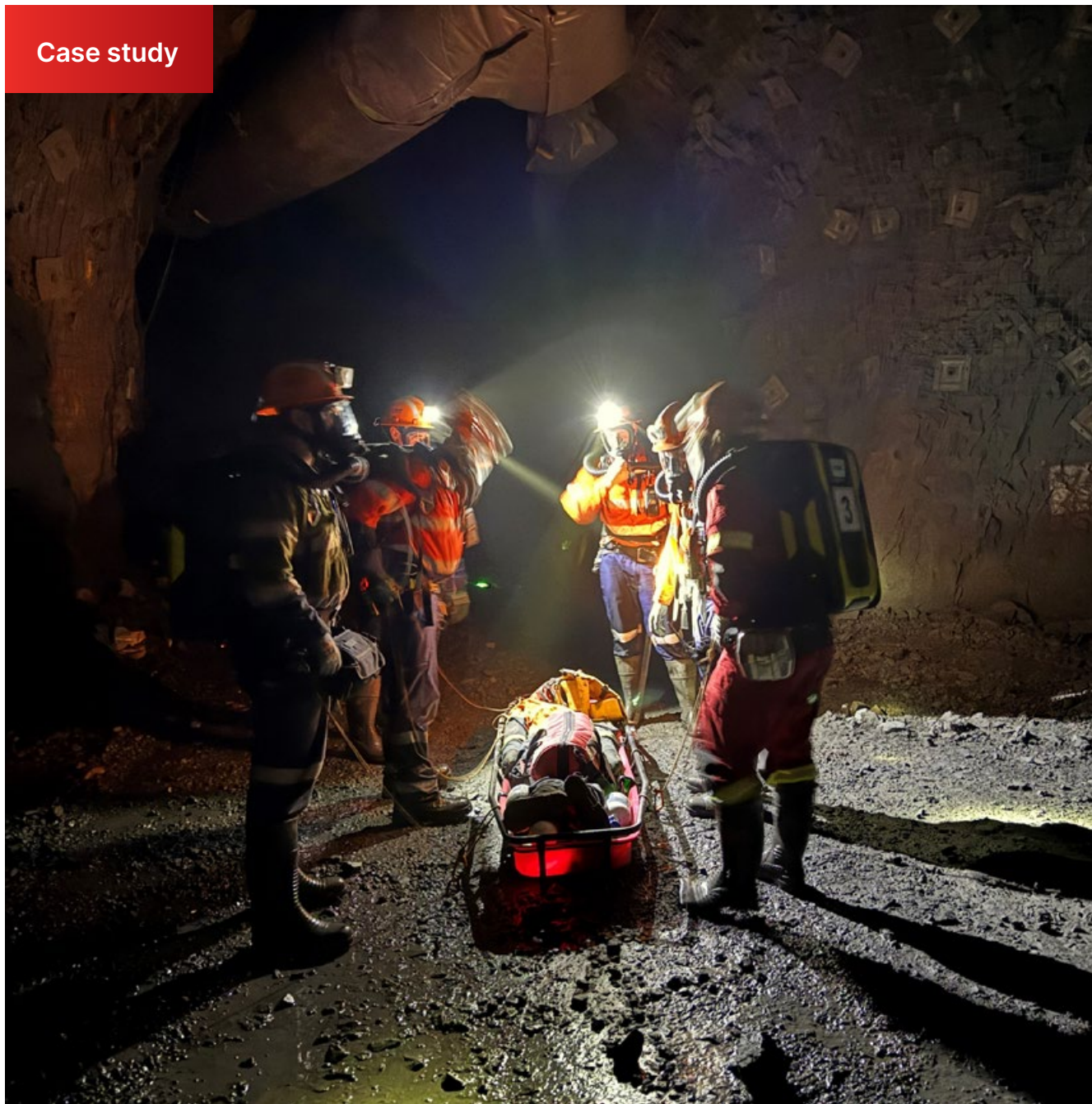
We continue to invest in technologies and processes that support fatigue management, drug and alcohol testing and fit-for-work programs, ensuring risks are identified early and managed consistently. We are guided by our Hygiene Monitoring Strategies, Similar Exposure Group assessments and regular health surveillance programs.

Our Incident and Event Management system provides a structured way to report hazards, incidents and near misses, helping us identify systemic issues and opportunities for improvement. Significant events are investigated thoroughly and learnings are shared across the business to prevent recurrence.

We also maintain a strong focus on contractor safety. Contractors are held to the same standards as MMG employees, participating in training, exposure monitoring and health and wellbeing programs.

This shared responsibility ensures that everyone on site, regardless of their role or employer, is aligned with the same expectations and culture of care.

## Case study



### Strengthening emergency response capability at Dugald River Mine

MMG Dugald River continues to invest in building a highly skilled and confident Emergency Response Team to ensure the safety and resilience of our workforce and the wider region.

Emergency response capability is critical in mining environments, where rapid, well-coordinated actions protect workers and ensure safe operations. Building capability requires accredited training, practical skill development and continuous practice.

In 2025, MMG supported eight employees and contractors to complete their Certificate III in Emergency Response and Rescue. These newly qualified responders join 16 graduates from 2024 and the existing group of trained ERT employees, increasing depth, capability and succession strength across the team.

Alongside weekly onsite training, MMG also leads regional capability by hosting the North-West Queensland Emergency Response Forum, bringing together 14 mines and community emergency services for shared learning and coordinated preparedness.

### Supporting community health and shared resilience

MMG plays an active role in supporting health outcomes beyond the mine gate. Many of our operations partner with local health providers, NGOs and government agencies to strengthen clinics, support disease prevention and improve access to clean water and essential services.

These programs are shaped by local needs and often complement broader community development initiatives, reinforcing our commitment to shared wellbeing and resilience.

### Looking ahead



Our safety and wellbeing journey is ongoing. In 2026, we will continue expanding psychosocial risk management, strengthening leadership capability, enhancing our learning from incidents and deepening workforce engagement in health and wellbeing.

Above all, we remain focused on creating workplaces where people feel safe, respected and supported, and where care is not only a value but a lived experience.