

People and culture



Our people are the heart of MMG. Their expertise, resilience, cultural diversity and commitment shape the way we operate and the values we stand for.

In 2025, we continued to strengthen a workplace culture that supports our people to grow, feel valued and contribute meaningfully to our long-term success. This commitment is guided by our global People Policy and supporting standards, which ensure fairness, inclusion and respect across all our operations.

Our culture is shaped not only by policies and systems but also by the daily actions of our leaders and teams: the conversations they have, how they collaborate and how openly they listen to each other. These behaviours create an environment where people can perform at their best and where a sense of belonging and purpose can grow.

Building a workplace where everyone belongs

As a global organisation working across continents, MMG's culture is enriched by the diversity of experience, language, backgrounds and perspectives across our workforce. We recognise that when people feel respected and included, they share

ideas, challenge assumptions and collaborate more effectively, driving innovation and strengthening team cohesion.

Our global Diversity and Inclusion approach, led by the Executive Committee and brought to life through site-based initiatives, continued to expand in 2025.

These initiatives include Diversity, Equity and Inclusion Committees, employee networks, Lean-In circles, multicultural onboarding and flexible work arrangements tailored to operational contexts. Across our operations, teams continue to explore what inclusion means in their own context – from language integration programs and female support circles to mentoring for young workers and leadership capability building.

As at the end of 2025, women represent 16.93% of our permanent workforce, with site-led actions underway to continue increasing representation by 5% per year, including in leadership roles.

We also continue to strengthen Indigenous and local employment pathways across the business, recognising the essential role of local knowledge and community connection in our operations.



Case study

Empowering women in mining and leadership roles

Through initiatives such as sponsorship of the Women in Mining Forum, leadership development programs, Lean-In circles and outreach to girls and young women within schools and universities, we actively seek to break gender barriers in mining.

MMG attended the Democratic Republic of Congo (DRC) Mining Week, held in Lubumbashi, as a Platinum Sponsor, with a 23-member delegation from Kinsevere attending. Nearly half of these participants were women – an impactful signal of our commitment to advancing women's leadership in a traditionally male-dominated industry.

The Women in Mining DRC Forum was a flagship event of DRC Mining Week, also sponsored by MMG, which brought together more than 100 participants from across the mining sector, both nationally and internationally, reaffirming the critical role of women in shaping the future of the industry.

Women now represent 15.84% of Kinsevere's workforce, with growing roles in technical and leadership positions. To further increase female participation, we are developing flexible work and family support policies as well as looking to establish mentorship and sponsorship programs.

Total 2025 workforce by employment type and site

Site	Employee #	Contractor #	Employee %	Contractor %	Total workforce
Africa - Operations Support	27	0	100.00%	0.00%	27
Australia - Operations Support	19	0	100.00%	0.00%	19
Dugald River	514	467	52.36%	47.61%	981
Corporate Offices	218	3	98.71%	1.29%	221
Khoemacau	713	3,210	18.17%	81.83%	3,923
Kinsevere	871	3,929	18.15%	81.85%	4,800
Las Bambas	2,760	10,050	21.55%	78.45%	12,810
Rosebery	406	243	62.47%	37.48%	649
Izok	2	14	12.50%	87.50%	16
MMG Total	5,530	17,916	23.59%	76.41%	23,446

MMG employees represents employees directly employed by MMG, such as permanent, fixed term and casual. Contractors includes contractors, consultants and other short-term engagements.

Las Bambas employee headcount numbers include employees of Asociacion Las Bambas.

Headcount for MMG employees is at 31 December 2025. For contractors, this is an average of the total contractor workforce throughout the course of the year.

Total 2025 permanent workforce by gender and site

Site	Male #	Female #	Male %	Female %	Total workforce
Dugald River	434	79	84.55	15.45	514
Khoemacau	578	135	81.07	18.93	713
Kinsevere	733	138	84.16	15.84	871
Las Bambas	2,368	392	85.80	14.20	2,760
Rosebery	349	57	85.95	14.05	406
Africa operations	16	11	59.26	40.74	27
Australian operations	9	10	47.37	52.63	19
Corporate	104	114	47.71	52.29	218
MMG total	4,591	936	83.06	16.94	5,528

Data is not disclosed for our Izok Corridor project due to the small number of employees.



Case study

Partnering to deliver a local employment fair for the mining industry

In 2025, we worked in partnership with Ferreyros and CETEMIN to host an employment fair, Feria Empleo Peru Minero 2025, its first edition focused on Diversity and Inclusion. This event provided a platform to connect local people with employment and training opportunities in the mining sector.

It attracted more than 1,200 participants, with women representing 84% of attendees.

The fair brought together industry and education providers as well as key stakeholders to promote skills development and the close link between education and mining in Peru.

1,200+

Feria Empleo Peru Minero 2025 participants

84%

Female representation amongst attendees



Supporting growth, capability and leadership

Supporting the growth of our people is central to our culture. We invest in capability through targeted development, technical training and leadership programs designed to empower individuals at all levels of the organisation.

In 2025, training and development remained focused on supporting safe and effective work, with learning initiatives spanning frontline safety leadership, technical capability building and manager development.

Employees also benefitted from mentoring networks, targeted emerging leaders' programs and inclusive pathways, which included blind resume screening and multicultural onboarding, designed to remove barriers and promote fairness.

Leadership development remains a priority. Across MMG, leaders are encouraged to foster open communications, demonstrate care and create psychologically safe environments where people feel supported to speak up and contribute.

Listening to our people

We know that culture is shaped by listening. Throughout 2025, we continued to learn from employee feedback, such the global People and Culture survey, regular team discussions, pulse checks, town halls and engagement workshops.

This feedback helped guide improvements in workplace culture, communications, leadership support, inclusion practices and wellbeing initiatives. Importantly, it reinforced the value employees place on connection, growth opportunities and understanding that their voices influence decisions.

Training completed per employee category¹

Level	Workforce	Trained workforce (#)	Trained workforce (%)	Total trained hours	Avg trained hours by total workforce
Level 1 – Frontline/team leadership	4,985	3,548	71.17	72,672.53	14.58
Level 2 – Superintendent	314	243	77.39	2,019.13	6.43
Level 3 – Manager	106	85	80.19	536.63	5.06
Level 4 – General Manager	15	12	80.00	24.25	1.62
Level 5 – Executive General Manager and CEO	6	2	33.33	3.00	0.50
Total²	5,426	3,890	71.69	75,255.55	13.87

¹ This table refers to training recorded on our internal learning management system, which includes modules such as field task observations, safe task management, fatal risk requirements, mental health, risk management, occupational exposures and controls.

² The total number of people trained during 2025 includes some employees who may have left the Company prior to the 31 December 2025 headcount date and some contractors who are employed in roles that require training to be captured in the learning management system.

Note: Izok Corridor project data is excluded as the project is currently in the process of integrating with MMG's learning management system.

Wellbeing and mental health

Employee wellbeing continues to be a cornerstone of our culture. Our Mental Health Framework is designed to support the psychosocial health of employees on and off shift and sets out clear actions in awareness, prevention, capacity building and recovery, supported by:

- 24/7 employee assistance programs
- mental health first aid training across all sites
- psychological safety assessments and wellbeing surveys.

These efforts complement our focus on culture of care, reflecting a holistic understanding that health is physical, psychological and emotional. Our people increasingly recognise that speaking openly about mental health, or supporting a colleague to do so, is a sign of strength, not vulnerability.

Local employment and community connection

We recognise that strong, sustainable operations depend on strong local relationships and that begins with employment. In 2025, 95.44% of our workforce were host country nationals and we continue to grow pathways for local workers, apprentices and early career professionals.

Across our sites, we support pathways to work for Indigenous and local communities through targeted, locally relevant initiatives, including:

- the Kalkadoon agreement at Dugald River, which supports employment, training and business opportunities for Traditional Owners
- community-based employment and skills pathways at Las Bambas that prioritise participation from nearby communities

- workforce development initiatives at Kinsevere delivered under its *Cahier des Charges* commitments to build local capability and long-term employability
- Khoemacau’s local local program, which focuses on recruiting and developing employees from surrounding communities
- ongoing engagement at Rosebery to support local employment, apprenticeships and regional workforce participation on Tasmania’s West Coast.

Through training, education and support for local hiring, we not only build capability within MMG but also contribute to broader community development and long-term economic resilience.

Local employment remains a key pillar of our shared-value approach and is deeply connected to our identity as a responsible producer.

National employees

Site	Total employees	National employees	% of national
Dugald River	514	457	88.91
Khoemacau	713	659	92.43
Kinsevere	871	813	93.34
Las Bambas	2,760	2,723	98.66
Rosebery	406	372	91.63
MMG total	5,264	5,024	95.44

Note: this table only includes employees from our operations, it does not include our corporate offices. Izok Corridor project data is not disclosed.



Looking ahead →

Our focus for 2026 will be on deepening inclusion, strengthening leadership capability and enhancing the employee experience through better systems, clearer development pathways and more consistent global expectations.

We will continue to lift representation of women and other diverse groups, broaden early career

programs and evolve our wellbeing and mental health frameworks to meet the changing needs of our workforce.

Above all, we will continue building a culture where people feel connected – connected to their colleagues, their purpose and the communities in which we operate.