



# SUSTAINABILITY REPORT APPENDIX 2021

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# MMG STAKEHOLDERS AND ENGAGEMENT AVENUES

MMG regularly engages with stakeholders across our sites and around the world, both internally and externally. Where we choose individuals to engage with on behalf of a stakeholder group, we strive to ensure we select a diverse range and representation to ensure we are hearing as broad a range of opinions as possible. This engagement can take place on a daily, monthly, half yearly or yearly basis, depending on the engagement avenue, the specific stakeholder group and the operation or office in question. For example, our people and culture survey takes place twice a year, formal community meetings may take place monthly or quarterly, and we might communicate with NGOs on an as needs basis. All stakeholders are engaged at least once a year.

Some examples of engagement avenues with specific stakeholders include:

- talking to employees during development training programs;
- engaging contractors and external stakeholders in over-the-phone interviews;
- responding to requests from shareholders or investors; and meeting with NGOs to hear their feedback about our performance and opportunities for improvement.

The below table is a list of each stakeholder, their sub-groups, their areas of interest and the varying engagement avenues we use to hear from them.

STAKEHOLDER	STAKEHOLDER GROUPS	AREAS OF INTEREST	ENGAGEMENT AVENUES
<b>Employees</b>	<p>MMG employees and contractors at:</p> <ul style="list-style-type: none"> <li>• mine sites</li> <li>• development projects</li> <li>• all offices, including our head office in Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>• Staff safety and wellbeing – safety management and performance</li> <li>• Our economic performance – business strategy</li> <li>• Talent attraction and retention – values and behaviours, working conditions, work plans, remuneration and benefits, career opportunities</li> <li>• Diversity – equal opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Safety meetings</li> <li>• Shift change meetings</li> <li>• Management and CEO presentations</li> <li>• Emailed and hardcopy updates</li> <li>• Corporate and individual site intranets</li> <li>• Quarterly employee magazine</li> <li>• Cultural and people development programs and training</li> <li>• Bi-annual People and Culture Survey</li> <li>• Social media channels</li> </ul>
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Host and regional communities</li> <li>• Local villages and towns near our operations</li> </ul>	<ul style="list-style-type: none"> <li>• Post-closure community expectations and community and regional development – impacts on local communities, community investment and development, local amenity and housing</li> <li>• Stakeholder relationships – local business support</li> <li>• Environmental management and compliance – environmental impacts and management</li> <li>• Public interaction with operations – health and safety impacts</li> <li>• Economic sustainability – future financial viability</li> <li>• Community and regional development – sustainable employment post mine life</li> </ul>	<ul style="list-style-type: none"> <li>• Community investment projects</li> <li>• Quarterly and monthly newsletters</li> <li>• Meetings</li> <li>• Written communications</li> <li>• Local media</li> <li>• Social Impact Assessment</li> <li>• Sponsorships</li> </ul>

# MMG STAKEHOLDERS AND ENGAGEMENT AVENUES

STAKEHOLDER	STAKEHOLDER GROUPS	AREAS OF INTEREST	ENGAGEMENT AVENUES
Suppliers	<ul style="list-style-type: none"> <li>Businesses from which we purchase products and services</li> </ul>	<ul style="list-style-type: none"> <li>Our economic performance – economic security of the business, supply opportunities, payment processes</li> <li>Contractor selection – health and safety, contractor management procedures, supplier contractual conditions</li> </ul>	<ul style="list-style-type: none"> <li>Tender and contract documents</li> <li>Direct communications</li> <li>Induction and training</li> </ul>
Government	<ul style="list-style-type: none"> <li>Regulators and government authorities with responsibilities for the areas where we operate</li> <li>Local, state and federal government in countries including Australia, Laos, Peru, DRC and Canada</li> </ul>	<ul style="list-style-type: none"> <li>Government relations – compliance with permits and licences, social policy and fiscal regimes applicable to the resources sector</li> <li>Community and regional development – engagement with host and local communities, community investment and development, market access</li> <li>Environmental management and compliance – environmental impact management, product stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Statutory and licence reporting, regular meetings</li> <li>Written communication</li> <li>Foreign Investment and Review Board reporting</li> </ul>
Investors	<ul style="list-style-type: none"> <li>Retail investors in Hong Kong and Australia</li> <li>Global institutional investors</li> <li>Analysts and brokers</li> <li>Stock commentators</li> <li>China Minmetals Corporation (majority Shareholder)</li> <li>Debt providers</li> </ul>	<ul style="list-style-type: none"> <li>Company performance</li> <li>MMG share price – earnings and production results, share price performance against industry peers</li> <li>Growth strategy including acquisitions projects and exploration</li> <li>Commodity and market outlook</li> <li>Board and governance</li> <li>Corporate responsibility and sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>Announcements to the Hong Kong Stock Exchange in accordance with its Listing Rules</li> <li>Quarterly production reports, interim and annual reports</li> <li>Investor roadshows, meetings, teleconferences and site visits</li> <li>Attendance and presentations at major global mining conferences</li> <li>Shareholder communications</li> <li>Monthly and quarterly Shareholder reports to the Board</li> </ul>
Non-government organisations	<ul style="list-style-type: none"> <li>Non-government organisations</li> <li>Special interest groups</li> </ul>	<ul style="list-style-type: none"> <li>Community and regional development – impacts on local communities, community investment and development, community health, local infrastructure development and investment</li> <li>Public interaction with operations – interactions with local communities</li> <li>Human rights</li> <li>Bribery and facilitation payments</li> <li>Workforce localisation</li> <li>Environmental management and compliance – environmental impacts and management</li> <li>Post-closure community expectations</li> <li>Management decision making – governance, risk management, Board composition and operation</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability report</li> <li>Meetings</li> <li>Media releases</li> <li>Website content</li> <li>Site visits</li> <li>Social media channels</li> </ul>

# MMG STAKEHOLDERS AND ENGAGEMENT AVENUES

STAKEHOLDER	STAKEHOLDER GROUPS	AREAS OF INTEREST	ENGAGEMENT AVENUES
Media	<ul style="list-style-type: none"> <li>Local and regional media in the areas of our operations</li> <li>Finance and resources media internationally</li> </ul>	<ul style="list-style-type: none"> <li>Potential for interest in all material issues, particularly those of current interest to other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Media releases</li> <li>Website content</li> <li>Media tours, interviews</li> </ul>
Industry	<ul style="list-style-type: none"> <li>Other mining businesses</li> <li>Industry associations</li> <li>University and technical training providers</li> <li>Unions</li> </ul>	<ul style="list-style-type: none"> <li>MMG share price – earnings and production results, share price performance against industry peers</li> <li>Acquisition investment – project announcements, merger and acquisition programs</li> <li>Management decision making – governance, risk management, Board composition and operation</li> <li>Stakeholder relationships and government relations – support for industry initiatives, involvement in industry fora, support for industry specific training and development</li> </ul>	<ul style="list-style-type: none"> <li>Membership of international, national and regional industry groups</li> <li>Representation on executive and working group committees</li> <li>Sustainability reporting against GRI and ICMM benchmarks</li> <li>Sponsorship and support of technical training institutions and industry associations</li> </ul>

# ICMM CONTENT INDEX

This table identifies the ICMM's 10 Mining Principles and Position Statements, and where to find related content in MMG's 2021 Sustainability Report.

Further information regarding our alignment with the ICMM's Mining Principles and Position Statements is progressively updated on [www.mmg.com](http://www.mmg.com).

Annual Report = AR

ICMM PRINCIPLE	REPORT SECTION	PAGE
<b>1 Ethical business</b>  Apply ethical business practices and sound systems of corporate governance and transparency to support sustainable development.	• Who we are – growth strategy	19
	• Who we are – our operating model	19
	• The way we work – corporate governance	29
	• The way we work – business ethics	30
	• The way we work – compliance and conformance	31
<b>2 Decision-making</b>  Integrate sustainable development in corporate strategy and decision-making processes.	• Chief Executive Officer's message	6
	• Who we are – growth strategy	19
	• Who we are – our commitment to sustainable development	21
	• Our objectives and targets	12
	• 2021 Annual Report – 27. Provisions a) mine rehabilitation, restoration and dismantling	AR 159 <a href="http://www.mmg.com">www.mmg.com</a>
<b>3 Human rights</b>  Respect human rights and the interests, cultures, customs and values of employees and communities affected by our activities.	• Who we are – our people	23
	• The way we work – Labour rights	48
	• The way we work – business ethics	30
	• The way we work – stakeholder and community engagement	40
	• The way we work – human rights	45
<b>4 Risk management</b>  Implement effective risk-management strategies and systems based on sound science and which account for stakeholder perceptions of risks.	• The way we work – sovereign risk and government relationships	40
	• Who we are – our standards, risk management and assurance	23
<b>5 Health and safety</b>  Pursue continual improvement in health and safety performance with the ultimate goal of zero harm.	• The way we work – safety and health	32
	• Our response to COVID-19	14
	• MMG website - safety page	<a href="http://www.mmg.com">www.mmg.com</a>
<b>6 Environmental performance</b>  Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change.	• We minimise our impact – water access and use	62
	• We minimise our impact – waste rock management	66
	• We minimise our impact – tailings storage	68
	• We minimise our impact – climate change	69
	• We minimise our impact – air quality management	70
	• We minimise our impact – biodiversity	71
	• We minimise our impact – mine closure, rehabilitation and land management	72
	• MMG website - environment page	<a href="http://www.mmg.com">www.mmg.com</a>
	• 2021 Annual Report – ESG approach and performance	AR 86-97 <a href="http://www.mmg.com">www.mmg.com</a>
	<b>7 Conservation of biodiversity</b>  Contribute to the conservation of biodiversity and integrated approaches to land-use planning.	• We minimise our impact – biodiversity
• We minimise our impact – mine closure, rehabilitation and land management		72
• MMG website - environment page		<a href="http://www.mmg.com">www.mmg.com</a>



# ICMM CONTENT INDEX

ICMM PRINCIPLE	REPORT SECTION	PAGE
<p><b>8 Responsible production</b></p> <p>Facilitate and support the knowledge-base and systems for responsible design, use, re-use, recycling and disposal of products containing metals and minerals.</p>	<ul style="list-style-type: none"> <li>Who we are – product stewardship and responsibility</li> </ul>	21
<p><b>9 Social performance</b></p> <p>Pursue continual improvement in social performance and contribute to the social, economic and institutional development of host countries and communities.</p>	<ul style="list-style-type: none"> <li>Who we are – our commitment to sustainable development</li> <li>We contribute to development – social investment</li> <li>We contribute to development – commitment to local employment</li> <li>We contribute to development – local supply</li> <li>We contribute to development – our tax and community contribution</li> <li>We minimise our impact – mine closure, rehabilitation and land management</li> </ul>	<p>21</p> <p>56</p> <p>56</p> <p>57</p> <p>59</p> <p>72</p>
<p><b>10 Stakeholder engagement</b></p> <p>Proactively engage key stakeholders on sustainable development challenges and opportunities in an open and transparent manner. Effectively report and independently verify progress and performance.</p>	<ul style="list-style-type: none"> <li>About our report – materiality assessment process</li> <li>Our material issues</li> <li>The way we work – stakeholder and community engagement</li> <li>Assurance statement</li> <li>Appendix: MMG Stakeholders and Engagement Avenues</li> </ul>	<p>5</p> <p>8</p> <p>41</p> <p>75</p> <p>2</p>

# ICMM POSITION STATEMENTS

ICMM POSITION STATEMENT	MMG ALIGNMENT	REPORT SECTION	PAGE
1 Climate Change	Partial alignment	<ul style="list-style-type: none"> <li>About our report</li> <li>We minimise our impact – climate change</li> <li>MMG website – Environment page</li> <li>2021 Annual Report – ESG approach and performance</li> </ul>	5 69 www.mmg.com AR 86-97 www.mmg.com
2 Mining Partnerships for Development	Partial alignment	<ul style="list-style-type: none"> <li>Who we are – our commitment to sustainable development</li> <li>The way we work – sovereign risk and government relationships</li> <li>The way we work – stakeholder and community engagement</li> <li>We contribute to development – commitment to local employment</li> <li>We contribute to development – local supply</li> </ul>	21 40 40 56 57
3 Transparency of Mineral Revenues	Partial alignment	<ul style="list-style-type: none"> <li>Who we are – our commitment to sustainable development</li> <li>We contribute to development – our tax and community contribution</li> <li>EITI website</li> <li>2021 Annual Report – mineral resources and ore reserves</li> </ul>	21 59 www.eiti.org AR 7-17 www.mmg.com
4 Mercury Risk Management	Partial alignment	<ul style="list-style-type: none"> <li>Who we are – product stewardship and responsibility</li> <li>Who we are – our standards, risk management and assurance</li> <li>The way we work – artisanal mining</li> <li>Emission estimates for Australian facilities</li> </ul> <p><i>While we have some instances of small-scale mining on our tenements, we have no known artisanal and small-scale gold mining activity in close proximity to our operations that involves gold mining using elemental mercury.</i></p>	21 23 49 www.npi.gov.au/npi-data/latest-data
5 Indigenous Peoples and Mining	Partial alignment	<ul style="list-style-type: none"> <li>The way we work – stakeholder and community engagement</li> </ul>	40
6 Mining and Protected Areas	Partial alignment	<ul style="list-style-type: none"> <li>Who we are – our standards, risk management and assurance</li> <li>MMG website – environment page</li> </ul> <p><i>Our minimum requirements for land, biodiversity and cultural heritage management are outlined in our Safety, Security, Health and Environment (SSHE) Performance Standard and are aligned to the individual member commitments in the position statement.</i></p>	23 www.mmg.com
7 Tailings Governance Framework	Partial alignment	<ul style="list-style-type: none"> <li>We minimise our impact – waste rock management</li> <li>We minimise our impact – tailings storage</li> <li>MMG website – environment page</li> </ul>	66 68 www.mmg.com
8 Water Stewardship	Partial alignment	<ul style="list-style-type: none"> <li>We minimise our impact – water access and use</li> <li>MMG website – environment page</li> </ul>	62 www.mmg.com

# ICMM MINING PRINCIPLES

MMG’s sustainability policies and standards are in alignment with the ICMM Mining Principles and mandatory Position Statements as disclosed in the following table.

## International Council on Mining and Metals (ICMM) - Mining Principles

ICMM Performance Expectation	MMG Policies, Standards and External Disclosures that apply
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### Principle 1

Apply ethical business practices and sound systems of corporate governance and transparency to support sustainable development.

- MMG Sustainable Development Framework
- MMG Sustainability Report
- MMG Safety, Security, Health, Environment and Community (SSHEC) Policy
- MMG Corporate Governance Policy
- MMG Information Technology Policy
- Human Rights Policy
- Code of Conduct
- Supplier Code of Conduct
- MMG Anti-Corruption Standard
- MMG Authority Standard
- MMG Corporate Legal Compliance Standard
- MMG Finance Standard
- MMG Information Management Standard
- MMG Mineral Resource & Ore Reserve (MROR)
- MMG Supply & Insurance Standard
- MMG Tax Standard
- MMG Tenement Standard
- MMG Treasury Standard
- MMG Anti-Corruption Framework
- MMG Business Evaluation Standard
- MMG Project Standard

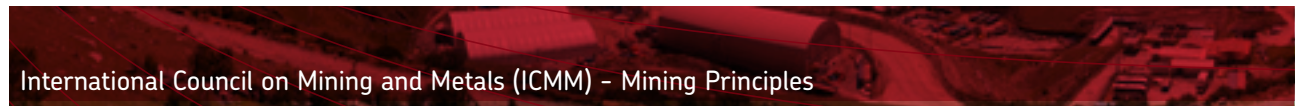
### Principle 2

Integrate sustainable development in corporate strategy and decision-making processes.

- MMG Code of Conduct
- MMG Sustainable Development Framework
- Annual Report (ESG)
- MMG People Policy
- MMG SSHEC Policy
- MMG Fatal Risk Standard
- MMG Risk and Assurance Standard
- MMG SSHE Performance Standard
- MMG Social Performance Standard
- MMG Stakeholder Grievance Management Work Quality Requirements
- MMG Supply & Insurance Standard
- MMG Tailings Storage Facilities and Water Storage Dam Standard
- MMG Travel Standard



# ICMM MINING PRINCIPLES



## International Council on Mining and Metals (ICMM) – Mining Principles

ICMM Performance Expectation

MMG Policies, Standards and External Disclosures that apply

### Principle 3

Respect human rights and the interests, cultures, customs and values of employees and communities affected by our activities.

MMG Code of Conduct  
MMG Sustainable Development Framework  
MMG Sustainability Report  
MMG Human Rights Policy  
MMG Annual Report (ESG)  
MMG SSHEC Policy  
MMG Social Performance Standard  
MMG SSHE Performance Standard  
MMG Supply & Insurance Standard  
MMG Risk Management Standard  
MMG People Policy  
MMG People Standard  
MMG Corporate Governance Policy  
MMG Tenement Standard  
MMG Anti-Corruption Standard  
MMG Stakeholder Grievance Management Work Quality Requirements

### Principle 4

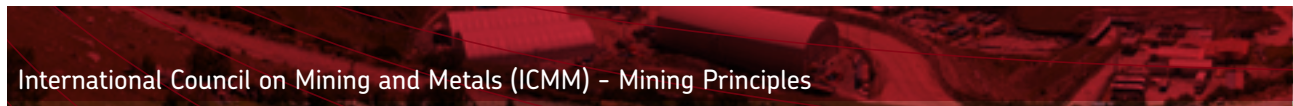
Implement effective risk-management strategies and systems based on sound science and which account for stakeholder perceptions of risks.

MMG Code of Conduct  
MMG Sustainable Development Framework  
MMG Sustainability Report  
MMG Annual Report  
MMG SSHEC Policy  
MMG Fatal Risk Standard  
MMG MROR Standard  
MMG Project Standard  
MMG Risk Management Standard  
MMG Tailings Storage Facilities and Water Storage Dam Standard  
MMG Social Performance Standard  
MMG Anti-Corruption Standard  
MMG SSHE Performance Standard  
MMG Corporate Governance Policy  
MMG Human Rights Policy

# ICMM MINING PRINCIPLES

International Council on Mining and Metals (ICMM) – Mining Principles	
ICMM Performance Expectation	MMG Policies, Standards and External Disclosures that apply
<p><b>Principle 5</b></p> <p>Pursue continual improvement in health and safety performance with the ultimate goal of zero harm.</p>	<p>MMG Code of Conduct MMG Sustainable Development Framework MMG Sustainability Report MMG Annual Report (ESG) MMG SSHEC Policy MMG Risk Management Standard MMG SSHE Performance Standard MMG Information Management Standard MMG Fatal Risk Standard MMG Supply &amp; Insurance Standard MMG Tailings Storage Facilities &amp; Water Storage Dam Standard MMG People Standard MMG Social Performance Standard</p>
<p><b>Principle 6</b></p> <p>Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change.</p>	<p>MMG Code of Conduct MMG Sustainable Development Framework MMG Sustainability Report MMG Annual Report (ESG) MMG SSHEC Policy MMG Shareholder Communication Standard MMG Life of Asset Standard MMG MROR Standard MMG Progressive Rehabilitation and Closure Standard MMG Tenement Standard MMG Social Performance Standard MMG Tailings Storage Facilities &amp; Water Storage Dam Standard MMG SSHE Performance Standard MMG Fatal Risk Standard MMG Risk Management Standard</p>
<p><b>Principle 7</b></p> <p>Contribute to the conservation of biodiversity and integrated approaches to land-use planning.</p>	<p>MMG SSHE Performance Standard MMG Corporate Legal Compliance Standard SSHEC Policy MMG Tenement Standard MMG Sustainable Development Framework</p>

# ICMM MINING PRINCIPLES



## International Council on Mining and Metals (ICMM) – Mining Principles

ICMM Performance Expectation

MMG Policies, Standards and External Disclosures that apply

### Principle 8

Facilitate and support the knowledge-base and systems for responsible design, use, re-use, recycling and disposal of products containing metals and minerals.

MMG Sustainable Development Framework  
MMG Sustainability Report  
MMG SSHEC Policy  
MMG SSHE Performance Standard  
MMG Business Evaluation Standard  
MMG Corporate Legal Compliance Standard  
MMG Information Management Standard  
MMG Information Systems Standard  
MMG Life of Asset Standard  
MMG Annual Report  
MMG Fatal Risk Standard

### Principle 9

Pursue continual improvement in social performance and contribute to the social, economic and institutional development of host countries and communities.

MMG Code of Conduct  
MMG Sustainable Development Framework  
MMG Sustainability Report  
MMG Annual Report  
MMG SSHEC Policy  
MMG Human Rights Policy  
MMG Social Performance Standard  
MMG Supply & Insurance Standard  
MMG Stakeholder Grievance Management Work Quality Requirements  
MMG Corporate Governance Standard  
MMG People Standard  
MMG Anti-Corruption Framework  
MMG Anti-Corruption Standard

### Principle 10

Proactively engage key stakeholders on sustainable development challenges and opportunities in an open and transparent manner. Effectively report and independently verify progress and performance.

MMG Sustainable Development Framework  
MMG Sustainability Report  
MMG Social Performance Standard  
MMG Code of Conduct  
MMG Annual Report  
MMG Shareholder Communication Policy  
MMG SSHEC Policy  
MMG Finance Standard  
MMG MROR Standard  
MMG Tailings Storage Facilities & Water Storage Dam Standard  
MMG Tax Standard  
MMG Disclosure Framework

# GRI CONTENT INDEX

MMG's 2021 Sustainability Report is prepared in accordance with the Global Reporting Initiatives' (GRI) Sustainability Reporting Standards: Core option, as well as specific GRI indicators as they relate to each of our material issues.

This table references:

- disclosures on management approach (DMA) for each of the material Aspects covered by the report;
- GRI Standard and sector-specific indicators selected for each material Aspect; and
- indicators that have been independently assured (●).

Where an indicator is addressed directly in the table, relevant text appears in italics.

## FOUNDATION

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
1.1	Stakeholder inclusiveness	• About our report	5
		• Our material issues	8
		• Appendix – MMG Stakeholders and engagement avenues	2
1.2	Sustainability context	• Our material issues	8
		• Our objectives and targets	12
		• Who we are – growth strategy	19
		• Who we are – our commitment to sustainable development	21
		• 2021 Annual Report: ESG approach and performance	AR 86-97 <a href="http://www.mmg.com">www.mmg.com</a>
1.3	Materiality	• About our report	5
		• Our material issues	8
1.4	Completeness	• About our report	5
1.5	Accuracy	• About our report	5
		• Assurance statement	75
1.6	Balance	• Throughout report	
1.7	Clarity	• Throughout report	
1.8	Comparability	• Throughout report	
1.9	Reliability	• Assurance statement	75
1.10	Timeliness	• Financial year end: 31 December 2021. Report release date: 31 May 2022	

# GRI CONTENT INDEX

## GENERAL DISCLOSURES – ORGANISATIONAL PROFILE

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
102-1	Name of the organisation	<ul style="list-style-type: none"> <li>About our report</li> <li>Who we are – overview</li> </ul>	5 19
102-2	Activities, brands, products, and services	<ul style="list-style-type: none"> <li>Our operations</li> <li>Who we are – supply chain</li> </ul> <p><i>None of our products or services are banned in any markets.</i></p>	10 20
102-3	Location of headquarters	<ul style="list-style-type: none"> <li>Who we are – overview</li> </ul>	19
102-4	Location of operations	<ul style="list-style-type: none"> <li>Our operations</li> </ul>	10
102-5	Ownership and legal form	<ul style="list-style-type: none"> <li>2021 Annual Report</li> <li>MMG website</li> </ul>	AR 70, 112 www.mmg.com
102-6	Markets served	<ul style="list-style-type: none"> <li>Who we are – supply chain</li> <li>Director's Report – major customers and suppliers</li> </ul>	20 AR 58 www.mmg.com
102-7	Scale of the organisation	<ul style="list-style-type: none"> <li>Our operations</li> <li>Who we are – growth strategy</li> <li>Who we are – MMG and China Minmetals</li> <li>Who we are – our people</li> <li>2021 MMG Annual Report</li> <li>2021 MMG Annual Report – financial statement 15. investment in subsidiaries</li> </ul>	10 19 19 23 AR 18-21 AR 146-147 www.mmg.com
102-8	Information on employees and other workers	<ul style="list-style-type: none"> <li>Our operations</li> <li>Who we are – our people</li> <li>The way we work – labour rights</li> </ul>	10 23 48
102-9	Supply chain	<ul style="list-style-type: none"> <li>Who we are – supply chain</li> <li>Appendix – Local Supply Identification</li> </ul>	20 23
102-10	Significant changes to the organisation and its supply chain	<ul style="list-style-type: none"> <li>About our report</li> <li>Chief Executive Officer's message</li> <li>Who we are – growth strategy</li> <li>Who we are – supply chain</li> <li>2021 Annual Report – Chairman's letter</li> <li>2021 Annual Report – Chief Executive Officer's Report</li> </ul> <p><i>There was no significant change to MMG or its supply chain in 2021.</i></p>	5 6 19 20 AR 2-3 AR 4-5 www.mmg.com

# GRI CONTENT INDEX

## GENERAL DISCLOSURES – ORGANISATIONAL PROFILE

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
102-11	Precautionary Principle or approach	• Who we are – our standards, risk management and assurance	23
		• The way we work – corporate governance	29
		• The way we work – sovereign risk and government relationships	40
		<i>The precautionary principle is implemented by MMG through a risk-based management approach.</i>	
102-12	External initiatives	• Who we are – our commitment to sustainable development	21
		• The way we work – corporate governance	29
		• The way we work – business ethics	30
		• The way we work – human rights	45
		• We contribute to development	52
		• We contribute to development – our tax and community contribution	59
		• We minimise our impact – Global Industry Standard on Tailings Management	68
102-13	Membership of associations	• Who we are – our commitment to sustainable development	21
		• Who we are – product stewardship and responsibility	21
		• The way we work – human rights	45
102-14	Statement from senior decision-maker	• Chief Executive Officer's message	6
102-15	Key impacts, risks and opportunities	• About our report	5
		• Chief Executive Officer's message	6
		• Our material issues	8
		• Who we are – growth strategy	19
		• Who we are – our operating model	19
		• Our objectives and targets	12
		• 2021 Annual Report – management discussion and analysis	AR 18-53 <a href="http://www.mmgs.com">www.mmgs.com</a>
102-16	Values, principles, standards, and norms of behaviour	• Who we are – our standards, risk management and assurance	23
		• The way we work – corporate governance	29
		• The way we work – business ethics	30
		• We contribute to development – our tax and community contribution	59
102-17	Mechanisms for advice and concerns about ethics	• The way we work – business ethics	30
102-18	Governance structure	• The way we work – corporate governance	29
		• 2021 Annual Report – corporate governance report	AR 76-85 <a href="http://www.mmgs.com">www.mmgs.com</a>
102-40	List of stakeholder groups	• Appendix - MMG stakeholders and engagement avenues	2
102-41	Collective bargaining agreements	• The way we work – labour rights	48



# GRI CONTENT INDEX

## GENERAL DISCLOSURES – ORGANISATIONAL PROFILE

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> <li>The way we work – stakeholder and community engagement</li> <li>Appendix – MMG stakeholders and engagement avenues</li> </ul>	5 8 40 2
102-43	Approach to stakeholder engagement	<ul style="list-style-type: none"> <li>The way we work – stakeholder and community engagement</li> <li>Appendix – MMG stakeholders and engagement avenues</li> </ul>	40 2
102-44	Key topics and concerns raised	<ul style="list-style-type: none"> <li>About our report</li> <li>Appendix – MMG stakeholders and engagement avenues</li> </ul> <p><i>MMG engages with its stakeholders on a regular basis, including through avenues mentioned in the 'Stakeholder list and engagement avenues' table at the beginning of this Appendix. We also use their input to review our periodic materiality assessment.</i></p>	5 2
102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> <li>About our report</li> <li>2021 Annual Report</li> </ul>	5 AR 146-147 www.mmg.com
102-46	Defining report content and topic boundaries	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> </ul>	5 8
102-47	List of material topics	<ul style="list-style-type: none"> <li>Our material issues</li> </ul>	8
102-48	Restatement of information	<p>About our report – report boundary and scope</p> <p><i>Please note we are submitting updated data for the 2020 reporting period for:</i></p> <ol style="list-style-type: none"> <li><i>Total Wages and Benefits in Australia (USD '000) were \$108,200, previously reported as \$72,800 which inaccurately excluded Australian Operations.</i></li> <li><i>Total taxes MMG paid were \$187,849, previously reported as \$308,388 which incorrectly included royalties.</i></li> <li><i>Total designed capacity for Rosebery Bobadil is 18.9Mt, previously reported as 37.8Mt.</i></li> <li><i>Las Bambas Total land disturbed and not yet rehabilitated was 2,389 ha, previously reported as 3,389.</i></li> <li><i>Land statistics are in ha, previously reported as Km<sup>2</sup>.</i></li> </ol>	5
102-49	Changes in reporting	<ul style="list-style-type: none"> <li>About our report</li> </ul>	5
102-50	Reporting period	<ul style="list-style-type: none"> <li>1 January 2021 – 31 December 2021</li> </ul>	
102-51	Date of most recent report	<ul style="list-style-type: none"> <li>2020</li> </ul>	www.mmg.com
102-52	Reporting cycle	<ul style="list-style-type: none"> <li>Annual</li> </ul>	
102-53	Contact point for questions about the report	<ul style="list-style-type: none"> <li>Our contacts</li> </ul>	Inside back cover
102-54	Claims if reporting in accordance with the GRI Standards	<ul style="list-style-type: none"> <li>This report has been prepared in accordance with the GRI Standards: Core option</li> </ul>	
102-55	GRI Content Index	<ul style="list-style-type: none"> <li>Appendix – GRI content index</li> </ul>	12
102-56	External assurance	<ul style="list-style-type: none"> <li>About our report</li> <li>Assurance statement</li> </ul>	5 75

# GRI CONTENT INDEX

## ASPECT SPECIFIC DISCLOSURES – ECONOMIC

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> <li>Throughout our Sustainability Report</li> </ul>	5 8
103-2	Management approach and components	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> <li>Throughout our Sustainability Report</li> </ul>	5 8
103-3	Evaluation of the management approach	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> <li>Throughout our Sustainability Report</li> </ul>	5 8
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>Our operations</li> </ul> <p><i>Please note we are submitting updated data for the 2020 reporting period for Total Wages and Benefits in Australia (USD '000) as \$108,200, previously reported as \$72,800 which inaccurately excluded Australian Operations.</i></p> <ul style="list-style-type: none"> <li>We contribute to development</li> <li>We contribute to development – our commitment to local employment</li> <li>We contribute to development – local supply</li> <li>We contribute to development – our tax and community contribution</li> </ul> <p><i>Please note we are submitting updated data for the 2020 reporting period for Total Taxes MMG Paid (USD '000), which were \$187,849, previously reported as \$308,388, incorrectly including royalties.</i></p> <ul style="list-style-type: none"> <li>2021 Annual Report – management discussion and analysis</li> <li>2021 Annual Report – Directors' Report</li> <li>2021 Annual Report – 10. dividends</li> <li>2021 Annual Report – consolidated statement of profit and loss</li> </ul>	10  52 56 57 59  AR 18-53 AR 58-75 AR 136 AR 105 www.mmg.com
204 -1	Proportion of spending on local suppliers	<ul style="list-style-type: none"> <li>We contribute to development – local supply</li> <li>We contribute to development - our tax and community contribution</li> <li>Appendix – Local Supply Identification</li> </ul>	57 59 23

# GRI CONTENT INDEX

## ASPECT SPECIFIC DISCLOSURES – ENVIRONMENT

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> <li>Throughout our Sustainability Report</li> </ul>	5 8
103-2	Management approach and components	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> <li>Throughout our Sustainability Report</li> </ul>	5 8
103-3	Evaluation of the management approach	<ul style="list-style-type: none"> <li>About our report</li> <li>Our material issues</li> <li>Throughout our Sustainability Report</li> </ul>	5 8
303-3	Water withdrawal	<ul style="list-style-type: none"> <li>About our report</li> <li>We minimise our impact – water access and use</li> </ul> <p><i>MMG does not use seawater at any of its operations. It also does not operate in any areas with water stress, and where water stress is a risk there are plans in place to manage this. For example, Dugald River water purchase is based on water availability, so if there is stress we do not receive water. At Las Bambas, our environmental permit only allows us to withdraw water when the environmental baseflow requirements in the waterways allow us to do so (during the wet season), and our water management improvements and reuse of water prevent the need for water use during periods of potential water stress.</i></p>	5 62
306-1	Water discharge by quality and destination	<ul style="list-style-type: none"> <li>About our report</li> <li>We minimise our impact – water access and use</li> </ul> <p><i>Category 1 water is defined by the ICMM Water Accounting Framework guidelines as 'high quality water which may require minimal and inexpensive treatment to raise quality to appropriate drinking water standard (e.g. near potable water quality).'</i></p> <p><i>Category 2 water, as defined by the ICMM guidelines, is 'medium quality water which would require a moderate level of treatment to meet appropriate drinking water standard (e.g. agricultural use).'</i></p> <p><i>Category 3 water is defined by the ICMM as 'low quality water which would require significant treatment to raise quality to appropriate drinking water standards (e.g. industrial and waste water).'</i></p>	5 62

# GRI CONTENT INDEX

## ASPECT SPECIFIC DISCLOSURES – ENVIRONMENT

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
MM3	Total amounts of overburden, rock, tailings and sludges and their associated risks	<ul style="list-style-type: none"> <li>We minimise our impact – waste rock management</li> <li>We minimise our impact – tailings storage</li> </ul> <p><i>At MMG we report overburden materials as part of our non-mineral waste.</i></p> <p><i>We do not report data on sludges as we focus on the most material mineral waste streams of our business.</i></p> <p><i>Please note we are submitting updated data for the 2020 reporting period for Total designed capacity for Rosebery Bobadil as 18.9Mt, previously reported as 37.8Mt due to a typographical error.</i></p>	66 68
307-1	Non-compliance with environmental laws and regulations	<ul style="list-style-type: none"> <li>The way we work – compliance and conformance</li> <li>We minimise our impact – tailings storage</li> <li>2021 Annual Report – ESG approach and performance</li> </ul>	31 68 AR 86-97 <a href="http://www.mmg.com">www.mmg.com</a>

# ASPECT SPECIFIC DISCLOSURES - SOCIAL STANDARDS

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
103-1	Explanation of the material topic and its Boundary	About our report Our material issues Throughout our Sustainability Report	5 8
103-2	Management approach and components	About our report Our material issues Throughout our Sustainability Report	5 8
103-3	Evaluation of the management approach	About our report Our material issues Throughout our Sustainability Report	5 8
403-9 (2018)	Work-related injuries	<ul style="list-style-type: none"> <li>• The way we work – safety and health</li> <li>• Appendix – Health and Safety Data</li> </ul> <p><i>We compile our data in line with the ICMM's Health and Safety Performance Indicators guidance.</i></p> <p><i>We do not report our injuries by gender and do not currently use data on absenteeism to interpret safety performance. We report our lost time injury frequency (LTIF) but do not report the number of lost days.</i></p> <p><i>Our safety and reporting requirements are the same for both MMG employees and contractors, and our overall safety statistics incorporate both. See 'Our Safety Data' table at the end of this Appendix for more information.</i></p> <p><i>Through our investigations we have found that hazard identification and control is one of the most frequent causes of injuries and of high-risk potential events. There is a continuous focus on training at our operations around hazard identification and improvement of our controls, specifically including using the hierarchy of controls to eliminate or mitigate the consequences. We also have a process to review hazards in the field and coach our people to better understand hazards and controls.</i></p>	32 22
404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> <li>• Who we are – our people</li> <li>• Appendix – Performance and Career Development Reviews Data</li> </ul>	23 22
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>• Who we are – our people</li> <li>• Appendix – Diversity of Governance Bodies and Employees Data</li> </ul>	23 21







# ASPECT SPECIFIC DISCLOSURES - SOCIAL STANDARDS

INDICATOR	DISCLOSURE	REPORT SECTION	PAGE
412-1	Operations that have been subject to human rights reviews or impact assessments	<ul style="list-style-type: none"> <li>The way we work – human rights</li> </ul> <p><i>As per MMG's Social Performance Standard, all our operations are required to develop a Social Baseline Study Scope of Work and Social Impact and Opportunities Assessment Scope of Work that include the assessment of Human Rights impacts. The Standard also outlines the frequency this is required to be undertaken.</i></p>	45
413-1	Operations with local community engagement, impact assessments and development programs	<ul style="list-style-type: none"> <li>The way we work – stakeholder and community engagement</li> <li>The way we work – land access, relocation and resettlement</li> <li>We contribute to development</li> </ul> <p><i>100% of our operations have local community engagement, impact assessments and development programs. We make impact assessments publicly available when required for a public approvals process. However, we do not make all social or environmental impact assessments publicly available in their entirety or for perpetuity. We share relevant summary content where appropriate to maintain transparency and clarity in our engagement processes.</i></p>	40 50 52
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples	<ul style="list-style-type: none"> <li>Chief Executive Officer's message</li> <li>The way we work – human rights</li> <li>The way we work – land access, relocation and resettlement</li> <li>The way we work – grievance management</li> </ul>	6 45 50 44
● MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and Indigenous Peoples and the outcomes	<ul style="list-style-type: none"> <li>Chief Executive Officer's message</li> <li>The way we work – human rights</li> <li>The way we work – land access, relocation and resettlement</li> <li>The way we work – grievance management</li> </ul>	6 45 50 44
● MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks	<ul style="list-style-type: none"> <li>The way we work – artisanal mining</li> </ul> <p><i>Our operations in the DRC and Peru are subject to artisanal and small-scale mining risks. We have four operations, therefore 50% of our operations are subject to this risk.</i></p>	49
● MM10	Number and percentage of operations with closure plans	<ul style="list-style-type: none"> <li>We minimise our impact – biodiversity</li> <li>We minimise our impact – mine closure, rehabilitation and land management</li> <li>2021 Annual Report – 27. Provisions a) mine rehabilitation, restoration and dismantling</li> </ul>	71 72 AR 159 www.mmg.com



# OUR 2021 DATA SUMMARIES






## DIVERSITY OF MMG GOVERNANCE BODIES AND EMPLOYEES

	 WORKFORCE	 MALE %	 FEMALE %	 UNDER 30 YRS %	 30 - 50 YRS %	 OVER 50 YRS %
The MMG Board	8	100%			38%	63%
Level 1 - Frontline/Team Leadership	3868	86%	14%	12%	73%	15%
Level 2 - Superintendent	267	82%	18%	1%	74%	25%
Level 3 - Manager	106	86%	14%		49%	51%
Level 4 - General Manager	9	89%	11%		44%	56%
Level 5/6- Executive General Manager	5	100%				100%

Note: Data represents MMG permanent employees, not including contractors.

# OUR 2021 DATA SUMMARIES

## PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

	 Workforce	 Male #	 Female #	 Male %	 Female%	# Male received a regular performance and career development review in 2021	# Female received a regular performance and career development review in 2021	% Male received a regular performance and career development review in 2021	% Female received a regular performance and career development review in 2021
Level 1 - Frontline/Team Leadership	1492	1199	293	80%	20%	1136	263	95%	90%
Level 2 - Superintendent	262	213	49	81%	19%	203	46	95%	94%
Level 3 - Manager	102	87	15	85%	15%	82	14	94%	93%
Level 4 - General Manager	9	8	1	89%	11%	8	1	100%	100%
Level 5/6- Executive General Manager	5	5		100%		5		100%	100%

Note: Data represents MMG permanent employees, not including contractors.  
Numbers based on employees with regular computer access, captured in My Progress system

## HEALTH AND SAFETY DATA

Country	Total Hours Worked	Fatalities (TRF)	"Total Recordable Injuries (TRI) Note: Just Recordable Lost Time Employees Injuries"	Total Hours Worked of Employees in Workforce	Total Hours Worked of Contractors in Workforce	Employee Fatalities (TRF)	Contractor Fatalities (TRF)	Employee Total Recordable Injuries (TRI)	Contractor Total Recordable Injuries (TRI)	Employees (%)	Contractors (%)
Australia	3,029,052	-	16	1,416,790	1,612,262	0.00	0.00	6.00	10.00	47	53
Peru	16,937,570	-	9	4,782,105	12,155,464	0.00	0.00	1.00	8.00	28	72
Democratic Republic of Congo	4,711,760	-	2	2,131,446	2,580,314	0.00	0.00	0.00	2.00	45	55
Various - Exploration Activities	11,088	-	-	2,772	8,316	0.00	0.00	0.00	0.00	25	75
<b>Total</b>	<b>24,689,470</b>		<b>27</b>	<b>8,333,113</b>	<b>16,356,356</b>	<b>0.00</b>	<b>0.00</b>	<b>7.00</b>	<b>20.00</b>		
Frequency rates (per 1 million hours, to 2 decimal places)		0.00	1.09			0.00	0.00	0.84	1.22		

# OUR 2021 DATA SUMMARIES

## LOCAL SUPPLY IDENTIFICATION

SITE	ZONE 1	ZONE 2	ZONE 3	
Plant	City	Postcode	Region	Country
Rosebery	Queenstown	7467	TAS	AU
	Rosebury	7470		
	Bridgewater/Hobart	7030		
	Mayberry/ Mole Creek	7304		
	Zeehan/Granville Harbour	7469		
	Highclere/Tullah	7321		
	Strahan	7468		
	These postcodes also included: 7256, 7275, 7305, 7307, 7310, 7315, 7316, 7320, 7322, 7325, 7330, 7331, 7466			
Dugald River	Cloncurry	4824	QLD	AU
	Mt Isa/Ryan	4825		
Kinsevere	Lumbumbashi, Kipush, Near mine community		KATANGA	CD
Las Bambas	Apurímac: provinces of Cotabambas and Grau		<ul style="list-style-type: none"> <li>Cusco: provinces of Espinar, Velille, Paruro, Chumbivilcas</li> <li>Apurímac: province of Abancay</li> </ul>	PE

Note: MMG does not currently define 'significant locations of operation', however small exceptions to the above do exist. For example, a power supplier located in close proximity to the mine, with a registration address of the entity located in another city or province.

