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The way we work at MMG is central to enabling us to contribute positively to the shared global goals of sustainable development.

THE WAY WE WORK

MMG's Board of Directors (Board) is accountable for the Company's sustainability performance. This includes health and safety, security, environment, social performance, governance, human rights and other sustainability-related issues, as well as the MMG Sustainable Development Framework.

The MMG Board regularly reviews and discusses sustainability-related issues at its meetings, and decisions are delegated to the Executive Committee for management of these issues. The Board also reviews the quarterly Executive Safety, Health, Environment and Community (SHEC) report.

The following principles underpin the way we work at MMG:

- We value the role of our major shareholder in supporting us with access to international capital, helping us develop relationships to work in challenging jurisdictions, and the commitment we share to the development of people and communities.
- We operate in complex social and political environments; however, despite the differences in legislative and social contexts, we maintain the same company aspiration to mine for progress while operating in alignment with our corporate values.
- Legal compliance forms the basis of the way we work. Beyond this, our continuous improvement effort is aligned to key business risks and opportunities, and we adopt international frameworks to ensure consistency in our approach.
- We always operate ethically and transparently and encourage others to follow our lead.
- We take a life-of-asset approach, planning with the end in mind to maximise the value of the development of our natural resources and to secure enduring community benefits.
- We recognise the value of using existing business decisions to leverage broader development outcomes, as this will enable us to ensure communities and governments see value in our presence in their communities, regions and nations.
- We are supported by a 'Federated' organisational structure – providing accountability for whole-of-business performance as close as possible to the operations, while maintaining a core of shared values, standards and governance.
- We seek to partner with organisations that share our values and commitment to human progress and development. We recognise that involving knowledge, delivery and funding partners enables us to leverage greater outcomes from our investment.

CORPORATE GOVERNANCE

We are committed to upholding a high standard of corporate governance practices through a quality Board, sound internal controls, and transparency and accountability to all shareholders. We understand that good governance is not just a matter for the Board and it is equally the responsibility of Executive Management to embed governance practices throughout the organisation. MMG applies the principles of good corporate governance as set out in the Corporate Governance Code of the Hong Kong Listing Rules, and those of the ICMM.

Our Audit and Risk Management Committee and the Governance, Remuneration and Nomination Committee operate under clear terms of reference. We also have a number of Executive management committees, including the Executive Committee, the Disclosure Committee, Investment Review Committee, Mineral Resources and Ore Reserves Committee and Code of Conduct and People Committee. A function of the Executive Committee is to review safety, health, environmental and social performance in order to improve efficiency and effectiveness. Specific SHEC matters to be discussed by the Board include identification, review and governance of SHEC-related material issues, significant incidents, remediation/mitigation strategies and any specific areas of focus as identified by the Board.

In accordance with the Company's Sustainable Development Framework, owned and endorsed by the Board and implemented across the Company, the Board carries out identification, review and governance of SHEC-related material issues consistent with this framework. The framework aligns with the ICMM's Mining Principles. The Company's approach is informed by our Corporate Governance Policy, People Policy, Shareholder Communication Policy, SHEC Policy, and Quality and Materials Stewardship Policy.

MMG endeavours to ensure that all applicable transactions are in compliance with the Hong Kong Listing Rules.

More information on our committees and our Corporate Governance Statement is available in our 2021 Annual Report at www.mmg.com.

THE WAY WE WORK

Managing cyber security risk is a priority across MMG as we operate internationally across many different jurisdictions.

BUSINESS ETHICS

Our Values and our Code of Conduct underpin our commitment to establishing and maintaining long-term meaningful relationships with our stakeholders, including governments and employees. We aim to act with integrity in all situations and to provide formal structures to review and respond to any potential behavioural, ethical or cultural issues as they may arise.

The MMG Code of Conduct sets out the standards of behaviour expected from all MMG employees, contractors and suppliers. We expect MMG people to integrate these standards of behaviour into their work practices.

The Code of Conduct covers areas such as conflict of interest, fraud, anti-corruption and legal compliance. Matters relating to the Code of Conduct are overseen by our Code of Conduct and People Committee, chaired by the Executive General Manager, Corporate Relations. MMG engages an independent confidential whistleblower service. The Whistleblower Framework is an integral part of MMG's Corporate Legal Compliance Standard. In 2021 MMG launched an external facing Stakeholder Feedback Portal to capture, monitor and respond to any grievances discussed in the External Stakeholder Feedback Portal Case Study, page 43. MMG also has an Anti-Corruption Standard and Framework.

All MMG employees including management and directors are informed of and required to comply with the Code of Conduct and Anti-Corruption Standard and Framework as a condition of their employment. An online training module is made available to employees and directors, and face-to-face training is conducted from time to time. As part of the new sustainability performance indicators in effect as of 2022, progress against targets relating

to the percentage of employees required to complete anti-bribery and corruption training modules as well as grievance response and resolution times will be monitored by the MMG Executive Committee quarterly.

We recognise that some of the jurisdictions in which we work present unique challenges with respect to transparency and individual freedoms. Because of this, we seek to match good governance with a commitment to transparency initiatives, such as the Extractive Industries Transparency Initiative (EITI) as well as open and reciprocal discussion with our host communities.

PRIVACY AND CYBER SECURITY

Managing cyber security risk is a priority across MMG as we operate internationally across many different jurisdictions. All MMG employees are required to understand and adhere to the acceptable use guidelines outlined in the MMG Technology Work Quality Requirement (WQR). The WQR sets a standard of safe use of MMG technology to help protect its people and its data from the risk of cyber security attacks which could compromise MMG systems and services. The WQR for mobile phone and USB drive use was reviewed and updated in 2021.

MMG technology security operations are supported by an outsourced professional cybersecurity organisation who provide a monthly threats report. Throughout 2020 and 2021, five audit activities have been performed across the business including Internal Audits, SAM SAP Audit, FM Global Risk Assessment, Deloitte Audits, and Assessments by external provider The Missing Link. A set of core security functions are in place including:

- Fortinet – Firewall
- Proofpoint – Email security and training
- FortiClient – VPN
- UpGuard – Vendor and partner assessments
- Secret Server – Password Management
- AISID – Ad server Monitoring
- Symantec – Anti-virus
- Pro Shield – Web Security

In 2021, three additional security functions were introduced including Forescout for Operational Technology security, Rapid 7 for vulnerability management and the deployment of CarbonBlack (to replace Symantec Endpoint Protection). A Cybersecurity incident response desktop exercise was also conducted for all sites as well as a Phishing campaign across the entire business.

The annual companywide training campaign focused on data security awareness and education is set to continue in 2022.

COMPLIANCE AND CONFORMANCE

The Governance, Remuneration and Nomination Committee is responsible for developing and reviewing the Company's policies and practices on corporate governance, the Code of Conduct, and monitoring MMG's compliance with the Listing Rules and other applicable laws.

Our Executive Committee monitors our performance in line with the Company's policies, standards and regulatory requirements relating to safety, health, environment and community.

In 2021, MMG had no significant events that took place relating to environment, health and safety or material regulatory enforcement (excluding tax matters).

MMG's Dugald River operation received a warning from the Department of Environment and Science in relation to an environmental incident and is currently reviewing this matter.

The Kinsevere site received a minor environmental infringement regarding high copper concentration and low pH from October 2021 to December 2021. Corrective actions have been implemented.



CASE STUDY

MANAGING CYBER RISKS ACROSS MMG

In 2021, a project was initiated with key internal stakeholders across MMG and our external partners. The purpose of the review was to understand and propose a method for managing cyber security risk posed by saving materials on USB devices.

The review found that there was a risk to the business of USB massive storage across all MMG user computers, with not only a risk of malware but also a risk of confidential data leakage. In 2021 alone, 15 potential security incidents had been raised. To manage the potential cyber security risks going forward, the business developed a new Group Policy to disable USB massive storage, with only limited special exemptions to be granted. A process is currently underway to gradually block MMG user access and encourage storage and transfer via MMG network systems. Once complete, this project will be another step to help better protect MMG's important and confidential information online.

THE WAY WE WORK

This report considers environmental and safety material sanctioning procedures with final administrative decision on fines of fines of \$1 Million or above and those related to safety incidents resulted in a fatality. Hence, in 2021 there were no significant administrative fine-related processes on safety or environmental matters at our Las Bambas operation that had a material impact on the MMG Group.

SAFETY AND HEALTH

At MMG, safety is at the core of everything we do. We are working hard to embed a company-wide safety mindset with supporting leadership, behaviours, cultures and processes in every area of our business. We believe it is possible to have an injury-free workplace.

We have identified four key elements in developing an organisational culture with a strong and effective focus on safety. The four key elements include:

1. Leadership and culture, with sites aligned to common MMG leadership attributes.
2. Elimination of fatalities (low probability, high consequence events) – consistent with the requirements of our Fatal Risk Standard.
3. Prevention of injuries (high-probability events) – consistent with the requirements of our Safety, Security, Health and Environment (SSHE) Performance Standard.
4. Application of learnings from incidents in line with the requirements of our internal safety and health standards.

SAFETY LEADERSHIP AT MMG

Safety is our first value at MMG and our approach is based on avoiding any harm to our people.

We are committed to continuous improvement in our approach to managing safety. Through our Safety Leadership Program, we strive to develop a culture where safety leadership is supported through:

- a commitment to caring for each other and living our values;
- building safety capability and commitment in MMG people;
- training our people to be competent in all their tasks;
- enabling our frontline leaders to effectively implement MMG standards and processes; and
- continually supporting and enabling safe behaviour.

As part of the journey in 2021, three of our sites developed a Safety Culture Survey to identify opportunities for improvement and to develop specific plans for each operation; including a four-day supervisor focused safety program, leading a safety culture program, additional ongoing safety behaviour training as well as a reward and recognition program. The survey will conclude at our remaining site in 2022. The Safety Culture Survey will be provided each year to measure progress and identify any gaps needing attention particularly for new employees.

The intent of our Safety Leadership Program is to improve safety leadership behaviours in the field. Through clearly defined leadership attributes, leading to improved behaviours by all our people at our operations, we aim for all our employees to return home safely at the end of every shift.



CASE STUDY

LAS BAMBAS RECOGNISED FOR MINE SAFETY

The Mine Safety Institute of Peru (ISEM) announced that MMG Las Bambas had won first place in the XXIV National Safety Competition under the Open Pit category.

This award reflects the high-level and solid safety commitment from our people. The recognition drives Las Bambas to continue working on safety – a core priority for our company. The health and safety of Las Bambas people is fundamental to the company's operation and MMG Las Bambas remains committed to working on consolidating this zero-incident culture into the future.

To learn more visit wemineforprogress.com

SAFETY PERFORMANCE

At the end of 2021, our total recordable injury frequency rate (TRIF) was 1.09 per million hours worked. This represented a reduction from 2020 and highlights a low frequency of injuries. We have now seen a steady year-on-year improvement in our TRIF since 2015 and are committed to doing more as we work towards a target of zero injuries.

Twenty seven people across MMG’s operations in 2021 experienced injuries that required medical treatment, time away from work or resulted in them being unable to perform their normal duties for a period of time.

Driving ongoing improvement in our safety performance remains a key management priority, and we continue to invest time and resources in prevention, empowering leadership and, importantly, learning from safety events.

Our lost time injury frequency rate (LTIF) was 0.41 for 2021.

We believe a key driver of improved safety performance is the reporting of hazards, near misses and incidents. In 2021, we continued to implement and embed our safety standards across the business, including the revised SSHE Performance Standard and Fatal Risk Standard.

Much of our year was spent focused on our people’s safety during the COVID-19 pandemic. For more information about MMG’s health and safety response, and initiatives across the business, please see page 14.

SAFE TASK MANAGEMENT

Our SSHE Performance Standard defines the requirements for conducting work safely, with a particular focus on ensuring our people are trained and competent in identifying and managing hazards and completing tasks safely.

In 2021, in addition to the implementation of the SSHE Performance Standard, our focus was on the understanding and implementation of the Safe Task Management elements of the SSHE Performance Standard including environmental conditions, people and resource availability, the authorisation of all permits, and assignment of tasks to those with skills and the capability to complete the work safely.

All workplace hazards are identified and managed, and tasks are reviewed to identify hazards and verify the effectiveness of task allocation through Field Task Observations (FTO). In 2021, specific FTO targets were implemented at each site, enforcing the importance of the quantity and quality of the observations.

Our people are empowered to stop a task and advise a supervisor if the task cannot be carried out safely or intervene to protect their or others’ health or wellbeing or the environment.

SAFETY STATISTICS BY SITE IN 2021 AND TREND FROM 2020

	TRIF		LTIF	
	2021	TREND	2021	TREND
Dugald River	6.36	✓	0	-
Kinsevere	0.42	✓	0.21	∧
Las Bambas	0.53	∧	0.47	∧
Rosebery	5.48	✓	0.91	✓
MMG	1.09	✓	0.41	∧

*TRIF – total recordable injury frequency per million hours worked (fatalities, lost-time injuries, restricted work injuries and medical treatment injuries)

*LTIF – lost time injury frequency per million hours worked

∧ depicts an increase relative to 2020

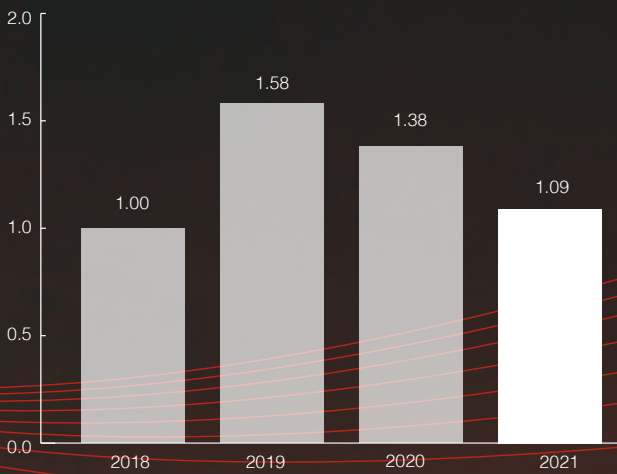
V represents a decrease relative to 2020

– indicates no change relative to 2020

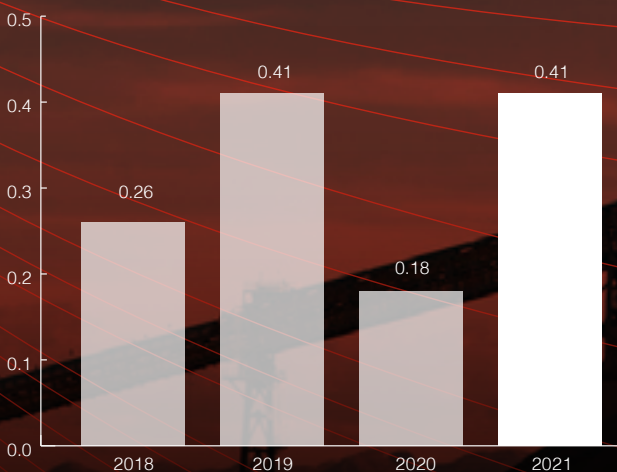
Note: more information about our 2021 safety data, by site and by employment type, can be found in our 2021 Sustainability Report Appendix at www.mmg.com.

THE WAY WE WORK

MMG TRIF



MMG LTIF



Note: The main types of work-related injuries that occur at MMG are largely first aid (161), followed by lost time (10), restricted work (9) and medically treated (8) injuries. All workers including contractors that perform any task or activity controlled by MMG are included in these disclosures as per the SSHE Performance Standard.



CASE STUDY

COOLING SOLUTIONS FOR THE DUGALD RIVER MINE

MMG's Dugald River mine is turning to a 'cool' solution to 'beat the heat' at the underground mine. Consistent temperature control is critical for the safety of our employees and contractors working in north-west Queensland's hot climate.

An AUD\$20 million cooling solution, has successfully produced 9.5MW of bulk air underground to facilitate ongoing zinc extraction. Mine ventilation firm, BBE Consulting, helped to scope options that spearheaded MMG's cooling works, completed at the end of 2021. A number of local contractors and engineering firms were tasked with implementing the project.

Visit wemineforprogress.com to find out more.

FATAL RISK MANAGEMENT

MMG's Fatal Risk Standard describes the minimum requirements for the identification, assessment and mitigation of specific fatal risks. These risks have been identified as common across all our operations, and we work continuously to ensure all MMG people are aware of the risks – and the controls that should be in place to manage them. We manage all our material risks using our Risk Management System.

The 12 fatal risks identified across MMG are:

- Aviation
- Carcinogens
- Clearance to work, isolations and permits
- Explosives and blasting
- Ground control
- Guarding
- Hazardous materials
- Land transport of people
- Lifting operations
- Lightning
- Vehicles and mobile equipment
- Work at height

Site-specific fatal risks not covered by the Fatal Risk Standard are identified and managed using MMG's Risk Management System. During 2021, as part of the site activities to ensure the Fatal Risk Controls were always in place, the compliance against Critical Control Executions and Critical Control Verifications were closely monitored.

SAFETY AND HEALTH REPORTING AND INVESTIGATIONS

Effective reporting creates opportunities to make informed decisions, undertake timely intervention or corrective action and prevent fatalities, significant events and repeat incidents. Accordingly, the SSHE Performance Standard outlines the minimum requirements for managing health and safety and events and achieving accurate and consistent recording and reporting of authorised and meaningful health and safety data. MMG uses a centralised electronic Incident and Event Management system (IEM) to manage events and corrective actions. These include incidents, near misses, high-risk hazards, legal non-compliances, inspections and audits.

We use the Incident Cause Analysis Method (ICAM) as our common approach to incident investigation. ICAM enables us to assess the underlying causes of incidents and to look at the latent organisational factors such as communication, training, incompatible objectives and change management processes. As part of the ICAM process, MMG uses a 'Work as intended versus work as normal versus work as done' investigation methodology to better understand the causes of significant incidents. During 2021, all operations implemented the ICAM Training.



CASE STUDY

FIREARM INCIDENT

The health and safety of MMG people remains our first value. We work hard to embed a companywide safety mindset across our people, sites, offices and communities. This means ensuring each day that our people can return home safely and to their families.

In May 2021, there was a firearm incident on site at MMG Kinsevere. A DRC mine police officer about to begin a shift accidentally discharged a firearm in a vehicle injuring the driver who was outside the vehicle. The driver was treated at the scene and then transported to hospital. The driver made a full recovery and was able to return to work. Following this incident, the site reviewed and revised all safety standards around the use of firearms on site and worked with the mine police to ensure all police officers and security contractors are adequately trained in the use of firearms and how to react to an incident.

THE WAY WE WORK



CASE STUDY

MANAGEMENT OF CRITICAL HYGIENE CONTROLS AND AIR QUALITY AT LAS BAMBAS

At Las Bambas, new approaches in managing occupational hygiene and controlling critical hygiene risks have been developed on site. The change in approach was designed to promote the centralised and consistent management of occupational hygiene risks and controls.

The site engaged with the leadership team to promote the implementation of critical hygiene risk controls. By raising awareness of the risks and controls in place, Las Bambas is creating a culture where everyone on site understands the potential health impacts that could be caused by carcinogenic agents in work environments.

Las Bambas also standardised many occupational hygiene management processes by preparing procedures to manage critical hygiene risks and occupational exposures, and to control carcinogenic agents. To help manage these risks, the site developed a digital transformation tool to monitor and track the potential risks.

A Health and Hygiene committee was established to review progress and to follow up on action plans. This work will continue in 2022, with a focus on ensuring the safety of our people.

We require the sharing of learnings from incident investigations across all MMG sites to prevent repeat incidents within our business. It also ensures we continuously challenge the effectiveness of control design and control execution for our fatal risk critical controls.

EMERGENCY MANAGEMENT AND PEOPLE AND ASSET PROTECTION

We work across our operations to ensure the required controls are in place to protect MMG people, our assets and our communities. All operations are required to develop and maintain site-specific Emergency Management Plans to mitigate the risk of all material risk events and potential infrastructure failings, with the required protocols, resourcing and regular testing drills for continuous improvement. Sites are also required to develop a Security Management Plan based on site-specific security risks and require all private security companies to be signatories to the International Code of Conduct for Private Security Providers and the Voluntary Principles on Security and Human Rights (VPSHR).

During 2021, regular drills were performed according to plan, with only minor impacts due to the COVID-19 pandemic.

OCCUPATIONAL HEALTH AND HYGIENE

In the SSHE Performance Standard, MMG defines the requirements for the management of exposure to harmful agents, exposure to endemic disease, fatigue management and employee health and wellbeing. Health and hygiene management includes health surveillance and hygiene monitoring.

The key processes for the planning and management of Health Exposure Risk are the annual review and update of each operation's Exposure Assessment (Health Risk Assessment).

Following the annual Exposure Assessment, Similar Exposure Groups (SEGs) are reviewed and the annual Occupational Hygiene Monitoring Plan is developed and executed. In addition, health surveillance requirements are reviewed and updated. In 2022, sites will be required to identify critical controls for exposure to Type 1 carcinogens.

Those controls will be implemented and included in the updated overall Risk Management process.

Our operations are also required to develop and maintain site-specific endemic disease and pandemic management plans, as well as ensure ongoing induction, training and education for employees and contractors regarding health and hygiene factors on site.



CASE STUDY

EMERGENCY RESPONSE TEAMS TEST CRISIS PLANNING SKILLS

Simulating crisis situations puts emergency crews on the front foot should real life events occur. The Rosebery mine's emergency response skills were recently put to the test together with TasFire Service, Tasmania Police and Tasmania Health Services, overseen by Ironside Risk.

The 'mock emergency' was based on sodium cyanide, a chemical used in on-site gold production. A large forklift, carrying scaffold, simulated travelling too fast down a steep driveway. Unable to stop, it made contact with a small forklift, carrying sodium cyanide.

The response exercise took about three hours and was followed by a debrief. Ironside Risk will issue a further report to assist with continuous improvement and to anticipate how to respond to potential on-site events.

To learn more visit: wemineforprogress.com

We concentrate on higher-level controls with the view to eliminate, control or mitigate, as close as possible to the hazard source, our people's potential exposure to carcinogens.

Some examples include:

- Sulphuric acid mist: polypropylene balls added to chemical tanks to breakdown bubbles, reducing likelihood of releases into air
- Diesel particulate matter: low sulphur fuels, engine selection and ongoing preventative maintenance, exhaust filtration systems
- Respirable crystalline silica: ongoing site dust suppression via watering or sprayings, enclosed cabin plant and equipment, exhaust ventilation systems, vacuum usage instead of blowing compressed air
- Mandatory respiratory protection including training for dealing with welding fumes
- Surface lead testing programs in conjunction with atmospheric testing programs

We operate in regions where the prevalence of HIV/AIDS, tuberculosis, malaria, typhoid, dengue fever and other tropical diseases is high. All our workplaces are required to maintain and implement risk-based Exposure Management Plans.

In 2021, our Dugald River operation engaged an external medical consultant to assist with the roll out of updated medical surveillance processes in accordance with amendments to the Queensland Mining and Quarrying Safety and Health Regulation. As of September 2022, employees will be required to undertake periodic medicals to identify any changes in lung function or to identify early signs of lung disease. The change requires the Site Senior Executive to arrange respiratory health surveillance for workers prior to commencing work, and then at least once every five years. The medical examinations for respiratory health surveillance must include:

- a chest X-ray dual-read by qualified radiologists to the International Labour Organisation (ILO) standard
- spirometry tests and comparisons with previous spirometry tests where available
- any examination deemed necessary by an appropriate doctor to support the early detection of injury or illness to the person's respiratory system (e.g. high-resolution computed tomography scan)

This update has been communicated to the entire workforce including contract partners.

Las Bambas has also implemented an annual occupational medical exam for all employees at our designated Antawasi Medical Centre facilities. Occupational health surveillance is an ongoing

THE WAY WE WORK

CASE STUDY

SUPPORTING MEN'S MENTAL HEALTH AT DUGALD RIVER

Following results from a local community survey conducted by the Cloncurry Shire Council, in 2021 MMG Dugald River teamed up with the Sisters of the North and Cloncurry Council to host an interstation cricket match at the Burke and Wills Roadhouse. The event saw local men from stations across the region connect by taking part in cricket matches and fun activities.

MMG Dugald River was proud to support the event with the 'small conversations make a big difference' theme aligning with the Good Health and Well Being Sustainable Development Goal.

To learn more visit: wemineforprogress.com



process that consists of caring for the health of our employees, using identification, assessment, analysis, interpretation and communication methodologies and techniques. To prevent risks, accidents and occupational diseases, we have developed an occupational health surveillance system called SIVISO that involves the following:

- Surveillance of the occupational health management of our strategic partners.
- Audit of occupational medical exams at standardised occupational clinics.
- Occupational medical certificates of fitness in less than 24 hours.
- Occupational health statistics for appropriate epidemiological surveillance.
- Follow-up of medical cases.

As part of the progressive improvement and timely healthcare, we have implemented support medical units at the XP and Charcascocha camps.

BLOOD LEAD EXCEEDANCES

At both our Rosebery and Dugald River operations in Australia, we produce lead as a by-product. We take the monitoring of blood levels very seriously and enforce strict protocols to reduce the risk of exposure to lead in the workplace. This is done to protect the health and wellbeing of our employees and to comply with national and state requirements. We have strict hygiene protocols, as outlined in our blood lead management procedures and conduct ongoing monitoring – adjusting work practices and work environments as required. As a result of our ongoing monitoring, we are confident that our management of lead exposures is highly effective.

We follow the National Standard for the Control of Inorganic Lead at Work (NOHSC:1012) and the National Code of Practice for the Control and Safe Use of Inorganic Lead at Work (NOHSC:2015) as a guide for the control of blood lead levels in our people.



CASE STUDY

MANAGING MENTAL HEALTH IN A GLOBAL PANDEMIC

The pandemic has had a huge impact on the lives of millions of people around the world. This has led to many feeling uncertain about the future and worried for their health and those around them. To help bring a focus to mental health during a pandemic, the team at Las Bambas have launched the “L-Mental” Emotions Program.

The program promotes mental health, helping employees and their families recognise and manage their emotions in the context of the COVID-19 pandemic. The guide includes various tools to assess psychological well-being, recognise and control emotions, and other tools to deal with stress. The program also includes the Las Bambas family mental health program, developed with the support of our medical, nutrition and psychology teams.

These initiatives helped support not only the physical but also mental health of Las Bambas employees and their families during a very challenging year.

FIT FOR WORK

Our commitment is to provide a safe work environment where all individuals are fit for work. Paramount to achieving this commitment is to ensure that all employees, contractors and visitors are in a condition that enables them to perform their work competently, and in a manner that does not threaten the safety or health of themselves or others. This includes not being fatigued or adversely affected by substances, drugs or alcohol. Our operations are required to develop, implement and maintain site-specific fatigue and drug management plans based on site-specific fatigue risk assessments and MMG’s commitment to zero tolerance relating to alcohol and drug use in the workplace.

We provide fatigue monitoring technology in all high-risk fatigue roles and engage in random drug and alcohol testing. As part of our work in continuous improvement, some of our sites reviewed existing Fatigue Detection Technologies to identify potential improvement opportunities, which will be implemented in 2022.

Our employees are also encouraged to notify us of any changes in their personal circumstances, including their mental health, that could affect their fitness for work.

MENTAL HEALTH

Good mental health and wellbeing is a priority for MMG. A mentally healthy workforce has clear business benefits, and we recognise that we are in control of certain things that can positively or negatively impact the mental health and wellbeing of our people.

Our Mental Health Framework describes the broad actions that we take to promote good mental health practices in the workplace, and to support employees experiencing mental illness, such as depression and anxiety.

Our approach focuses on three key areas: awareness and prevention, capacity building, and support and recovery.

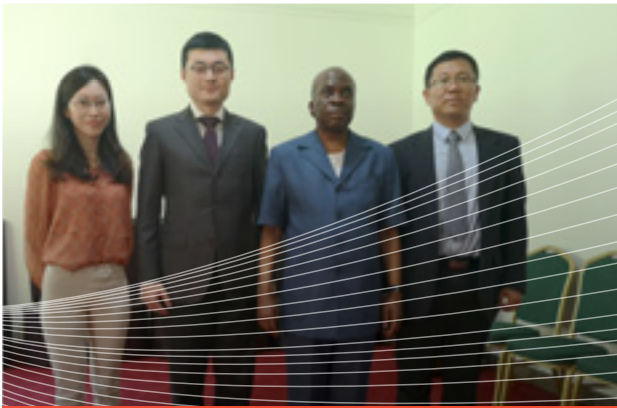
In 2021 we implemented a number of initiatives to support mental health awareness. These included R U OK Day workshops, mental health awareness sessions and training for mental health first aiders at Head Office, and ongoing work with Mates in Mining at our Dugald River operation. Las Bambas also launched the “L-Mental” Emotions Program as discussed in the adjacent case study.

Our operations also spent considerable time working with employees and contractors on the mental health impacts related to the COVID-19 pandemic. This included tips to support those working from home, how to deal with health and safety controls on site, how to manage the emotional toll of uncertainty and additional support for those isolated for significant periods of time during nationwide lockdowns. For more information about our response to COVID-19, see page 14.

THE WAY WE WORK

INJURY MANAGEMENT AND REHABILITATION

MMG recognises that helping people to stay at work or make an early and safe return after an injury, minimises the impact of injury on them and their families. MMG supports injured employees by having a system of workplace rehabilitation and by providing suitable duties for them while they are recovering. MMG expects that all injured people will return to work on suitable duties as soon as it is medically safe for them to do so.



CASE STUDY

STRONG MINING TIES FORGED BETWEEN KINSEVERE AND THE DRC

MMG Kinsevere is committed to maintaining and building strong ties with our local communities and government representatives. In July 2021, the site was honoured to take part in a meeting at the Beijing embassy between the DRC and representatives of the mine. This was an opportunity to discuss the inclusive social investment opportunities that have been brokered between both countries and to discuss the longer-term sustainable investment initiatives of the mine including the site's projects around improved agriculture, education and public health infrastructure projects.

To learn more about this meeting and Kinsevere's commitment to sustainable development, visit wemineforprogress.com.

SOVEREIGN RISK AND GOVERNMENT RELATIONSHIPS

At MMG we strive to deliver sustainable benefits for our stakeholders and prioritise actions and behaviours that are valued by the communities, regions and nations in which we operate.

We take both a relationship and a country-level planning approach to the management of these exposures. This includes dedicated roles and structures led in-country, supported by assessment of country-specific issues and relationships from the Group's functional experts. This approach increases our awareness and understanding of social, economic, governance and non-technical risks and provides the relationships, analysis and policy advocacy to shape and manage responses.

Material risks include security; political stability and protest activity, fiscal and regulatory change; and amendments to concessions, licences, permits and contracts.

Pressures on government revenues may lead to increases to corporate tax, value added tax and royalty rates – often coupled with increased audit and compliance activity. This is also accompanied by governments' fiscal inability to pay tax and duty refunds owed to operating companies.

Changes in mining or investment policies, shifts in political leadership or attitudes, or deterioration in business and security conditions may adversely affect the Group's operations, reputation and profitability.

Maintaining constructive relationships with host governments and effectively managing sovereign risk is important to our success. Failure to identify and manage relationships, risks and opportunities can negatively impact our reputation; social, operational and financial performance and limit future growth.

STAKEHOLDER AND COMMUNITY ENGAGEMENT

At MMG, we recognise that strong stakeholder and community engagement at every stage; from exploration through to closure, is critical for making business decisions that are responsive to the needs and expectations of our host communities and their governments. MMG aspires to be a trusted member of each of the communities that host our operations. Our ambition is to develop relationships based on regular and open dialogue, transparency and mutual respect.

We recognise that ongoing intergenerational engagement is critical to managing the impacts and opportunities for both current and future generations. We also recognise the need to take account of gender-based differences in our engagement and community decision-making processes.



CASE STUDY

LAS BAMBAS SUPPORTS THE DEVELOPMENT OF LOCAL SCHOOL

Las Bambas taxes are funding the \$3.3 million reconstruction of the largest secondary school in the Mara district, benefiting 276 students in the Cotabambas province, Apurímac region.

The project involves constructing and equipping 11 classrooms - including three laboratories, a library, a sports facility, bathrooms and dressing rooms.

The 14-month initiative is part of a group of projects related to the commitment the operation has undertaken to assist with the development of Cotabambas, improving local communities' quality of life. Thanks to the 'Works in Exchange for Taxes method (WxT)', Las Bambas will be able to reconstruct more schools in the area. Las Bambas is proud to be working with the Mara community to deliver this vital infrastructure.

To learn more visit: wemineforprogress.com

We work in complex jurisdictions and across numerous cultures and geographies, often in communities that have limited or negative experience with mining development. Our approach to stakeholder engagement is guided by our commitment to the ICMM Mining Principles. This includes the commitment to community dialogue and free, prior and informed consent (FPIC) regarding Indigenous peoples. Our dialogue with communities varies depending on the nature of the community and the issues being discussed, but the objective remains constant – to ensure these conversations are conducted in a way that respects the cultures, languages, values and customs of the communities.

STAKEHOLDER AND COMMUNITY ENGAGEMENT RELATIONSHIPS

MMG mines for progress with benefits that extend beyond its employees and shareholders. Business decisions factor in the needs and expectations of host communities and governments in countries where MMG operates. MMG achieves this by:

- **Backing** local economies and supply chains: where possible, MMG's local mine operations find opportunities for local enterprises to join its supply chain or enter other regional and national markets.
- **Delivering** employment, business development, healthcare, education, food programs and COVID-19 protection by supporting vaccination programs rolled out by governments.
- **Developing** relationships based on regular and open dialogue, transparency and mutual respect for the cultures, languages, values and customs of host communities.
- **Sponsoring** and participating in local cultural events, grievance management options and environmental monitoring. MMG consistently invites or seeks out valuable information to improve decision making.

The suggestions, feedback and issues that matter to our stakeholders matter to MMG. This year, MMG launched a new public Stakeholder Feedback Portal in order to create an additional avenue to invite and seek out valuable information to improve decision making. This upgrade to the existing grievance management framework aims to capture a more complete view of stakeholder concerns and has created a more transparent stakeholder experience, making interactions more easily identified and actioned for both MMG and our stakeholders.

At Las Bambas, our community relations and social development teams maintain strong relationships with over 80 communities to ensure our ongoing dialogue opportunities continue to meet the needs and expectations of local stakeholders. In 2021, the teams engaged on topics that included COVID-19 impacts and support with a focus on increasing vaccination rates, land access,

THE WAY WE WORK

commitment and project execution, sponsoring and participating in local cultural events, grievance solutions and participatory environmental monitoring.

Las Bambas also communicates regularly through Radio Surphuy, its community radio station, and established the *Willana Wasi* webpage, which was designed to support the community liaison centres and provide information to communities in both Spanish and Quechua about upcoming events and Las Bambas.



CASE STUDY SIGNING OF THE KINSEVERE CAHIER DE CHARGE

MMG Kinsevere's support for several local district projects continues to receive encouraging government oversight following the Cahier de Charge (community agreement for corporate social investment) signing in July 2021.

Bridges, road rehabilitation, health facilities, water pumps, schools, markets, depots and administration offices are some of the local projects that will benefit our host communities in the DRC over the next five years.

In early September, the Permanent Commission delivered feedback to Kinsevere's Social Development team. The Head of the Rural Development Division was joined by 10 other members from different sectors in the public administration, where they met with community leaders, village chiefs and local development committee members.

The President of the Commission confirmed that the Cahier de Charge was well designed and received.

To learn more visit: wemineforprogress.com

As part of many local community initiatives in 2021, Las Bambas provided a number of educational support programs including a digital education project, environmental awareness programs, and providing internet access for six communities from the sites direct area of influence. The Las Bambas Educational Resources Program also continued where students learned about water conservation and management, climate change, safety, governance and eco-systemic services.

Dugald River works with its local stakeholders including local landholders, local government and traditional landholders specifically the Kalkadoon People to ensure their expectations regarding employment and local supply opportunities are being met, as well as to support various community programs and initiatives. MMG is engaged in an agreement with the Kalkadoon People to ensure development and employment opportunities for their people. During 2021, we engaged with our stakeholders about COVID-19 related impacts, employment and local business opportunities and events within the community.

Rosebery maintains regular dialogue with local communities on issues including mine operations, tailings facilities, water use and employment opportunities. Despite the community liaison centre being closed to physical visits during most of 2021 due to COVID-19 restrictions in Tasmania, community members were still able to reach employees through a dedicated telephone line or by visiting the main entrance of the operation.

Rosebery continues to produce a regular community newsletter and has a presence on local radio. In addition to community consultative committee meetings, targeted engagement sessions were also held with local stakeholders about the ongoing tailings storage facility (TSF) projects.

Kinsevere's community development team worked with its nearby communities and local government representatives on a range of issues in 2021. These included developing sustainable investment programs and initiatives. The site has implemented many engagement and development projects in the local communities as discussed on pages 53-56. Kinsevere finalised a five-year community investment plan including agreements with the surrounding communities known as the Cahier de Charge. Twenty community projects are now in planning, including access to electricity, transport infrastructure including bridge and road construction, the development of health facilities, education initiatives including new schools and scholarships, water pump installations, support to agriculture and fish farming and other economic development projects.

A matrix of our broad stakeholder groups, their areas of interest and our engagement process is available online in the Sustainability Report Appendix at www.mmg.com.

Our Las Bambas operation is located in the Cotabambas district in Apurimac province in Peru, approximately 700km from the port of Matarani. This includes a 438km road that passes through parts of the Cusco province from Las Bambas to the Pillones transfer station in Arequipa province, followed by 285km by train to the Port of Matarani.

Including the communities in the direct area of influence around the mine operation and those along the southern road corridor, Las Bambas engages with over 71 communities and towns.



CASE STUDY

ROSEBERY OPEN DAY

Rosebery was pleased to welcome the local community into South Marianoak to provide a first-hand look at the site of a proposed tailings storage facility (TSF).

This informative event provided the community an opportunity to ask questions, see and understand the proposed developments on site. There has been a lot of attention from the community and others about the proposed works and the open day was an opportunity to hear the views of everyone who was interested in learning more about the project.

There is strong support for the Rosebery mine within the local community and across Tasmania and the open day formed just one part of Rosebery's commitment to keeping the local community informed of our plans and proposed developments on site.

The site has a team of over 80 dedicated social performance, community and local government professionals working with these communities to ensure their concerns and feedback are heard, as well as developing shared initiatives for long-term sustainable development, healthcare and education opportunities. Las Bambas seeks ongoing and transparent dialogue with all communities, local, regional and national governments, non-government organisations and other partners to drive sustainable solutions.

While this work is constant, there have been ongoing incidents where a small number of these communities choose to stage road blocks, primarily to demand the presence of national government.



CASE STUDY

LAUNCH OF MMG'S STAKEHOLDER PORTAL

Mining operations have an impact on communities, both positive and negative, and these impacts can at times lead to stakeholder concerns. In 2021 and in close coordination with our operations, we identified the opportunity to add an online platform where grievances can be automatically recorded in our sites' systems. In December 2021, MMG launched the online portal to help MMG capture, follow-up and respond to any grievances received. The portal aims to capture a more complete view of our stakeholders' concerns and provides another way to collect feedback from our host communities, allowing for transparency in how any concerns or feedback is managed.

To learn more visit wemineforprogress.com.

THE WAY WE WORK

GRIEVANCE MANAGEMENT

MMG is committed to dialogue as the primary tool for avoiding the high human and economic costs of conflict. We engage with communities early and through all phases of our operations we empower communities to actively participate in the consultative process, to ensure their views are reflected in decision-making regarding our operations and in the design and distribution of benefits.

We recognise that, as a company, there is always more we can do to listen to the needs, aspirations and opinions of communities, and to guarantee their timely engagement on issues that are important to them. We aim to ensure that, at all times, they have access to information and open dialogue through direct engagement with our community relations teams, many of whom come from the communities in which they work.

We also recognise that our business has an impact and that disagreements on the nature and extent of this impact, as well as our approach to managing it, can occur between ourselves and community members.

Open and transparent dialogue is the best way to manage these disagreements and, if necessary, we involve independent third

parties to obtain lasting solutions that are beneficial to all.

To facilitate the timely, culturally appropriate investigation and resolution of these matters, all MMG sites have a site-specific grievance procedure that aligns with the remedy provisions of the United Nations Guiding Principles on Business and Human Rights. This process is non-judicial, complements existing legislative remedies and provides redress for grievances that are related to:

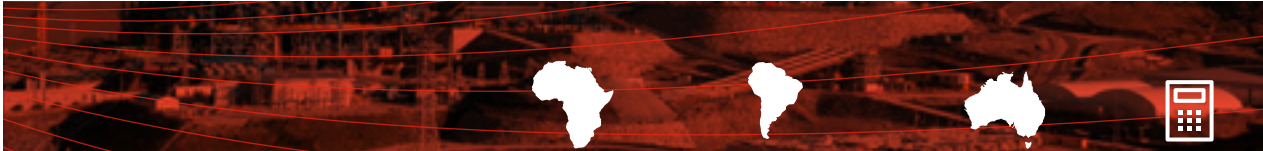
- MMG's impact on stakeholders;
- the conduct of MMG personnel and contractors in local communities; and
- allegations of human rights abuses.

At MMG we consider that stakeholder complaints and grievances provide valuable indicators to help our operations anticipate deeper community concerns and proactively manage social risks. This is just one of the ways that we live our value 'We want to be better' by always looking for opportunities to improve.

In 2021, we received 206 grievances across our operations.

Most of our grievances continue to be related to issues of local procurement (130 cases, up from 111 cases in 2020) at our Las Bambas operation, with fewer grievances (43) being raised about

2021 GRIEVANCES RECEIVED BY CASE TYPE



GRIEVANCE CASE TYPE	KINSEVERE	LAS BAMBAS	ROSEBERY	TOTAL
Community health and safety	0	0	1	1
Compensation and financial benefits	3	0	1	4
Damage to private property	4	43	1	48
Economic – local employment	2	9	0	11
Economic – local supply	0	130	0	130
Environment	5	4	2	11
Operational impact	1	0	0	1
Social investments and commitments	0	0	0	0
Total	15	186	5	206

damage to private property and livestock by local stakeholders along the Southern Road Corridor, where we transport our concentrate and supply logistics.

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 Las Bambas to ensure regular environmental and road monitoring to mitigate any potential impacts arising from our logistics transport.

We have also increased services and presence at our three Las Bambas community offices, including additional training for our employees who work there.

We have continued to experience community concerns relating to the transport of our concentrate along the Southern Road Corridor and associated land tenure and economic benefits. As our concentrate is transported almost 460km by road to the rail transfer station at Pillones, it is an issue that remains front of mind for many. We remain engaged with communities and local and regional governments along this public route and remain focused on improving management of the impact of concentrate transport logistics on local communities along the road.

All our sites have their own specific Stakeholder Grievance Management Work Quality Requirements which are aligned with the ICMM's updated guidance document Handling and Resolving Local-level Concerns and Grievances: Human rights in the mining and metals sector (2019), as well as the ILO Declaration of Fundamental Principles and Rights at Work, the EITI and the United Nations Global Compact.

We remain committed to working with local communities to support their opportunities, both with the operation and in the broader market, and to engage with all communities on issues that are important to them. In 2021, we updated our grievance management process, launching an external-facing Stakeholder Feedback Portal. This portal provides an easy-to-use self-serve online platform for filing grievances, including the option to remain anonymous throughout the entire resolution process, as discussed in the previous case study.

HUMAN RIGHTS

MMG is committed to respecting the human rights of all our stakeholders and the communities in which we live and operate, and to providing access to effective remedies where we make an

impact. We are also committed to the continuous improvement of the wellbeing of communities surrounding our operations through our commitment to the protection of human rights, the ongoing monitoring and improvement of our grievance management processes and our alignment to the UN SDGs.

We recognise that human rights cover a broad range of interrelated issues, requiring an integrated approach across numerous business functions.

At MMG, our Human Resources, Legal, Supply Chain, Social Performance, Stakeholders Relations, Security, Exploration and Project Development functions have specific responsibilities for upholding our commitment to human rights.

Our commitment is outlined in our Human Rights Policy and our approach to managing human rights risk is embedded into our broader risk management framework. We integrate human rights considerations into our Code of Conduct, our Supplier Code of Conduct, employment and procurement processes, whistle-blower framework, risk-analysis activities, engagement, social investment and formal grievance mechanisms. Human rights are considered a material sustainability issue for our business and, as such, is represented at a corporate level on the Code of Conduct and People Committee, which is charged with confirming compliance with our VPI action plan, compliance with Australia's Modern Slavery legislation across our entire business, and reviewing any human rights grievances received through the site-specific grievance mechanisms. MMG Human Rights working groups have been established in Peru, the DRC and Australia to further support this work in collaboration with the Code of Conduct and People Committee. We also seek to make sure our stakeholders, including employees, are confident to report instances of unacceptable conduct without fear of intimidation or reprisal.

We further commit to respecting human rights as outlined by the ICMM Mining Principles.

This commitment has been strengthened through the development of joint industry and civil society guidance on key issues such as FPIC and the rights of Indigenous peoples, and with ICMM's Mining Principles. We also participate in ICMM-convened member discussions and peer learning on a wide range of business and human rights issues, including the role of business regarding civic freedoms and human rights defenders.

THE WAY WE WORK

We operate in accordance with the United Nations Guiding Principles on Business and Human Rights and the United Nations Global Compact principles. We are signatories to the United Nations Global Compact process under the auspices of our major shareholder CMC. Las Bambas is also an active member of the Human Rights Committee of Peru's National Society of Mining, Petroleum and Energy.

Any community-related fatalities and injuries close to our operations are of concern to us, even if they occur outside our controlled activities. We investigate these incidents so that we can learn from them, and they are recorded and treated as significant 'uncontrolled

incidents'. On 4 September 2021, a vehicle incident occurred on a public road near a mine camp near Kinsevere between a motorcycle and a bus transporting employees. The motorcycle overtook and accidentally clipped the front of the bus, resulting in the tragic death of the motorcycle driver. An investigation was undertaken by the Security and SHEC team and communicated to the local community.

On 27 August 2021, a tragic accident involving a bus transporting employees of our contractor partners from Cusco to Las Bambas, resulted in the death of 16 passengers and injury of two others.



CASE STUDY

HUMAN RIGHTS RISK ASSESSMENT TOOLKIT

Las Bambas constantly reviews its human rights risk assessment procedures to ensure our risk assessment toolkits allow for our teams to plan strategies for measuring and understanding community risks onsite. In 2021, Las Bambas developed a Human Rights toolkit using the learnings from the United Nations Voluntary Principles implementation toolkit to enhance our risk assessment process across the business. The project was developed with the participation from teams across Las Bambas including Security, Social Performance, Public Affairs, Legal, Risk Management and Operations. As part of this process, potential human rights risks were identified and through the use of the assessment toolkit mitigation strategies were developed and actioned.

Las Bambas assisted in the search, rescue, police and medical treatment from Cusco, and offered direct support to the family members of those involved in the accident. MMG expresses its deepest sympathies to the families and friends of those involved in this tragic incident.

SECURITY AND HUMAN RIGHTS

We operate in accordance with the VPSHR, as well as the rules of engagement, and the United Nations Basic Principles on the Use of Force and Firearms by Law Enforcement Officials.

Since 2016, we have standardised our security management plans, and these plans reference the VPSHR in relation to the deployment and conduct of public and private security. We also ensure public security forces that support our sites are adequately trained in the use and application of the VPSHR. MMG has been an Engaged Member of the VPI since 2020.

We work with private and public security forces at our Kinsevere

and Las Bambas sites. This work involves ongoing training and mentoring on security and human rights. In 2021, the MMG Peru and DRC human rights working groups consolidated their work by conducting a thorough VPI gap analysis including risk assessments. This analysis informed detailed VPI Action Plans for each site. Further information can be found in our VPI Annual Report at www.mmg.com.

We are aware that many issues that can become security incidents have roots in community concerns built up over time. Often these issues are well-understood by our social performance teams, who are working on strategies to resolve these issues before they become security incidents. In line with this, we take the opportunity, wherever possible, to bring our security and social performance teams together to develop strategies around proactive risk identification and mitigation, grievance management and incident identification processes. We also work collaboratively with other stakeholders to review our human rights exposures and potential risks.

PERCENTAGE OF MMG EMPLOYEES ON COLLECTIVE BARGAINING AGREEMENTS

SITE	2021	2020
Dugald River	43.3	44.0
Kinsevere	93.0	95.0
Las Bambas	42.1	37.8
Rosebery	50.8	46.0
MMG	50.49	52.95

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



THE WAY WE WORK

We respect human rights, land tenure rights and the rights of local communities and we operate in accordance with national regulations.

LABOUR RIGHTS

MMG recognises the important work of the International Labour Organization (ILO) in defining the basic principles and rights at work. MMG operates in each of its host jurisdictions in line with local labour laws, as a minimum, and with consideration of the eight core conventions of the ILO focusing on human rights that are directly applicable to business.

MMG's People Policy provides an overview of the core MMG principles in relation to the management of company employees. Several of the principles directly support the upholding of basic human rights, specifically:

- People are employed under terms and conditions that are fair and, at a minimum, meet all legal requirements.
- People are provided with safe and healthy conditions of work and, where feasible, assisted to return to work following illness or injury.
- People are treated equitably in the workplace – which values diversity and inclusion in terms of gender, age, cultural and ethnic background, religion, sexual orientation and disability.
- People are provided with a workplace that is free from harassment.
- People are confident to raise concerns that will be addressed in a timely and fair manner.

We support the right to freedom of association across our business and ensure all our employees feel empowered to exercise this right. A significant number of our workforce are covered under a Workplace Agreement, covering 50.5% of employees across the Company, which has decreased slightly from 52% in 2020.

Dugald River commenced negotiations for their Enterprise Agreement in late 2020, which is expected to be completed by mid-2022. Kinsevere have also commenced negotiations for their Collective Bargaining Agreement, which is expected to be completed in 2022. In 2022, Minera Las Bambas is expected to commence negotiations for their Enterprise Agreement.

MODERN SLAVERY

Our global supply chain and operations are located in complex jurisdictions and we recognise the potential that modern slavery exists in our operations and supply chains. Consistent with the ICMM Mining Principles and guided by our commitment to human rights, MMG has a zero-tolerance approach to all forms of modern slavery.

MMG issued its first Modern Slavery Statement for 2020 as required under the Modern Slavery Act 2018 (Cth) in May 2021 and is publicly available at www.mmg.com. MMG's 2021 Modern Slavery Statement is scheduled for release in the second quarter of 2022.

In 2021, mandatory modern slavery training was completed by MMG's Supply, Legal, Operations and Stakeholder Relations teams. The course was designed to familiarise MMG people with modern slavery risks in supply chains, as well as with ways MMG is addressing these risks. Assessments and Q&A sessions have informed additional training and resources that will be developed in 2022, specifically regarding conducting appropriate due diligence to identify modern slavery risks within the supply function.

CHILD RIGHTS

MMG is committed to the protection of the rights of children and adolescents and we do not employ any person under the age of 18 years at our operations. We recognise and support ILO Convention C182, concerning the 'Prohibition and immediate action for the elimination of the worst forms of child labour'. We have worked with organisations including UNICEF and government agencies to ensure children's safe access to health, education and other essential services to support them in achieving their full potential in childhood and adolescence, and in their transition to adulthood.

We support young people to fully understand their legal rights and have worked with communities to address areas that restrict the freedoms of children and adolescents. This includes undertaking child rights' assessments and supporting community education programs on issues such as the impacts of child marriage.

On the 20 and 21 October 2021, the Kinsevere Social Development team attended a two-day workshop held with the International Labour Office project in partnership with NGO PACT, on strategies to reduce child labour in mining activities, primarily focusing on the cobalt supply chain. The workshop included representatives from artisanal mining groups and mining companies. This workshop has created a dialogue table to hold discussions attempting to solve some of the difficulties encountered in mining activities around Lubumbashi, Likasi and Kolwezi. Follow up meetings have been scheduled.

ARTISANAL MINING

Artisanal and small-scale mining (ASM) is widespread in the DRC and Peru and occurs on tenements where MMG holds exploration and mining rights.

In many countries, ASM is pursued as a route out of poverty or an activity to complement insufficient income, particularly in communities where alternative employment is difficult to secure. However, it is also well-recognised that the environmental and safety practices of artisanal miners tend to be poor. Other negative implications include child and forced labour, inequitable distribution of community benefits, illegal trade and heightened security risks.

The challenge of balancing the human right to safe work, the rights of children and environmental responsibility is complex. A key component of the UN SDGs is the provision of job opportunities,

decent working conditions and economic growth while not harming the environment.

Our operations in the DRC and Peru are impacted by the existence of ASM activities on, or near, our tenements and we adopt appropriate strategies to mitigate risks associated with each ASM activity we encounter including, suitable fencing, alarm systems, security management, ongoing surveillance, land access and community and business development plans.

Communication and collaboration with all stakeholders including miners, security personnel, government, local authorities, community organisations and governing authorities is imperative in developing mutually acceptable outcomes.

MMG is committed to managing security in a manner that respects human dignity. MMG's principles for security management ensure that our site-specific Security Management Plans are aligned with the VPSHR and include critical security controls and rules of engagement for MMG-controlled security personnel.

Since 2002, there have been efforts by Peruvian authorities to formalise some aspects of ASM. In December 2021 the formalisation process for registration of small scale and artisanal miners was extended for three years, entrusting the Ministry of Energy and Mines to develop a new General Law for small mining and artisanal mining within the next six months.



THE WAY WE WORK

At our Las Bambas operation, we formally engage with local small-scale miners through participation in community assembly meetings and informal meetings with key stakeholders. There are currently over 450 people from seven communities engaged in informal mining within the Las Bambas tenement, and an additional 15 people illegally mining. The Las Bambas Social Development team continues to look for opportunities to create meaningful engagement and identify opportunities to find a solution, minimise environmental damage and avoid negative impacts to any party.

In the DRC, we are mindful that ASM is a growing sector and there is an increasing demand for minerals such as cobalt, which is present on our tenements. The demand for these minerals has the potential to increase significantly with the expansion of the market for electric cars. The Kinsevere Social Development and Security teams work closely together to monitor and assess ASM with regular meetings held onsite with artisanal mining and community leaders for open and transparent discussion regarding the risks to all parties.

All MMG sites develop annual environmental and social impact assessments, risk assessments, stakeholder engagement registers and community development and investment plans to proactively support local communities and mitigate ASM risks. It is expected that well-considered formalisation initiatives in Peru and the DRC could contribute to better and more equitable socio-economic development. ASM is a difficult and complex issue to manage that is continually assessed to determine the most effective way for MMG to contribute to the solution.

LAND ACCESS, RELOCATION AND RESETTLEMENT

MMG recognises that project-related land acquisition, resettlement and relocation of families and communities, as well as restrictions on land use, can have adverse social and economic impacts on communities and families. Unless properly managed, relocation and resettlement activities, and particularly involuntary resettlement, may result in long-term impoverishment, as well as environmental damage and social stress in the communities of which they have been displaced.

In our land acquisition processes, we anticipate and minimise social and economic impacts resulting from land acquisition and relocation or resettlement. We do this through a land acquisition process that:

- achieves free, prior and informed consent from Indigenous populations, prior to the development of a major project;
- provides enough time for relocation or resettlement planning and engagement;

- involves experienced relocation or resettlement practitioners as early as possible in the process;
- supports open and transparent engagement of communities throughout the relocation or resettlement process, and enables their effective decision-making on relevant issues;
- provides a culturally appropriate and easily accessible dispute resolution process;
- engages relevant stakeholders in the process, including local government and other government agencies that have a critical role in supporting community infrastructure and service delivery; and
- properly resources the relocation or resettlement process, including supporting livelihood restoration, enhancement activities and appropriate monitoring to make sure displaced communities normalise appropriately over time. We respect human rights, land tenure rights and the rights of local communities and we operate in accordance with national regulations. We recognise the need to protect the specific rights and interests of Indigenous peoples, ensure the effective engagement of vulnerable and marginalised groups and account for the gender-specific impacts in any acquisition process.

Our operations avoid and, when not possible, seek to minimise the social, physical or economic displacement of communities by exploring alternative project designs. In instances when involuntary displacement cannot be avoided, our operations provide displaced communities and families with full and fair compensation, along with social and economic assistance packages and programs to restore livelihoods. We make certain resettlement activities are implemented thoughtfully, through a consultative process and with the informed participation of all those affected. We also ensure they operate in line with the ICMM process of FPIC, as outlined in the Indigenous Peoples and Mining Position Statement.

In 2021, our land access activities were focused on exploration tenements close to our Las Bambas and Kinsevere mine sites in Peru and the DRC, respectively.

Our Las Bambas operation has been involved in various activities with nearby communities, giving the team a chance to develop ongoing relationships, learn more about local cultural practices and traditions, and understand the expectations of these communities. We have also reached agreements with some communities to commence environmental monitoring and surface geological exploration activities. This is in addition to our existing agreements with the community of Huanquire, relating to the Chalcobamba site, which included a number of compensation payments and commitments for activities carried out in the community.

The team also executed social commitments, virtual education programs and created casual employment opportunities during exploration works.

Kinsevere continues to work closely with community members impacted by drilling and exploration works being done in the area. This also includes the compensation and relocation of a number of community members, the second step in a process that began in 2018.

In April, representatives from the Kalkadoon community were welcomed onto the Dugald River site to undertake a cultural heritage inspection of land proposed to be used for an additional discharge line into the TSF. The Kalkadoon did not identify any area of significance during the walk but will be in regular consultation throughout the proposed project.

Over the past year, Rosebery has worked in consultation with the Tasmanian Government and our local community to ensure works to determine the location for a new TSF meets all regulatory, environmental and community expectations. Rosebery continues to investigate multiple options and is working in 2022 to develop an offset strategy through re-establishing biodiversity, rehabilitation

and revegetation to reduce any impacts to the local area. For more information see case studies: Rosebery Open Day at Proposed TSF Site page 43 and Rosebery Planning Works for Proposed New TSF page 66.

MMG continues to invest in drilling and exploration to further refine and understand the orebody at each of its mines.

In our land acquisition processes, we anticipate and minimise social and economic impacts resulting from land acquisition and relocation or resettlement.

COMPENSATION PAID IN 2021

