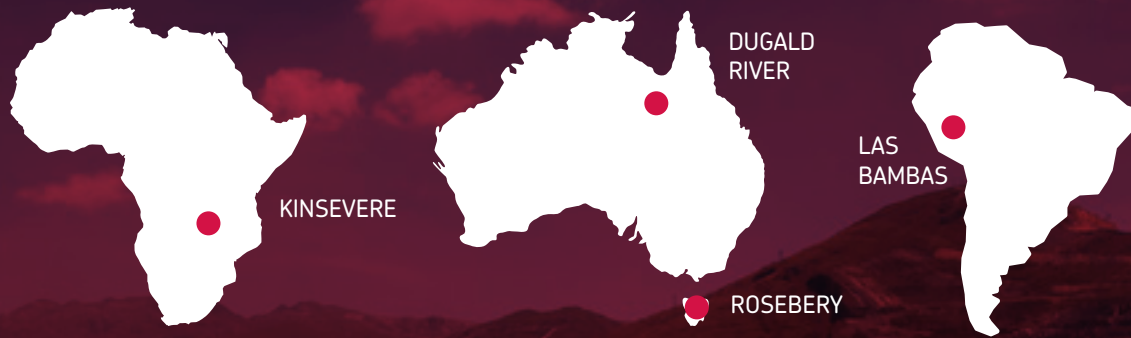


# OUR OPERATIONS

MMG has four operating sites across the world and employs over 10,000 employees and contractors.



## AUSTRALIA - Includes Dugald River, Rosebery and Australian Operations office

### PRODUCTION

**249,767** tonnes of zinc in zinc concentrate      **45,414** tonnes of lead in lead concentrate      **1,567** tonnes of copper in copper concentrate

### ECONOMIC CONTRIBUTION (US\$ '000)

<b>\$90,366</b> Total tax incl. royalties	<b>\$114,936</b> Total wages and benefits**	<b>\$98,862</b> Total capital investment
<b>\$397,530</b> Total local supply procurement	<b>\$276</b> Social development spend	

### 2021 WORKFORCE

<b>1,169</b> Total workforce	
<b>10.66</b> % female	<b>96.5</b> % national

## DEMOCRATIC REPUBLIC OF THE CONGO (DRC) - Includes Kinsevere, Lubumbashi and Johannesburg offices

### PRODUCTION

**48,017** tonnes of copper cathode

### ECONOMIC CONTRIBUTION (US\$ '000)

<b>\$89,409</b> Total tax incl. royalties	<b>\$54,295</b> Total wages and benefits	<b>\$22,420</b> Total capital investment
<b>\$101,910</b> Total local supply procurement	<b>\$1,089</b> Social development spend	

### 2021 WORKFORCE

<b>1,867</b> Total workforce	
<b>15.48</b> % female	<b>94.50</b> % national

## PERU - includes Las Bambas and Lima office

### PRODUCTION

**290,097** tonnes of copper in copper concentrate      **4,985** tonnes of molybdenum in concentrate

### ECONOMIC CONTRIBUTION (US\$ '000)

**\$247,755**

Total tax incl. royalties

**\$128,414**

Total wages and benefits

**\$452,294**

Total capital investment

**\$1,174,250**

Total local supply procurement

**\$31,574**

Social development spend

### 2021 WORKFORCE

**5,667**      **98.6**

Total workforce      % national

**12.13**

% female

## CORPORATE OFFICE\* - includes Melbourne, Beijing, Hong Kong and Vientiane offices

### 2021 WORKFORCE

**165** Total workforce      **49.37** % female

**Note:** For information on royalties and income tax, procurement and employment taxes and benefits, refer to the Tax and Community Contribution section (**page 59**) of this report.

**% national** = the percentage of the workforce with the same nationality of the country where the operations are located.

**% female** = the percentage of women in the MMG workforce. This does not include contractor numbers.

\* MMG Corporate includes Melbourne and Beijing Head offices, Hong Kong office and Vientiane.

\*\* Total wages and benefits for Australia include expenses where the role may report into but take place outside of the country.

# OUR OBJECTIVES AND TARGETS

The 12 objectives listed in the ensuing pages represent aspirational goals with measurable targets. These specific targets have been monitored, with progress tracked as part of MMG’s sustainability reporting since 2019.

OBJECTIVES	TARGETS	COMMENTS/PROGRESS TO DATE
<p><b>Safety and health</b></p> <p>We are committed to ensuring our employees go home from work in the same physical and mental health every day.</p>	<ul style="list-style-type: none"> <li>• 100% implementation of fatal risk controls at all sites.</li> <li>• Full implementation of our Safe Task Management approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Critical controls from the Fatal Risk Standard in place, resulting in a reduction of SEEE (Significant Events that had Energy Exchanged).</li> <li>• Safe Task Management approach embedded in the Safety, Security, Health and Environment (SSHE) Performance Standard resulting in a reduction in TRIF (total recordable injury frequency).</li> <li>• Safety Culture Survey completed at three operations identifying safety improvement opportunities.</li> </ul>
<p><b>Sovereign risk and government relationships</b></p> <p>Constructive relationships with our partners in national, regional and local governments enable us to proactively manage sovereign risk and change.</p>	<ul style="list-style-type: none"> <li>• Develop or maintain relationships with key government and department stakeholders in the regions in which we operate.</li> <li>• Actively engage in the political process to inform government decision-making on material issues to MMG.</li> <li>• Contribute to the relevant public policy debates to develop and enhance human capability in the regions in which we operate.</li> </ul>	<ul style="list-style-type: none"> <li>• Las Bambas works closely with the Government of Peru to manage community concerns regarding land acquisition and social compensation for the public road used for transporting Las Bambas concentrates.</li> <li>• Kinsevere continues to work with the Democratic Republic of Congo (DRC) authorities regarding the implementation of aspects of the 2020 Revised Mining Code.</li> </ul>
<p><b>Strategy and growth</b></p> <p>Consistent performance enables us to grow a pipeline of development projects by acquisition.</p>	<ul style="list-style-type: none"> <li>• Deliver our growth strategy through doubling the size and value of MMG, and to double it again by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced permitting of the Chalcobamba pit expansion and early work in progress for the Kinsevere Development Project.</li> </ul>
<p><b>Land management and rehabilitation</b></p> <p>We effectively manage our land holdings over the life of the operation and seek to protect future land use options.</p>	<ul style="list-style-type: none"> <li>• Mitigation Management Plans and Biodiversity Offset Management Plans are developed, implemented and verification processes are in place to track control effectiveness – where these plans are required across the Group.</li> <li>• Mitigation hierarchy embedded within the site land clearance and disturbance processes across MMG.</li> </ul>	<ul style="list-style-type: none"> <li>• Biodiversity offset and management plans continue to be fully implemented and verified as per our SSHE Performance Standard.</li> <li>• The site land clearance and disturbance mitigation hierarchy continue to be embedded and verification is ongoing at all operations.</li> </ul>
<p><b>Social and economic impacts of mine closure</b></p> <p>We seek to help diversify the local economic base of our communities to manage the impacts of mine closure on community employment and economic development.</p>	<ul style="list-style-type: none"> <li>• End-of-life land use planning and diversification opportunity identification commenced for all sites within five years of closure.</li> <li>• Social impacts of closure integrated into life-of-asset planning and social investment strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• In Australia, MMG became a partner in the Cooperative Research Centre for Transitions in Mining Economies (CRC TiME), which aims to drive transformational change in the mine closure sector.</li> <li>• Rosebery community project completed – gaining an understanding of local readiness for closure including potential economic diversification opportunities.</li> <li>• The social impacts of closure continue to be integrated into annual life-of-asset planning and social investment strategies at all operations.</li> <li>• The Dugald River Progressive Rehabilitation and Closure Plan was revised.</li> </ul>
<p><b>Tailings and waste rock management</b></p> <p>We effectively manage the safety and environmental risks of tailings infrastructure, acid and metalliferous mine drainage.</p>	<ul style="list-style-type: none"> <li>• Non-acid forming (NAF) and potentially acid forming (PAF) criteria are agreed for all sites and a process established to validate criteria.</li> <li>• Implementation of independent Dam Review committees, engineers of record, and independent third-party reviews at all sites.</li> <li>• Review all site dams by year end.</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Dam Review committees, engineers of record, and independent third-party reviews have been implemented at all sites, including reviews for major revisions to tailings infrastructure.</li> <li>• All dams were reviewed by year end.</li> <li>• All sites followed their specific waste rock management procedures.</li> <li>• Las Bambas is finalising dump design work for potential new sites.</li> </ul>

OBJECTIVES	TARGETS	COMMENTS/PROGRESS TO DATE
<p><b>Water access and use</b></p> <p>We effectively manage our water intake, inventory and discharge to minimise our impacts on other users within the catchment, including upstream and downstream communities and the environment.</p>	<ul style="list-style-type: none"> <li>• Trigger Action Response Plans (TARPs) developed and implemented across all sites.</li> <li>• Updated and calibrated site-wide water balance model and water management plan to optimise water management/consumption for each site.</li> </ul>	<ul style="list-style-type: none"> <li>• All sites have developed TARPs for water management, tailored to site-specific risks and management concerns.</li> <li>• All sites have a water balance model and all models have been updated within the last 12 months.</li> <li>• Strong focus on minimising the impact to other users in the catchment.</li> </ul>
<p><b>Social development and investment</b></p> <p>Our activities and investments measurably support development and economic livelihoods in the communities and regions in which we work.</p>	<ul style="list-style-type: none"> <li>• Investment strategies at sites aligned to regional and national social objectives.</li> <li>• Investments deliver measurable positive impact against United Nations (UN) Sustainable Development Goals (SDGs) 1–6 indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• All social spend in 2021 is being reported under the relevant SDGs 1 – 6.</li> <li>• Sites working collaboratively with local stakeholders, including regional and national governments and non-government organisations (NGOs), to identify shared social investment opportunities.</li> </ul>
<p><b>Community engagement</b></p> <p>We effectively engage communities and local leadership, and encourage participatory planning and decision-making for our life of asset.</p>	<ul style="list-style-type: none"> <li>• Affected communities effectively engaged in material project modifications, extensions and expansions.</li> <li>• Application of free, prior and informed consent (FPIC) in line with the requirements of the ICMM Position Statement on Indigenous Peoples.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing engagement with community stakeholders, including Kinsevere’s participatory planning sessions, Las Bambas’ land access and community dialogue and participatory environmental monitoring.</li> <li>• FPIC built into MMG’s site-specific engagement strategies.</li> <li>• Community perception survey and TSF3 engagement program completed at Rosebery site.</li> </ul>
<p><b>Compliance and conformance</b></p> <p>We are committed to environmental regulatory compliance and to operating in alignment with our organisational values.</p>	<ul style="list-style-type: none"> <li>• No environmental non-compliances identified by third party.</li> <li>• No repeat significant environmental events (as per MMG definition of significant).</li> <li>• Establish a mandatory annual environmental audit that fulfils environmental regulatory requirements and provides annual assurance on status of compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• All environmental non-compliances were reported to regulators on time.</li> <li>• No repeat significant events were reported.</li> <li>• Site-level audits carried out annually, with Second Line of Defence reviews conducted regularly.</li> <li>• Monthly review of each sites environmental monitoring and compliance presented to the Executive Committee.</li> </ul>
<p><b>Corporate governance and business ethics</b></p> <p>Our business ethics underpin the way we work as we grow and develop our operations in complex jurisdictions.</p>	<ul style="list-style-type: none"> <li>• Full compliance with all applicable obligations under Hong Kong Exchange (HKEx) listing requirements.</li> <li>• 100% of relevant MMG employees trained in anti-bribery and corruption policies and obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• MMG aims to comply with its obligations under the HKEx listing rule requirements and was not aware of any material breaches in 2021.</li> <li>• All relevant MMG employees were provided access to anti-bribery and corruption training in 2021.</li> </ul>
<p><b>Human rights</b></p> <p>We recognise, respect and will remedy the impacts of our operations on the human rights of our employees and the communities in which we work.</p>	<ul style="list-style-type: none"> <li>• Accepted as an active participant in the Voluntary Principles Initiative (VPI).</li> <li>• Grievance management processes at all sites compliant with UN Guiding Principles on Business and Human Rights.</li> <li>• Ensure all complaints relating to the International Labour Organization’s (ILO) four fundamental principles and rights at work, namely freedom of association, elimination of forced labour, child labour and discrimination at work, are reviewed and improvements or action taken where required.</li> </ul>	<ul style="list-style-type: none"> <li>• MMG published the second VPI Annual Report as an Engaged Member of the VPI in February 2022 (available here).</li> <li>• Grievance mechanisms at all sites are compliant with core remedy requirements of the UN Guiding Principles on Business and Human Rights.</li> <li>• Grievance management process was updated, launching an external facing Stakeholder Feedback Portal.</li> <li>• Modern slavery training completed by supply and legal teams, human rights working groups and various operational functions at all sites.</li> </ul>

# OUR RESPONSE TO COVID-19

**As a global organisation, MMG has been affected by the spread and impacts of the COVID-19 pandemic. Safety is our first value and to this end, the health and safety of our employees, contractors and the local communities remains at the forefront of our management approach.**

Our dedicated teams across all global locations monitored impacts and advice from local authorities. We worked collaboratively with local communities to ensure they had sufficient resources available, while continuing with day-to-day operations at each site, to the extent it was safe to do so.

## OUR EMPLOYEES AND CONTRACTORS

In 2021, due to the sustained COVID-19 outbreak, MMG maintained a range of safety controls that were implemented in 2020. The MMG Crisis Management Team maintained oversight of the corporate and site-based responses to COVID-19, and each of our operations retained their emergency management teams to develop site-level plans.

For different periods during the year, many of our people based in our Melbourne, Lima, Hong Kong, Vientiane and Johannesburg offices worked from home for extended periods to ensure they were safely able to continue their duties. All employees were provided with Employee Assistance Program support service contact details in their countries and local languages, available to use for themselves and their families.

Given the nature of mining, working from home is not an option for the majority of our people. Those who are based at our operations are critical to the success of our business, and we worked hard to support them and to ensure their workplaces are as safe as possible.

In addition to the COVID-19 protocols for protection, self-isolation and reporting established in 2020, additional preventative safety measures were triggered including:

- Following all local government and health department directives including contact tracing.
- Ongoing communications about COVID-19 vaccines including benefits, availability and access.
- In Peru and the DRC, regular assessment of symptoms and COVID-19 testing before, during and after departure from site.
- In Peru, a 24-hour quarantine period was established prior to site access, allowing for COVID-19 testing and health checks .
- In the DRC, quarantine is required for returning travellers prior to returning to site.
- In Peru a teleconsultation service, including a medical team is available to employees and their families requiring any support related to the COVID-19 pandemic.

All sites have plans in place in the event of a positive case being identified and we will continue to follow local government and health department guidelines and review sites implementation as required.

MMG promoted a strong vaccination campaign as the best way to maintain a healthy workforce, prevent the spread of COVID-19 and its possible long-term complications, and reduce absenteeism due to COVID-19. This messaging was provided through posters, emails and other methods highlighting the benefits of protecting yourself and your family, your fellow workers and the community, building trust in COVID-19 vaccines.

As the need for remote working increased, the following actions were taken to support a healthy work environment for our people at home:

- Awareness-raising: Employees and their families were provided information on preventative measures to take at home.
- Psychological assistance was available in some circumstances, through the Employee Care Program.
- Active breaks were implemented to reduce the stress caused by work.
- Virtual meetings focused on the well-being of all our employees while working on site or at home.
- Support and flexible roster arrangements were initiated for people and families affected by COVID-19 or other health concerns.

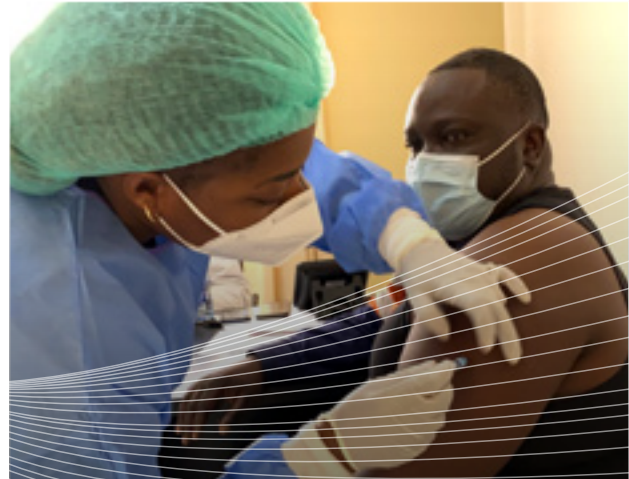
## OUR COMMUNITIES

The health and safety of our host communities is vital, especially during these uncertain times.

We continued to work with our local communities and stakeholders and implemented initiatives to support local and national government efforts. We worked to manage risks arising from workforce transportation (fly-in, fly-out and bus-in, bus-out) and continue to work with regional governments, communities and other stakeholders to ensure their concerns are included in our continuity plans.

In addition to ongoing dialogue with all communities, local and regional stakeholders, and the programs put in place in 2020, we continued to execute community support initiatives including:

- Additional funding and support for local and regional health directorates, including sourcing critical PPE, oxygen plant and additional medical equipment donations, training and coordinating with the national government on their behalf (as required).



## CASE STUDY

### COVID-19 PREVENTION STRATEGY AT KINSEVERE

At our Kinsevere operation, 'We Do What We Say' is a central plank of a strategy that has kept our employees and their families safe during the COVID-19 pandemic.

MMG Kinsevere developed several measures to help our people and our communities access fact-based and credible COVID-19 health information.

The Kinsevere medical team is also overcoming misconceptions related to the vaccine by profiling people who have received two vaccine doses. Vaccine hesitancy continues to present a major challenge to the site and across the DRC, where only 0.1% of the population of 105 million is vaccinated, as of the 31<sup>st</sup> of December 2021.

Kinsevere will continue to work hard to encourage COVID-19 vaccination uptake as an additional layer of protection for our people and their families.

To learn more about Kinsevere's approach to COVID-19 safety on site, visit [wemineforprogress.com](http://wemineforprogress.com).

# OUR RESPONSE TO COVID-19

## CASE STUDY

### MANAGEMENT OF COVID-19 AT LAS BAMBAS

COVID-19 continues to be an extremely contagious virus and a risk to our people. The Las Bambas health team worked hard in 2021 to continue implementing preventative measures to comply with MMG and Peruvian protocols to help protect our people and prevent the spread of the virus.

There was an ongoing focus on adapting our way of work to ensure our people had the necessary equipment to protect themselves and others. The team developed a modified transportation mobilisation procedure, and encouraged preventative health measures including hand washing, regular disinfection of vehicles and equipment, and the mandatory use of face masks.

Other improvements made include upgrades to ventilation and air conditioning systems, barriers in common areas and revised eating and shift times to reduce the movement of people. The site also has a dedicated COVID-19 health team, tasked with providing critical follow-up care to positive cases.



- The communication of national public health and vaccination advice in both official and indigenous languages. This is especially important in the DRC where access to quality healthcare and reliable information about COVID-19 including vaccination remains a challenge.
- Provision of medical equipment and supplies to local communities and hospitals during supply shortfalls.
- In the DRC
  - » collaboration with UNICEF, supporting local schools with virus protection kits including hand wash stations, liquid soap, masks, buckets and thermometers.
  - » the provision of a PCR machine assigned to Kinsevere's partner hospital – Medpark, significantly increasing testing rates for the region.
  - » Creating a COVID-19 forum with credible medical advice from respected bodies including the World Health Organisation and Centre for Disease Control and Prevention to combat the strong anti-vaccine sentiment in the country.
- In Peru
  - » donation of thousands of food and basic necessity packages
  - » providing COVID-19 tests for 17,780 local business employees and caring for 400 contractor employees with health personnel at a temporary care centre hired by Las Bambas.

We acknowledge COVID-19 continues to impact the regions where we operate, and we will support our people, communities and stakeholders throughout the pandemic. We will also continue to monitor advice from governments across our operating jurisdictions and will assess and communicate any changes to the current arrangements as required.

For information on how we work to protect and support our employees, local stakeholders and communities during the COVID-19 pandemic, visit [wemineforprogress.com](http://wemineforprogress.com).

# OUR COMMITMENT TO THE ICMM

As a member of the ICMM since 2009, MMG has aligned its performance and external commitments to the ICMM's Sustainable Development principles for over 12 years.

In 2018 the ICMM undertook a global public consultation to review the need for a comprehensive set of performance expectations to build on its 10 principles of Sustainable Development – at the corporate and site level. The result was the 2020 launch of the Mining Principles which serve as a best practice framework for the mining and metals industry, and are further supported by eight additional position statements. They provide a comprehensive set of environmental and social requirements, including issues such as labour rights, resettlement, local engagement, gender, access to grievance mechanisms, mine closure, pollution and waste.

In line with the above and in order to meet our membership requirements, in 2021 MMG undertook a company-wide self-assessment. The objective was to validate the Mining Principles at the Corporate level as well as at each operation to inform potential future assessment and alignment planning across operations at the asset level.

A baseline review of MMG's Corporate Policy and Reporting Framework for alignment against the 10 ICMM Mining Principles and corresponding Performance Expectations was undertaken in 2020 and 2021 and it incorporated the following tasks:

- Desktop review of all corporate documentation.
- Development of desktop review / test plan and gap assessment based on ICMM Validation Guidance for ICMM Mining Principles.
- Policy commitment alignment.
- Document content alignment mapping.
- Collation of detailed comparative assessment of MMG Sustainable Development Framework and key public performance reports.

All MMG sites also undertook their own self-assessments against the Mining Principles as well as developing their own action plans to address gaps. Those action plans are regularly revised according to progress.

The ICMM validation criteria have a total of seven sections which specifically request member companies to have policies that demonstrate the business commitment to the Mining Principles. The findings at a corporate level have now become MMG's benchmark for future alignment work to take place across all our sites. MMG has met all validation criteria where a policy commitment is explicitly referenced as an expectation.

In 2021, in line with ICMM requirements, we also engaged an external assurance provider to undertake an external validation of one site's compliance and progress to date on the implementation of the Mining Principles. The findings from this review will be prioritised at the site level and the same process will take place at another of our sites in 2022.

Our Chief Executive Officer is a member of the ICMM Council, and we participate actively in various working groups.

MMG's sustainability policies and standards are in alignment with the ICMM Mining Principles and mandatory Position Statements as disclosed in the Sustainability Report Appendix found at [www.mmg.com](http://www.mmg.com).