

02: The way we work



The way we work informs our contribution to shared global Sustainable Development Goals.

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

The Board regularly reviews and discusses sustainability-related issues and the quarterly Safety, Health, Environment and Community (SHEC) report. Management decisions are delegated to the Executive Committee. The following principles underpin the way we work at MMG.

- We value our major shareholders' support in bringing MMG access to international capital, facilitating working relationships in challenging jurisdictions and for sharing our commitment to develop opportunities for our people and host 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 informs the way we work. Beyond this, our continuous improvements align to recognising key business risks and opportunities. We adopt international frameworks to ensure a consistent approach.
- We operate ethically and transparently and encourage others to follow our lead.
- We take a life-of-asset approach, planning with the end in mind, maximising the development value of our natural resources and enduring community benefits.
- Our business decisions leverage development outcomes, demonstrating our value to communities and governments within their regions and nations.
- We are supported by a 'Federated' organisational structure – bringing accountability for whole-of-business performance as close as possible to the operations, while maintaining a core of shared values, standards and governance.
- We partner with organisations that share our values and commitment to human progress and development, leveraging greater outcomes from MMG's investments.

Corporate governance

We uphold a high standard of corporate governance through a quality Board, sound internal controls, transparency and shareholder accountability. For MMG, good governance extends beyond the Board, with executive management embedding governance practices across 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, Nomination and Sustainability (GRNS) 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 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 Sustainability Framework, 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, Human Rights Policy and Quality and Materials Stewardship Policy.

MMG endeavours to ensure that all applicable transactions comply with the Hong Kong Listing Rules.



More information on our committees and our Corporate Governance Statement is available in our 2022 Annual Report at www.mmg.com

The way we work

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Business ethics

Our values and Code of Conduct inform ongoing, long-term stakeholder relationships with communities and other stakeholders, with formal structures guiding how we review and respond to any potential behavioural, ethical or cultural issues as they may arise.

MMG's Code of Conduct, which sets out the standards of behaviour for our employees, contractors and suppliers, covering areas such as conflict of interest, fraud, anti-corruption and legal compliance, is 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 integral to MMG's Corporate Legal Compliance Standard. In 2022, MMG updated its stakeholder grievance mechanism to fully align with this framework and additional mechanisms for anonymously raising grievances, further strengthening protections for stakeholders who raise issues with MMG. We also have 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 our new set of 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 were regularly monitored by the MMG Executive Committee and MMG Board. In 2023, ongoing monitoring will be conducted quarterly by MMG's Executive Committee and the GRN Committee.

We recognise that some of the jurisdictions where we are based present unique human rights challenges. Because of this, we seek to match good governance with a commitment to transparent initiatives, such as the Extractive Industries Transparency Initiative (EITI) coupled with open and reciprocal host community discussions.

Privacy and cyber security

Managing cyber security risk is a priority applied across MMG's different jurisdictions. All employees are required to understand and adhere to the acceptable use guidelines outlined in the MMG Technology Work Quality Requirement (WQR). This sets a safe technology use standard to protect our people and data from the risk of cyber security attacks, which could compromise MMG systems and services. In 2022, we reviewed and updated the WQR for mobile phone and USB drive use.

An outsourced professional cyber security organisation delivers MMG's professional security service. Throughout 2022, a number of security activities performed across the business included a Critical Cyber Incident Response Plan desktop exercise, System Access Management, SAP audit, FM Global Risk Assessment, Deloitte audits, external security assessments by The Missing Link, enterprise-wide mandatory security awareness training, internal material risk management and mitigations, and Las Bambas IT and Operations Technology (OT) security assessments. Other 2022 security projects and solutions comprised:

- Carbon Black anti-virus solution implementation
- Enterprise-wide security maturity assessment
- Data and application classification
- Rapid 7 vulnerability management solution
- Cloud-based remote self-service password reset
- USB storage blocking
- IPS (Intrusion Preventing System)
- Forescout OT security management
- Elevated credential management

In 2023, MMG's Enterprise Technology Security team will continue its security weakness identification and risk mitigation oversight, focusing on data protection, insider threat management, authorised software management and web application security.



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Compliance and conformance

The Governance, Remuneration, Nomination and Sustainability 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 2022, MMG had no material events that took place relating to environment, health and safety or material regulatory enforcement. For material tax matters please refer to the 2022 Annual Report on pages 197 and 198.

Following the rectification of an environmental infringement received by the Kinsevere mine regarding copper concentration and low pH in 2021, a review process for new corrective actions was underway as at 31 December 2022.

The way we work

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Safety and health

At MMG, safety is at the core of everything we do. It is our first value. 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 have identified four key elements in developing an organisational culture with a strong and effective focus on safety, which 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 MMG's first value. Our approach is based on avoiding 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.

We 'Think Safety First', with MMG's safety performance consistently ranked among the lowest Total Recordable Injury Frequency (TRIF) of ICMM members (Total recordable injury frequency per million hours worked). MMG recorded a TRIF of 1.25 per million hours worked for the full year 2022. This result represents a continuation of the low TRIF when compared with MMG's ICMM peers.

MMG's safety performance in 2022 was 15% unfavourable compared with the 2021 TRIF, but a 16% improvement in second half of 2022 compared with first half of 2022. While we have made significant progress in reducing our TRIF, tragically in February 2023 two Barmingo contractors lost their lives in a safety incident at our Dugald River operation. Investigations into the incident are now underway.

Table 5: Safety statistics by site in 2022 and trend from 2021

	TRIF		LTIF	
	2022	Trend	2022	Trend
Dugald River	3.73	∨	0.62	∧
Kinsevere	0.86	∧	0.14	∨
Las Bambas	0.59	∧	0.18	∨
Rosebery	10.88	∧	4.53	∧
MMG	1.25	∧	0.37	∨

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 2021.

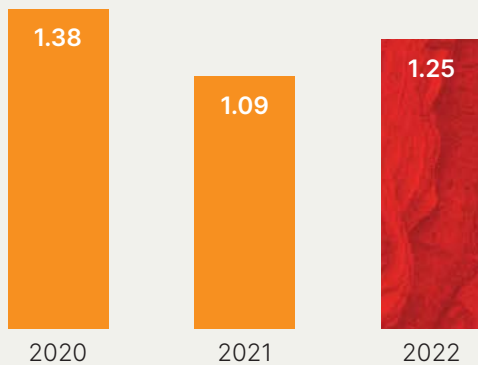
∨ represents a decrease relative to 2021.

Note: More information about our 2022 safety data, by site and by employment type, can be found in our 2022 Sustainability Report Appendix at www.mmg.com.

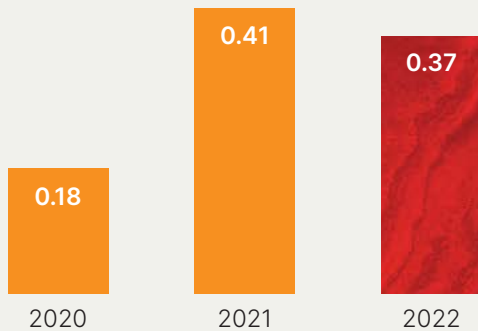
In 2022, MMG recorded a total of 25 significant energy exchange events, with 19 related to vehicle and mobile equipment operation. To mitigate risks, we apply site-specific critical controls and groupwide standards and encourage employees to report events that affect them or that they observe in the workplace. Post incident reviews and investigations are bringing important learnings that inform our safety processes.

Looking ahead to 2023, MMG's focus is on leading safety indicators. By reviewing our safety performance and identifying opportunities for improvement in the early stages, we can prevent serious incidents. We will also continue working with the ICMM on its relevant 2023 initiatives towards eliminating fatalities in the mining industry.

MMG TRIF



MMG LTIF



Note: The main types of work-related injuries that occur at MMG are largely first aid (129), followed by lost time (10), restricted work (16) 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

Las Bambas fatigue and drowsiness prevention

Safety first is a daily mindset for the Las Bambas team. A site Fatigue Management Plan assesses known risks that can lead to employees feeling tired or drowsy. Teams are trained to identify multi-faceted potential risks when scheduling working shifts to promote a safe and injury-free workplace, including adequate nutrition, occupational medicine, and suitably ventilated rest environments with optimum lighting, noise levels and thermal comfort. Of equal importance to physical wellbeing, the site monitors for potential psychological stress. To mitigate individual risks, several measures are deployed, including occupational exams, self-assessment cards, modifying work zones and by implementing fatigue detection systems. A specially designed cap fitted to employees' heads is an important fatigue detection device that is worn during shifts, as pictured in this photograph.



The way we work

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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 2022, we placed a strong emphasis on understanding the opportunities identified through field time observations, in addition to improving the quality of observations.

As well as 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, managed and verified for the effectiveness of task allocation through Field Task Observations (FTO). In 2022, sites continued to comply with the FTO schedule and improvement opportunities from the FTO findings. Our people are empowered to stop a task and advise a supervisor if the task cannot be carried out safely, or, to intervene to protect the health or wellbeing of everyone or the environment in which they work.



CASE STUDY

Rosebery emergency joint response

Anticipating and planning how to tackle an emergency response does not happen in isolation. In 2022, Rosebery mine employees collaborated with the Tasmanian Police, TasWater, HydroTasmania and TasRail to better understand the development and through-life management of MMG's Tasmanian-based mine, focusing on Tailings Storage Facilities (TSF) – reservoirs that store mine by-products. Roles were documented as a preparatory exercise should an emergency event occur at one of the TSFs. The exercise examined the State Special Emergency Management 'Dam Safety Emergencies' Plan and determined relevant stakeholder responsibilities as defined in the plan.



Fatal risk management

MMG's Fatal Risk Standard and Risk Management Standard describe 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 2022, fatal risks critical controls were undertaken and verified according to our risk management and critical control designs. Risks were also reviewed based on learnings from significant events reported during the period.



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CASE STUDY

Four million people-hours without recordable injuries

Preventing incidents is a mindset for all MMG employees. What matters gets measured, and the Las Bambas Mine Operations Department recorded a very welcome safety milestone in 2022 by accumulating four million people-hours while mining 230 million tonnes over 514 days without recording injuries. Las Bambas' Mine Operations Manager, Rafael Ponce de León, said that many factors returned this robust safety record, including the mine's Occupational Safety and Health Management System, policies, values, standards, training procedures and preventive tools such as 'Stop and Think', 'Raise Your Hand' and heeding MMG's first value – 'We Think Safety First'. Drilling, blasting, loading, hauling, and use of explosives and giant mobile equipment are daily high-risk mining activities. Las Bambas is proud of this very welcome safety record while stressing the ongoing efforts required by every employee to maintain an injury-free workplace.



The way we work

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Safety, health and environment reporting and investigations

Timely interventions or corrective actions to prevent fatalities, significant events and repeat incidents are informed through the SSHE and Risk Management Standard. In 2022, we updated the common SSHE reporting and recording Work Quality Requirement (WQR) across all operations, including:

- A central electronic Incident and Event Management system (IEM) overseeing corrective actions for incidents, near-misses, high-risk hazards, legal non-compliances, inspections and audits.
- The Incident Cause Analysis Method (ICAM) as our common approach for assessing the underlying causes of incidents.
- A 'work as intended versus work as normal versus work as done' investigation methodology to better understand significant incident causes. This is part of the ICAM process.
- Sharing learnings from MMG-wide incident investigations to prevent repeat occurrences and to challenge the effectiveness of the design and execution for our fatal risk critical controls.

Emergency management and people and asset protection

To protect people, assets and communities our operations 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 continuous improvement testing drills. In 2022, we conducted refresher crisis management training in our Head Office with the participation of the Crisis Management Team.

In developing Security Management Plans based on site-specific risks, MMG sites 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 2022, MMG had no VPSHR breaches.

Occupational health and hygiene

In the SSHE Performance Standard, MMG defines requirements for management plans covering exposures to harmful agents, endemic disease and pandemics, fatigue management and employee health and wellbeing. Health exposure risks are informed through yearly reviews. Similar Exposure Groups (SEGs) are reviewed and the annual Occupational Hygiene Monitoring Plan is implemented. In 2022, sites identified critical controls to eliminate or mitigate the sources of hazards and exposure to carcinogens through the following measures:

- Polypropylene balls added to chemical tanks break down bubbles, reducing the likelihood of sulphuric acid mist being released into the 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.



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Air quality management

Preserving a healthy workplace and environment guides MMG's fuel combustion and supply contracts when procuring equipment, electricity and fuel. Most emissions to air are from heavy mobile equipment used for mining, product transport, primary crushing and onsite power generation. Our climate change section on page 62 outlines our emissions reduction strategy.

Dust generated by heavy haul and logistics is suppressed using water and bischofite, and, in Peru, through ongoing government road sealing. Mitigation measures applied across our sites include:

- At Rosebery, live weather stations trigger email and text message alerts when increased dust conditions occur.
- Dugald River remained compliant in 2022 through its Air Quality Monitoring Program that detects arsenic, cadmium, copper and lead.
- At the Las Bambas Ferrobamba pit, water cranes on access roads and sprinkler systems to the Chalcobamba pit have been installed. Water and dust suppressants are applied along the Southern Road Corridor using tanker trucks hired from local businesses.

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 2022, our Dugald River site communicated and complied with a requirement that employees and contract partners undertake periodic medicals designed to identify any lung function changes and to prevent lung disease by detecting any early signs or indicators. The site's senior executive is required to arrange respiratory health surveillance for workers prior to commencing work, and then at least once every five years. Respiratory health medical examinations must include:

- a chest X-ray read by qualified radiologists to the International Labour Organization (ILO) standard;
- spirometry tests and comparisons with previous spirometry tests where available; and
- 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).



CASE STUDY

Air controls and occupational health and hygiene

Evaluating and responding to occupational health risks is critical for a mining operation. Las Bambas is cultivating a safety culture where everyone onsite understands the potential health impacts of carcinogenic agents, with controls guiding employees to assess and manage risks. A Health and Hygiene Committee is overseeing a review process that implements action plans for measuring and maintaining air quality in closed areas coupled with efficient air filtering systems. These steps are keeping track of consistent air quality across transport, including buses, mining equipment cabins, control rooms and camps.

During 2022, a healthy Las Bambas work environment was bolstered through an occupational hygiene work plan. Together with strategic partners, health assessments and, where necessary, treatment plans, follow-up medical care and return to work arrangements are followed. Program scope is extensive, covering a large remit that includes hearing conservation, respiratory protection, musculoskeletal injury prevention, healthy living, wellbeing, mental health and fatigue and drowsiness management, to name just a few. On-site medical units diagnose and treat employees and recently acquired ambulances, which are used for transportation when required, can also be mobilised. Importantly, the site complies with international standards and best practices in mining health and hygiene. To find out more about how Las Bambas is combating fatigue, see page 27.

The way we work

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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 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 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; and
- 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, 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 guides for the control of blood lead levels in our people.

Fit for work

We cultivate a safe work environment where all individuals are fit for work, extending to not being fatigued or adversely affected by substances through fatigue-monitoring technology in all high-risk roles and random drug and alcohol testing.

In 2022, some sites reviewed existing fatigue-detection technologies for potential improvement opportunities. Rosebery explored a new technology to detect fatigue for underground truck drivers planned for implementation in 2023. Our Las Bambas fatigue and drowsiness program case study on page 27 is an example of this. 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.



To prevent risks, accidents and occupational diseases, we have developed **an occupational health surveillance system called SIVISO**

Mental health

Good mental health and wellbeing are priorities for MMG, bringing clear business and employee benefits. We recognise that certain factors 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 2022, 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 aid officers 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 below case study.

Our operations team also spent considerable time working with employees and contractors on the mental health impacts related to the COVID-19 pandemic. This included guidance to support those working from home, how to deal with health and safety controls onsite, 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 08.

Injury management and rehabilitation

MMG recognises that helping people to stay at work or to 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

Managing mental health in a global pandemic

COVID-19 is one of the biggest global crises we have faced in our lifetime. To support our Peru-based teams during this challenging pandemic, Las Bambas launched the 'L-Mental' Emotions program so that employees and their families can better recognise and manage anxiety sparked by the ongoing virus. The program's tools assess psychological wellbeing, how to recognise and control emotions and deal with stress. To further strengthen these health measures, the Las Bambas Family Mental Health Program was developed and rolled out with the support of our medical, nutrition and psychology teams.



The way we work

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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 functional experts in Head Office. 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, government policy settings, 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 MMG's operations, reputation and profitability.

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

CASE STUDY

Mara district healthcare campaign

Las Bambas assists local authorities and governments by investing in social programs that strengthen acute healthcare needs in communities. In partnership with the Cotabambas Health Network and the Mara district health centre, in 2022 Las Bambas funded medical examinations and assessments delivered by specialists in the fields of gynaecology, paediatrics, ophthalmology, optometry, head and neck medical care and dentistry. Medicines, vitamins, oral care products and eyeglasses were distributed to the general population. The Director of the Cotabambas Health Network, Alex Chafloque, acknowledged the coordinated effort: "Our partner company supports us in disease prevention and the promotion of health in the province districts. We have been working on meeting various community needs, such as by refurbishing of the Pumamarca, Choquecca, Sacsahuilca health centres, a few of the many efforts that we will continue to pursue throughout the year." The Mayor of Mara district, Willinton Guzmán, thanked the Las Bambas team for making specialist examinations and consultations available to Mara residents: "I call on my fellow villagers to take advantage of these campaigns. This will enable them to receive specialised care that we lack at the local health centre."





Stakeholder and community engagement

We aspire to be a trusted member of the communities that host our operations by being open and transparent, showing respect for diversity and gender when engaging in decision-making processes that will affect current and future generations.

The ICMM Mining Principles align with our commitment to community dialogue and free, prior and informed consent (FPIC) regarding Indigenous Peoples. Our discussions vary depending on the nature of the community and pertinent issues, but the objective remains constant – to conduct conversations to respect community cultures, languages, values and customs.

Stakeholder and community engagement relationships

MMG mines for progress with benefits that extend beyond our 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:

- **Supporting** local economies and supply chains. Where possible, MMG's local mine operations find opportunities for local enterprises to join their 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. Our corporate-level stakeholder grievance mechanism guides each operation with site-specific documentation and processes in the languages spoken by our stakeholders.

The way we work

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El Corazon de Las Bambas – a new model for engagement

The social challenges we continue to face at our Las Bambas operation require us to rethink how we can best support our host communities and local stakeholders. We seek a model that moves beyond a legacy of social conflict while co-designing the most appropriate solutions to meet the needs of our host communities through strong reciprocal relationships. To achieve this, we've established an expert team with interdisciplinary and dedicated resources to help us reimagine our approach for the future and to develop stronger partnerships. When Las Bambas – as the economic heart of Peru's Apurimac region – beats, the whole region prospers. The Corazon program (which means 'heart' in English) is a key priority for Las Bambas in 2023, and we look forward to sharing its progress over the coming months and years.

Our Las Bambas operation is located in the Cotabambas province in Peru's Apurimac region, 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 the Arequipa region, followed by 285km by train to the Port of Matarani. Our community relations and social performance teams maintain strong relationships with over 80 communities to ensure our ongoing dialogue opportunities continue to meet the needs and expectations of local stakeholders. Las Bambas also communicates regularly through Radio Surphuy, its community radio station, which was designed to provide information to communities in both Spanish and Quechua about upcoming events and Las Bambas.

In 2022, engagement with a small number of communities around Las Bambas was limited due to a number of road blocks, as well as national political unrest and events relating to the invasion of our property in April 2022. Despite this, our Las Bambas

team maintained regular, strong engagement with dozens of communities, supporting their local initiatives and participating in community, district and region level development roundtables. We also took the opportunity to reopen the community offices near our operations and along the haul road, which had been closed since early 2020 due to the impacts of COVID-19.

Las Bambas and MMG acknowledge the key role the operation plays, alongside other partners, in supporting the economic livelihood, infrastructure and social development of both the Apurimac and Cusco regions. We will continue to work with community, government and other partners to build a shared vision for the development of these regions.

Dugald River engages with regional stakeholders including traditional landholders and government, encouraging industry development opportunities. During 2022, we worked closely with major suppliers, encouraging them to focus on and report local employment and spend.



CASE STUDY

Kinsevere social endowment fund

MMG Kinsevere’s social endowment fund is managed in collaboration with local DRC communities and regulatory bodies as set out in the DRC Mining Code, building sustainable social development projects including infrastructure works.

In 2022 MMG Kinsevere contributed nearly US\$5.8 million to fund critical social investment and infrastructure projects in our local communities. This investment represents 0.3% of Kinsevere’s turnover from June 2018 to October 2022. The DRC Minister of Mines appointed committee members in an official ceremony.

A recent member training session is facilitating fund management and project allocation capacity, further promoting ongoing training and development.

Rosebery maintains regular dialogue with local communities on matters including mine operations, tailings facilities, water use and employment opportunities. In addition to community consultative meetings, targeted information 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 2022, including water discharge, artisanal mining and road safety near our powerline road. We also continued to collaboratively develop sustainable investment programs and initiatives, including the ongoing work to implement the five-year community investment known as the Cahier de Charge.



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



Our community relations and social performance teams **maintain strong relationships with over 80 communities**

The way we work

CONTINUED

Grievance management

MMG engages with communities early and through all phases of our operations to ensure the views of all our stakeholders are reflected in decision-making processes regarding our operations and in the design and distribution of benefits.

We recognise that 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 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.

Open and transparent dialogue is the best way to manage these disagreements and, if necessary, we involve government representatives and 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.

In 2022, we received 197 grievances across our operations. The majority of these continue to relate to local supply, operational impacts and damage to private property.

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

All our sites have their own specific Stakeholder Grievance Management Work Quality Requirements, which are aligned with the ICMM's 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.

In late 2022, we updated our MMG-wide grievance management mechanism to include greater alignment with MMG's Whistleblower Framework and modern slavery remediation protocols. Training for the new requirements set out in the mechanism will be conducted in the first half of 2023 for all site employees who come into contact with host communities and stakeholders, with sites required to update and roll out their own mechanisms by the end of 2023.



Las Bambas dialogue with host communities

MMG continues a respectful dialogue with Peru's communities at a time when more than half of the country's social conflicts are related to mining. The southern mining corridor is an area of high conflict, with blockade risks along logistics and transportation roads, which have become a means for communities to exert pressure on companies and governments. However, MMG continues to make progress with agreements across the six communities involved in the 2022 site protests, as well as with other districts in its area of influence. Achieving a positive, sustainable and enduring agreement with local stakeholders remains MMG's priority and is key to unlocking the next phase of growth opportunities at Las Bambas.



Table 6: 2022 grievances received by case type

Case type	Kinsevere	Las Bambas	Rosebery	Total
Community health and safety	0	1	4	5
Compensation and financial benefits	0	0	1	1
Damage to private property	3	34	0	37
Economic – local employment	0	5	1	6
Economic – local supply	0	132	1	130
Environment	0	4	1	4
Infrastructure and services	0	0	1	1
Operational impact	3	0	4	7
Social investments and commitments	1	0	0	1
Total	7	176	13	197

The way we work

CONTINUED

Human rights

MMG respects the human rights of all our stakeholders and communities in which we live and operate, bringing them access to effective remedies where we make an impact. With human rights covering a broad range of interrelated issues, they require an integrated approach across numerous business functions, which is achieved through MMG’s human resources, legal, supply chain, social performance, stakeholders relations, security, exploration and project development functions.

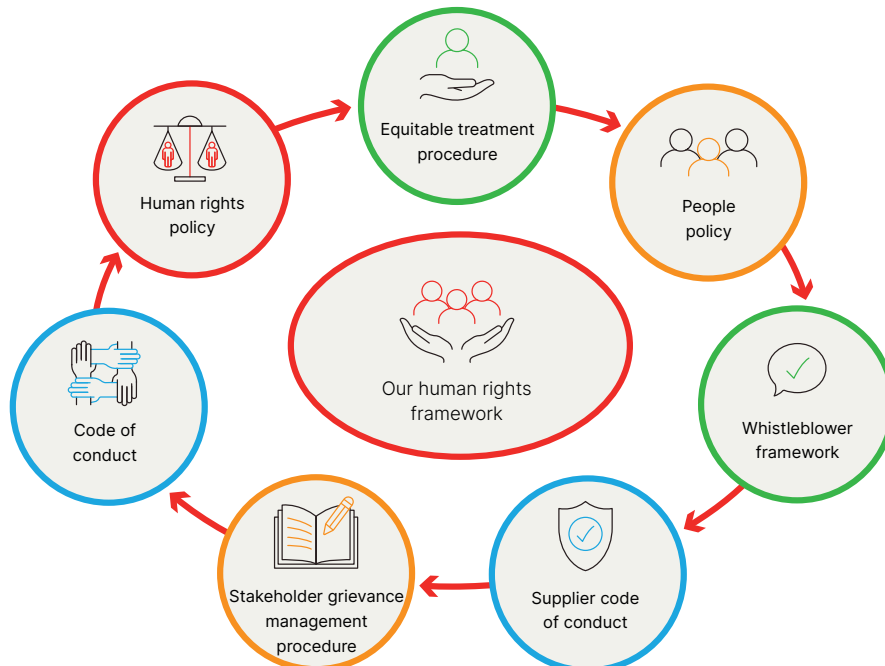
Our commitment is outlined in our Human Rights Policy and our approach to managing human rights risk within our broader Risk Management Framework as well as our Code of Conduct, our Supplier Code of Conduct, employment and procurement processes, Whistleblower Framework, risk-analysis activities, engagement, social investment and formal grievance mechanisms.

Human rights are considered a material sustainability issue for our business, and are represented at a corporate level by the Executive Code of Conduct and People Committee as well as the Governance, Remuneration, Nomination and Sustainability Committee (GRNS) of the Board, which are charged with confirming compliance with our Voluntary Principles Initiative (VPI) action plan, compliance with Australia’s modern slavery legislation across our entire business, and reviewing any human rights grievances received through 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 and through the development of joint industry and civil society guidance on FPIC and the rights of Indigenous Peoples. 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.

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'. In 2022, no community-related fatalities were recorded; however, we continue to strengthen our systems and train our site teams in case any future event is brought to our attention.

Security and human rights

We operate in accordance with the Voluntary Principles on Security and Human Rights (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. MMG has been an engaged member of the VPI since 2020, and we were accepted as full members of the VPI in May 2022.

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 2022, the MMG Peru and DRC human rights working groups continued their work to progress their individual action plans for each site, as well as look for opportunities to embed other aspects of human rights controls into their processes. Further information can be found in our VPI Annual Report at www.mmg.com.

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 182, 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.

In recognition of our commitment to protecting human rights, in 2022 MMG was confirmed as a full member of the VPI. We align with the VPI by standardising the VPSHR across our policies, standards and security management plans. Read more about MMG's commitment to human rights here:

www.mmg.com/sustainability/human-rights/ 

The way we work

CONTINUED

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 the DRC, we are mindful that ASM is a growing sector with increasing demand for minerals such as cobalt, which is present on our tenements.

Demand for these minerals has the potential to increase significantly with the expansion of the market for electric cars. It is a difficult and complex issue to manage and in many instances is either illegal or unregulated.

Positive impacts from ASM may include poverty alleviation, increased community capital, decreased rural-urban migration and diversified local economies. However, these are often offset by poor environmental practices, low levels of health and safety, the spread of disease, child and forced labour, inequitable distribution of community benefits, illegal trade and heightened security risks.

Many of the negative attributes of ASM have human rights implications. We have developed and adopted appropriate strategies to mitigate risk associated with each ASM activity we encounter.

In some circumstances it may not be possible for our activities and ASM to co-exist. Communication and collaboration with all stakeholders, including the miners, government, local authorities, community organisations and governing authorities, are our first steps towards developing mutually acceptable outcomes.

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.

Communication and collaboration with all stakeholders, including the miners, government, local authorities, community organisations and governing authorities, are our first steps towards developing **mutually acceptable outcomes**

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 for them. 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 from which they have been displaced.

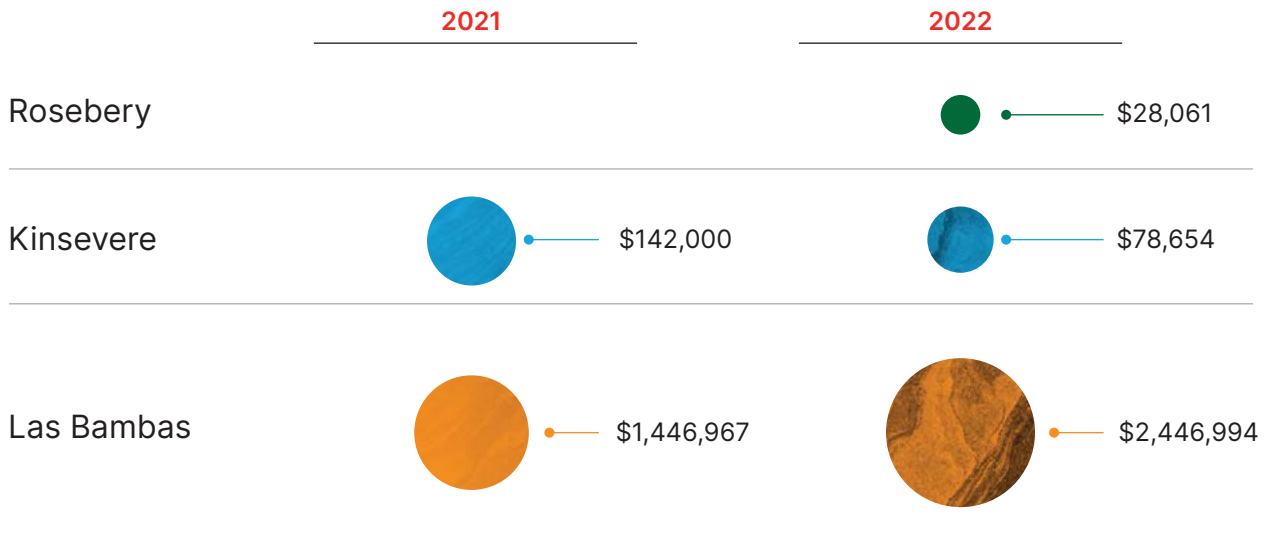
We anticipate and minimise any resulting social and economic impacts resulting from land acquisition and relocation or resettlement through our land acquisition process that:

- achieves FPIC from impacted communities, including Indigenous Peoples, 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, including local government and 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 consistent with national regulations. We recognise the need to protect Indigenous Peoples, ensuring the effective engagement of vulnerable and marginalised groups, and accounting for 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.

Total land compensation paid (\$) in Rosebery, Kinsevere and Las Bambas



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 pursue thoughtful resettlement activities through a consultative process and with the informed participation of all those affected, in line with FPIC, as outlined in the Indigenous Peoples and Mining Position Statement.

Where cultural heritage finds are identified, we engage with community representatives, indigenous groups and other local stakeholders to determine appropriate management actions. We develop, implement and maintain site-specific cultural heritage management procedures that include registering cultural heritage finds and plans for collaborative management. Controls are in place so that land access for exploration and operations follows a process ensuring that we don't explore or mine within the boundaries of the United Nations Educational, Scientific and Cultural Organization's (UNESCO) 'World Heritage List' properties, only exploring or mining adjacent to World Heritage Listed properties where the proposed activity is compatible with the outstanding universal values.

In 2022, access agreements' work with **Las Bambas** communities has led to commencing environmental monitoring and surface geological exploration activities. This is in addition to existing Huanquiere community agreements about the Chalcobamba site, which were

impacted during 2022 as a result of community actions and ongoing dialogue to find a future solution. Our team undertook social support initiatives, virtual education and healthcare programs and created casual employment opportunities during exploration works.

The team at **Kinsevere** has an ongoing dialogue with communities impacted by nearby land access drilling and exploration works through the Kinsevere Expansion Project (KEP), as well as other exploration and development sites. Requirements for compensation or land acquisition are being developed collaboratively between Kinsevere, the impacted communities and the regional government.

Dugald River engages regularly with the Kalkadoon People, who are the traditional land owners where the operation is based. Our partnership agreement with them covers regular site engagement and consultation mechanisms in the event that we undertake any development, including identifying any potentially culturally sensitive sites that would require developing management plans.

Rosebery continues to update the local community and Tasmanian Government to determine a potential location for a new tailings storage facility (TSF) that meets all regulatory, environmental and community expectations. This includes community information sessions and briefings with senior government ministers about our plans.