



People and communities

Health and safety, our people, culture, social engagement and investment are essential to MMG's commitment to sustainability.

2.06

TRIF



15.9%

Female participation rate



US\$47.9 million

Social investment spend



0.81

Lost time frequency rate



92.57%

National employees



62 days

Average grievance resolution time



Culture of care

At MMG, we work hard every day to reinforce the importance of thinking ‘safety first’, to embed a strong safety mindset with supportive leadership, behaviours, cultures and processes across the business, taking into consideration our people’s physical and mental health and wellbeing.

Our efforts are underscored by a commitment to eliminating fatalities and permanent disabling injuries, and reducing incidents and injuries within the workplace. MMG’s Safety, Security, Health, Environment and Community (SSHEC) Policy, standards and internal processes collectively define the way work should be planned, assigned and executed to achieve safe outcomes.

MMG’s dedication to cultivating a safety-oriented mindset is reinforced by supportive leadership and critical processes integrated into every facet of our business.

Through our Safety Leadership Program, we strive to develop a culture where safety leadership is reinforced by:

- a commitment to caring for each other and embodying MMG’s values
- building safety capability and commitment in our people
- training our people to be competent in all their tasks
- empowering MMG frontline leaders to effectively implement MMG standards and processes
- maintaining a strong focus on operational risk management
- consistently supporting and promoting safe behaviour

- empowering our people to stop and think in order to identify and control hazards
- ensuring, through our assurance framework, material risks are identified and standards are implemented.

No fatalities were recorded at any of MMG’s operations in 2024.

The 2024 TRIF rate was 2.06 per million hours worked. The high-potential recordable injuries rate was 0.17 per million hours worked, down from 0.31 in 2023. We aim to continue reducing these types of injuries in 2025 and beyond.

We provide culturally appropriate induction, training and education for our people about physical and mental health and wellbeing within the workplace. We identify and assess health risks using occupational exposure limits (OELs) or other internationally agreed standards where applicable, considering extended work shifts and combined exposures.

In 2025, we will continue to implement initiatives and training to ensure our people are empowered to advocate for their safety and for the safety of those around them. Our safety-focused culture is key to achieving our goal of ensuring our people return home safe every day.

TRIF by site

Site	2023	2024
	TRIF	TRIF
Dugald River	9.77	9.72
Khoemacau	-	2.89
Kinsevere	0.90	0.74
Las Bambas	1.44	1.72
Rosebery	10.21	8.51
MMG Total	1.98	2.06

SEEEFR by site

Site	Year	SEEE (FR)
Dugald River	2023	2.87
	2024	1.08
Khoemacau	2024	0.82
Kinsevere	2023	1.47
	2024	0.88
Las Bambas	2023	0.82
	2024	0.64
Rosebery	2023	0.79
	2024	2.13

SEEEFR: significant events with energy exchange frequency rate.

Case study: Don’t let fatigue follow you

In 2024, Las Bambas launched the ‘Don’t let fatigue follow you’ awareness campaign to manage fatigue, with a particular focus on vehicle and heavy equipment operators. The campaign aimed to enhance and strengthen a self-reporting culture through tools such as the ‘Raise your hand’ initiative and the ‘Fatigue self-assessment card’, to help minimise fatigue-related safety incidents among our people. Throughout the year, workshops and seminars were held on key topics, including nutrition, mental health and psychology, physical movement exercise and reinforcing previous health campaigns. The campaign’s multidisciplinary approach ensured practical learning and broad employee participation.



Diversity and inclusion

We work hard to create an inclusive workplace culture, to ensure all our people feel safe, valued and acknowledged across our business.

MMG has operations in various countries and we recognise the benefits each culture can bring to strengthening our business. We recruit from diverse backgrounds and ensure our people feel empowered and supported to perform their roles. We believe it is important to provide our people flexible and inclusive opportunities, to enable them to contribute to our business success and company culture.

Our sites have established Diversity and Inclusion Committees, which have undertaken independent assessments of what matters to their employees. This is supported by a Head Office Diversity and Inclusion Committee, which helps guide and support the sites in identifying opportunities based on global shifts and trends.



Examples of initiatives currently being undertaken across the business include:

-  female support circles and emerging leadership programs
-  mental and physical health support in fly-in, fly-out roles
-  young employee network, which includes mentoring and support
-  language and cultural integration programs, to raise awareness of cultural differences between our people
-  management training and support to ensure our people feel included and supported through team behaviours and cultures.

We support the rights of our employees to freedom of association and collective representation, and endeavour to have positive and constructive negotiations with elected representatives of these groups.

In 2025, we will continue to identify opportunities to support our people and ensure they feel included and able to contribute to MMG's success.

Gender and age group diversity by employment level

Level	Workforce (number)	Male	Female	Under 30 yrs	30-50 yrs	Over 50 yrs
	22	68.2%	31.8%	77.3%	9.1%	13.6%
Level 1 – Employees	4,723	84.5%	15.5%	12.7%	71.2%	16.1%
Level 2 – Lower management	334	81.1%	18.9%	1.5%	74.3%	24.3%
Level 3 – Middle management	124	80.5%	19.5%	0.0%	56.1%	43.9%
Level 4 – Upper management	22	86.4%	13.6%	0.0%	59.1%	40.9%
Level 5/6 – Executives	5	100.0%	0.0%	0.0%	40.0%	60.0%
Total	5,208	84.1%	15.9%	11.8%	70.7%	17.4%

This table represents an average of our permanent employee workforce during 2024. Gender data is only reported for MMG permanent employees.

MMG people

Site	Permanent	Temporary	Total
Dugald River	499	379	878
Khoemacau	519	1,474	1,993
Kinsevere	887	4,340	5,227
Las Bambas	2,696	7,939	10,635
Rosebery	382	262	644
Australian operations	20	–	20
Corporate	205	2	207
MMG Total	5,208	14,396	19,604

MMG permanent employees represents employees directly employed by MMG. Temporary employees includes contractors, consultants and other short-term engagements.

Headcount for MMG permanent employees is at 31 December 2024. For temporary, this is an average of the total workforce throughout the course of the year.

Las Bambas permanent headcount numbers include employees of Asociación Las Bambas.

Diversity and inclusion
(continued)

Case study:
Enhancing diversity and inclusion
at Las Bambas

In 2024, Las Bambas continued its journey to strengthen diversity and inclusion. Throughout the year, the site undertook a new diagnosis and action plan, alongside updates to policies and strategies, and a comprehensive training plan for the Las Bambas Diversity and Inclusion Committee.

Key initiatives during the year include:

- support for local training and development in our host communities
- the launch of our multicultural onboarding program, available in Spanish, English and Chinese
- awareness campaigns for people with disabilities
- increased talent attraction initiatives, including the implementation of using blind CVs
- second year of our Circles of Trust program, to support our female colleagues with leadership and development networking.

In 2025, Las Bambas will undertake an externally-led diversity and inclusion review to support our ongoing initiatives.



Capability and people development

MMG is committed to building lasting partnerships with our people and ensuring they have the right capabilities and development opportunities to deliver on our strategy.

We invest in opportunities to train and engage our people, supporting their professional development, while ensuring the cultures and practices across our operations are underpinned by a strong focus on human rights. MMG's global People Standard, governing employee practices, is supported by work quality requirements, systems and processes covering people availability and onboarding, remuneration, performance and development management, and equitable treatment and inclusion. MMG is also aligned with all national legislation and legal requirements in the countries where our operations are located.

We select the best people, rewarding them with competitive remuneration that matches market

conditions and aligns with statutory requirements in the relevant countries. Wherever possible, MMG cultivates local employment opportunities, investing in training and education.

Through MMG's My Progress process, we align our people's skills and experience with our business plans to fulfil their role requirements, closing any capability gaps with vocational training and competency verification to drive safety and efficiencies, and to manage any material business risks.

In 2025, MMG will continue to work closely with our people managers to deliver tailored training to teams across the business and ensure our people can develop their skills and grow.

MMG Permanent workforce training by employee category

	Workforce	Trained workforce (#)	Trained workforce (%)	Total trained hours	Avg trained hours
Employees – Level 1	4,736	4,539	95.8%	197,627	41.7
Lower Management – Level 2	326	297	91.1%	9,313	28.6
Middle Management – Level 3	122	103	84.4%	2,427	19.9
Senior Management– Level 4	18	15	83.3%	161	8.9
Executives – Level 5/6	6	4	66.7%	14	2.3
Total	5,208	4,958	95.2%	209,542	40.2

This table refers to MMG permanent employees such as permanent, fixed term and casual. This does not include temporary employees, including contractors or consultants.

Occupational health and safety training provided to employees may include field task observations, safe task management, fatal risk requirements, mental health, risk management, occupational exposures and controls.

Case study:
MMG's High Performance Leadership Program

In 2024, MMG launched the High Performance Leadership Program for female leaders across our business, aligning with our strategy to enhance gender diversity in senior roles and promote internal development opportunities for our people. The 12-month program, built on the pillars of Leading Self, Leading Others, and Leading Strategy, is led by an organisational development psychologist and includes 360-degree leadership assessments, one-on-one and group coaching, as well as virtual theory sessions.

The inaugural High Performance Leadership Program cohort is made up of 8 women from across our operations and corporate offices. Once completed, the participants are expected to implement the learnings from the formal training into daily ways of working.



Local communities and Indigenous peoples

We work closely with our host communities to build lasting partnerships based on trust, mutual respect and ongoing engagement.

Our strong commitment to protecting human rights, Indigenous rights and cultural heritage is reflected in our memberships and active participation in respected and independent organisations and bodies, including the ICMM and Voluntary Principles Initiative. During 2024, MMG supported the redevelopment of the ICMM's Indigenous Peoples Position Statement.

We encourage Indigenous peoples, local communities and individuals to participate in planning processes that affect their lives and help inform our site engagement and social development plans. This is done through formal processes and informal channels and communication, ensuring we support the needs of our culturally and linguistically diverse (CALD) groups throughout the process. Our Social Performance teams at our operations are dedicated to engaging with our host communities and ensuring they are receiving the support they need to thrive.



Case study: Planning for the future of Rosebery

MMG's Community Liaison Committee is addressing recent demographic changes in Rosebery as it moves from a 'mining town' to a 'town with a mine'. The shift toward a drive-in, drive-out workforce has reduced local participation and economic activity, which has meant community expectations have needed to evolve in line with these changes.

By strengthening community engagement through a focus on fostering resilience, offering in-kind support and encouraging local groups to seek external funding, the Rosebery mine team is helping to build capability within the town and reduce reliance on mining activities. This will ensure the sustainable development and viability of the community in the coming years and after mine closure.

Local communities and Indigenous peoples
(continued)

Grievance management

We engage with our stakeholders early and through all phases of our operations to ensure their views are reflected in decision-making processes regarding our operations and in the design and distribution of benefits. At times, issues arise that require more specific attention and we work hard to ensure our stakeholders can raise their concerns with us without fear of recrimination or reprisal.

Open and transparent dialogue is the best way to manage any 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 UN 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:

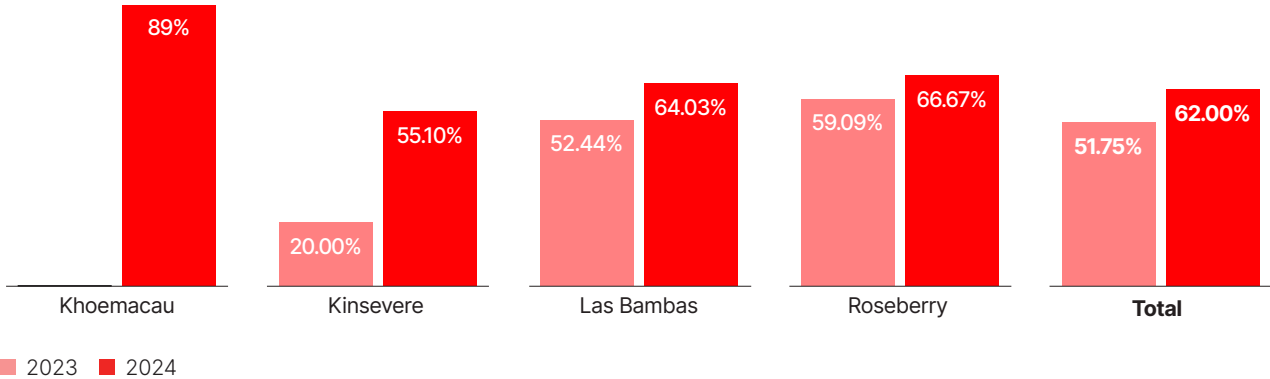
- MMG’s impact on stakeholders
- the conduct of MMG people and contractors in host communities
- allegations of human rights abuses.

Grievances by case type

Case type	Khoemacau	Kinsevere	Las Bambas	Rosebery
Community health and safety		2		4
Compensation and financial benefits	1	3		
Damage to private property	1	13	38	
Economic – local employment	10	15	9	
Economic – local supply		3	133	
Environment	2	2	3	9
Exploration and land access		3		
Infrastructure and services	2			
Operational impact	2	6		6
Security and use of force		1		
Social investments and commitments		2		
Total	18	50	183	19

Note: Dugald River did not receive any grievances during 2024.

Grievances closed within 60 days (%)



Note: Dugald River did not receive any grievances during 2024.

We encourage Indigenous peoples, local communities and individuals to participate in planning processes that affect their lives and help inform our site engagement and social development plans.



Local and regional development

The social and economic benefits delivered through our operations and their supply chains support our people, shareholders, host communities, regions and the countries in which we operate to develop and prosper.

This contribution is made through our payment of taxes, royalties, wages and employee entitlements; our purchase of goods and services; and through community compensation, benefit sharing and our direct investment in education, healthcare, infrastructure support, livelihood generation and poverty reduction.

We also create direct and indirect employment by equipping local businesses to participate in social enterprise programs that promote individual livelihoods and foster regional economic growth. Creating positive legacies and sustainable assets over the life of MMG's mines is embedded within site plans.

In partnership with our host communities and regional stakeholders, we contribute to the creation of shared development plans that support local and regional aspirations for economic prosperity. Many of the foundations of resilient, sustainable communities lie in connecting different stakeholders to support a shared goal, and our role as a mining company is to help enable that process.

Total community investment spend by focus area (US\$)

	Dugald River	Khoemacau	Kinsevere	Las Bambas	Rosebery	Total
SDG1: No Poverty	\$7,914	\$41,278	\$1,631,298	\$20,912,429	\$14,377	\$22,607,296
SDG2: Zero Hunger	\$3,298	\$22,146	\$731,337	\$3,600,200	\$16,369	\$4,373,349
SDG3: Good Health and Wellbeing	\$130,251	\$4,586	\$2,560,915	\$6,925,292	\$43,076	\$9,664,120
SDG4: Quality Education	\$126,294	\$38,753	\$1,996,394	\$7,984,563	\$34,310	\$10,180,314
SDG5: Gender Equality	\$14,113	\$10,962	\$0	\$96,990	\$98,925	\$220,990
SDG6: Clean Water and Sanitation	\$0	\$3,600	\$26,334	\$788,155	\$0	\$818,089
Total	\$281,870	\$121,324	\$6,946,278	\$40,307,629	\$207,057	\$47,864,158



Case study: Value chain integration at Las Bambas

Las Bambas invests heavily in local business development, entrepreneurship and education initiatives to support our host communities to become an integrated part of our value chain. During 2024, there were two unique examples of how successful this approach has been. Fuerabamba community's communal company, Apu Llallawa, began transporting our concentrate from site to the port of Matarani using concentrate trucks purchased for this purpose, and communal companies from Huancauire were engaged to work directly on the Chalcobamba project. All companies are required to comply with MMG's policies and standards for suppliers, and provide direct benefit to all members of the two communities.