

Our people

Commitment

The people that make up our workforce are strategic stakeholders for Peñoles. This is why our purpose is to offer them opportunities and well-being by sustainably supplying essential resources. Their comprehensive well-being, health and safety is of utmost importance. We strive to attract, develop and retain the best talent, with competitive salaries and benefits, and training and development programs. We provide safe and healthy workplaces where mining is carried out in a compatible manner with society and the environment. We also respect their freedom of association and prohibit any form of discrimination and harassment.

Organizational development

Intent on ensuring the uninterrupted evolution of this organization and determined to consistently support the conduct we expect and encourage through our cultural evolution strategy, last year we redefined programs for diagnosing, identifying, anticipating and designing internal changes that will improve our management and results. These are based on cutting-edge practices and human processes that guarantee productivity, efficiency and extraordinary results. Our five core action lines focus on respect for diversity, equity and inclusion, and on the comprehensive well-being of our people.



- Alignment of all talent management policies, processes and procedures: well-being, attraction, recruitment, selection, hiring, training, development and retention.
- Design of succession and career plans, and retention strategy.
- Design of a performance management strategy.
- Design, development and management of a program of continuous recognition and feedback.
- Design of a strategy and system for diagnosing work environment and psychosocial risk factors.

Talent management

- **Talent attraction:** Our recruitment and selection process ensures that we bring in new talent, unionized and non-unionized, who can supply the necessary know-how and experience to meet this organization's challenges and needs, and who show ethical conduct in keeping with our institutional values. One of our most successful initiatives is our Engineers-in-Training program, which ensures a supply of talent with the necessary qualifications, skills and abilities to support the optimum development of key business operations. Since 2003, 96 groups of students—more than 2,400 in all—have graduated from this program, most notably in mining, geology, electrical, civil, metallurgical, mechanical, chemical and industrial engineering, as well as accounting and administration.
- **Talent development:** It is in our best interest to develop and train our people, which is why we have internal and external training programs based on the needs detected in the annual performance evaluation. In 2022 we gave 447,583.55 hours of training, equivalent to 31.58 hours per employee. These programs enable us to meet the current and future challenges in technical, administrative and human competencies, and to obtain best indicators that earn us top marks in our industry in terms of productivity, quality and competitiveness.

Aware of the importance to provide continuous training for our leaders, every year we offer management skill development programs for new executives through the Instituto Tecnológico Autónomo de México (ITAM).
- **Talent retention:** One of our most important strategic actions, given its impact on the organization, is identifying the critical positions on which operating continuity of our business depends. Since 2012, we have been identifying and defining succession and career plans for these positions, to guarantee that we identify the right candidates to occupy vacancies and prepare them in advance for these positions. We also offer opportunities for keeping professional skills updated, and for advancement and recognition. Promotions within the company are based on each individual's capacity, performance and merits.

44% of our key positions have an authorized succession plan.



More than 447,000 training hours.

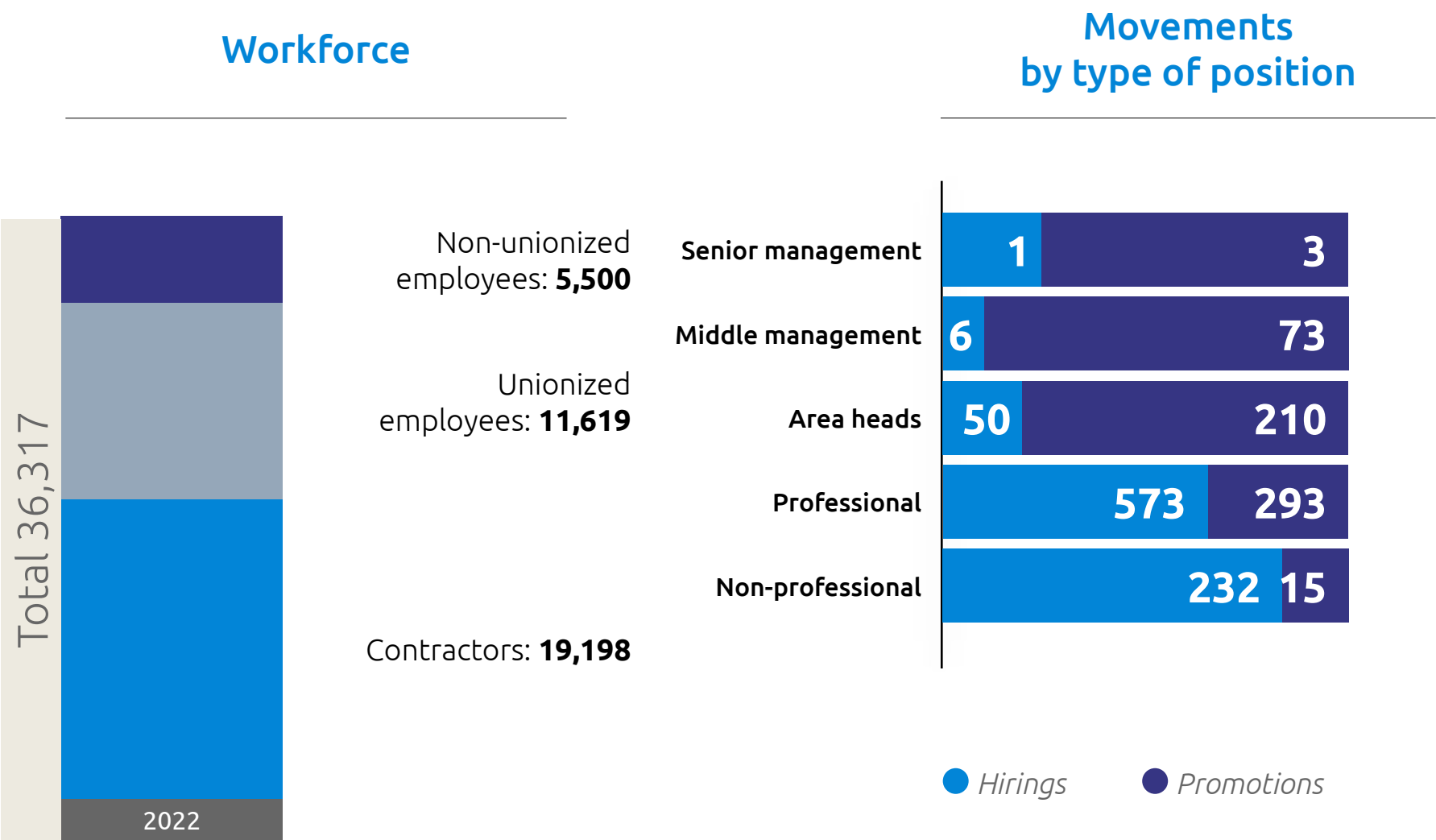
Our people receive competitive and fair salaries and all the benefits required by law, in addition to a package of additional benefits that includes, among others, medical, disability and life insurance, and a pension and savings fund.

Salaries are calculated without regard to geographic location, gender, religion or any other personal characteristic. Our compensation policies and procedures are based on the relative value of the position within the organization. The ratio of starting salary and compensation between men and women is 1 to 1, and is established based on levels prevailing in the overall market, the level

of responsibility of the position and individual performance.

Peñoles is a member of [Empresas por el Bienestar](#), an initiative that promotes a measurable and fixed-term public commitment to evaluate whether the employees in our operations receive a living wage. The company uses a number of salary surveys to determine its competitiveness, as well as the Korn-Ferry/HayGroup methodology to evaluate positions and create wage tables. The lowest salary level in the company is above both the legal minimum wage and what is considered a living wage.

Performance



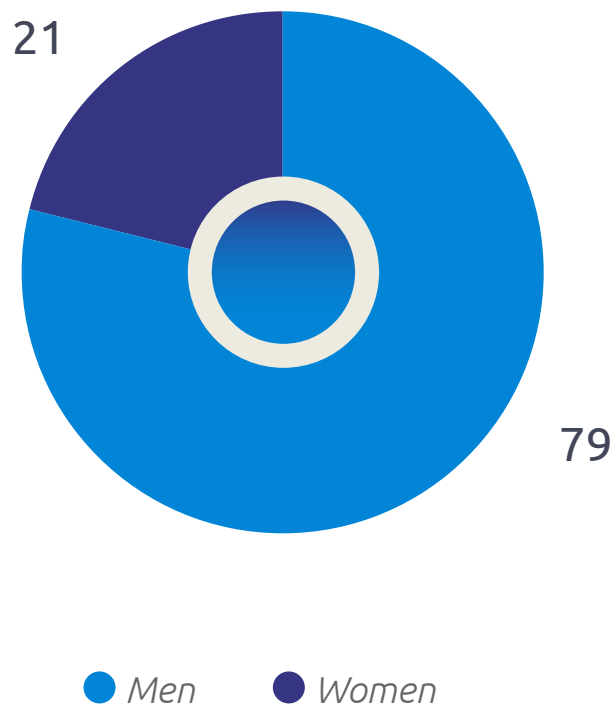
There was no significant variation with respect to the previous year; however this year we have consolidated unionized, non-unionized, and contractor employees of Peñoles and Fresnillo plc.

Hours of training

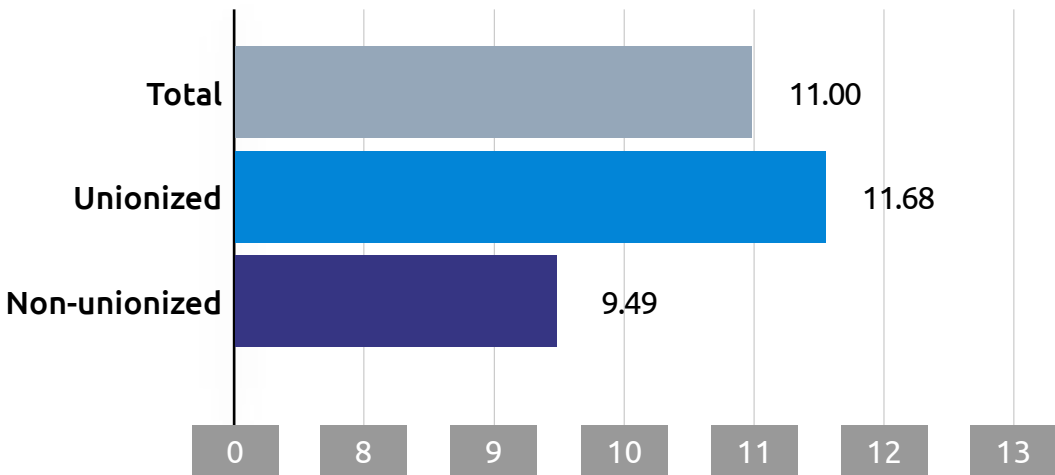
	Hours of training	Average hours of training
Non-unionized	135,283	37.62
Unionized	242,817	47.82
Contractors	69,483	12.64
Total	447,583	31.58

Note: Information only for Peñoles.

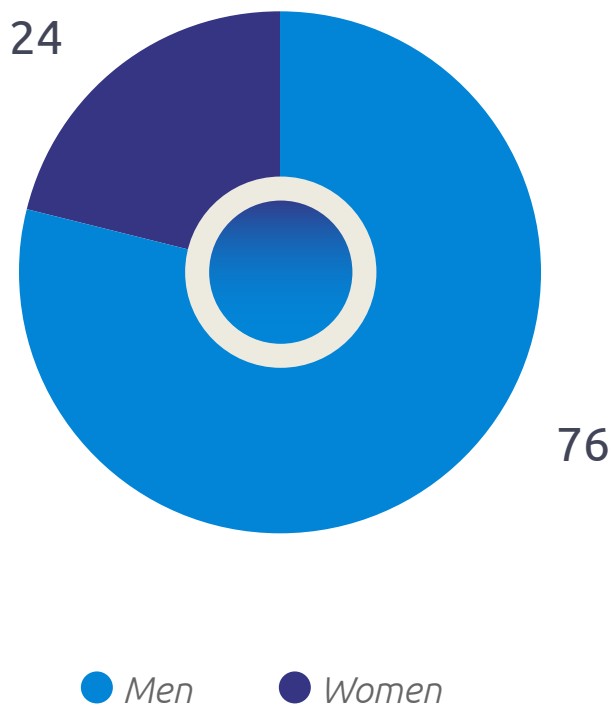
Promotions (%)



Turnover (%)



Hirings (%)



Success story – Clínica Peñoles celebrates its 5th anniversary

On November 1st, 2022, **Clínica Peñoles**, located in Torreón, Coahuila, celebrated five years of providing service to non-unionized employees and their families at Peñoles and Fresnillo. The clinic was created to supply high-quality primary health care for detecting, preventing and promptly treating illness, as well as to foster a culture of healthy self-care. The medical service is provided by general practitioners or pediatricians, and encompasses a basic set of laboratory testing, as well as medications.



The clinic serves more than **6,700 people** a year, and in the past five years has provided more than **37,500 medical visits**, ordered more than **8,300 lab tests** and promptly detected more than **130 cases** of illness that required intervention by medical specialists.