

Communities

We recognize the increasingly high expectations surrounding social performance, as well as the complex social dynamics of the regions where we operate and develop our projects. In response, we are firmly committed to continuously improving our social performance practices.

Our aspiration to *Live the Community* means actively engaging with the priorities and concerns of our neighboring communities—aligning with their development plans to build a shared future. We forge strategic partnerships with local authorities, civil society organizations, and cooperating entities to work collectively for the common good.

We foster open dialogue and encourage community participation, with a strong emphasis on capacity-building and the empowerment of local organizations. Our aim is to enable communities to lead their own sustainable development efforts and to promote collaborative, long-term solutions.

Governance

Our ESG Steering Committee ([see ESG Committee section](#)), provides governance and oversight of social performance matters, while the Steering Committee also monitors results and tracks progress against our strategic plan goals ([see Strategy Section of the Annual Report](#)). In addition, our Community Relations Best Practices Committee plays a key role in standardizing performance expecta-

tions and implementing social management system procedures across our operations in Mexico, Peru, and Chile. This committee also facilitates the exchange of best practices and fosters partnerships with civil society organizations, cooperating agencies, and public authorities.

Social Performance Standard

Our Social Performance Standard defines the criteria and success factors required to responsibly manage social risks and impacts—aiming to earn and maintain community trust while supporting the execution of our business strategy.

As part of our ongoing improvements to the social management system, we strengthened and updated a series of key documents, including guidelines, procedures, and manuals:

- Social Performance Guidelines
- Procedure for Designing and Planning Participatory Processes with the Community
- Procedure for Community Contribution Requests
- Guide for Developing Social Management Plans
- Procedure for Conducting Social Studies
- Procedure for Community Grievances
- Social Transition Procedure for Mine Closure



Strategy

Social license to operate is consistently among the five main risks and opportunities in the mining and metallurgy industry.⁷

Strategic implications of social performance

> Managing social impacts and risks

Responsibly managing social and environmental impacts—including human rights considerations—is essential to earning and sustaining community support for our operations. When these impacts are not adequately addressed, they can escalate into social risks, threatening operational continuity and our ability to execute our business strategy. To mitigate these risks, we prioritize proactive engagement and open dialogue with communities to responsibly manage impacts and respond swiftly to emerging concerns.

> Community engagement

Engaging with communities is critical to incorporating their concerns and expectations into our operational, tactical, and strategic decisions. When communities are actively involved in matters that affect them, we gain stronger social support and open pathways for shared development. Because community expectations around social performance evolve over time, the effectiveness of our engagement strategy depends on our ability to adapt to these shifts.

> Adapting to changing regulatory frameworks and international expectations of social performance

Social performance requirements continue to evolve, shaped by changes in both national and local laws as well as international frameworks. Our social management system must remain flexible and responsive to these dynamics, and our teams must continuously build the skills needed to meet new expectations.

Strategic alignment

The organization's strategic plan now includes an action line devoted to social performance, which encompasses these goals:

- Having a framework for managing and engaging with communities and governments
- Providing training and space for reflection on how our behaviors impact communities and governments
- Having a verifiable Community Management System

Material community concerns

Through direct engagement, we identify and address the issues that matter most to our communities, playing a strategic role in effective social management.

Issues that matter to our communities

- Access to land
- Air quality
- Behavior of our people
- Commitments and agreements
- Communication and transparency
- Equality in social support
- Industrial health and safety
- Jobs and labor relations
- Management of tailings dams
- Mechanisms of community engagement
- Soil conversation
- Vibrations
- Water stewardship

Issues are presented in alphabetical order.

⁷ Ernst & Young Global Limited (EYG). Top 10 business risks and opportunities for mining and metals in 2024. Retrieved from: https://www.ey.com/en_kz/insights/energy-resources/risks-opportunities

Social performance maturity

The International Council on Mining and Metals (ICMM) recommends assessing social performance maturity across four dimensions: leadership and social awareness, management systems, people, and metrics. We have adapted this framework to guide our capacity-building efforts.



Source:
International Council on Mining and Metals (ICMM) Social Performance Maturity Matrix

Social impact and risk management

Life cycle engagement

Our community engagement strategy is tailored to match both community expectations and the potential impacts at each stage of the mining and metals life cycle. Communities expect to be heard and included in development processes, which is why we initiate engagement early in the project life cycle:

- Exploration:** Our teams engage with communities to introduce the company, explain our activities, and negotiate land access for exploration. At this stage, we identify local issues, needs, expectations, and concerns. We respond to questions and complaints related to our activities, while seeking to build goodwill through opportunities for temporary employment, local procurement, and social investment. In later stages of exploration, we conduct baseline studies to better understand the communities. We perform Indigenous peoples due diligence within company concessions to identify the needed steps to establish respectful relations with these communities.

- Projects:** We foster continuity between exploration and operations by implementing a social management continuity plan. This includes evaluating management efforts, tracking commitments, and strengthening community relations teams with a long-term, business-life cycle perspective.

Our teams expand baseline studies and impact assessments to inform a tailored social management plan. We increase the scope of our social programs by involving communities and civil society organizations. Engineering and mining teams are trained on community-specific issues, and social factors are integrated into technical decisions—such as tailings dam site analyses. We also train contractor partners on social expectations. Our presence in the field is reinforced through regular meetings with communities and authorities, as well as





Social studies

Each year, we conduct social studies across our operations to understand community concerns, expectations, and perceptions of our social and environmental performance—as both an employer and a neighbor. These studies help us identify risks and opportunities to enhance our social performance and institutional reputation. They include Social Impact Assessments (SIAs) and Human Rights Due Diligence.

[\(See table of consultative processes and/or social studies\).](#)

Social management plans

We design Social Management Plans (SMPs) to respond to the positive and negative impacts identified in the Social Impact Assessments. These plans integrate mechanisms to address impacts appropriately in our operations. In addition, we pursue strategic partnerships with government entities, businesses, and civil society organizations on shared priority issues.

SMPs include an engagement and relationship-building component, comprising regular meetings, informational workshops, and open forums that foster transparent dialogue and create spaces where communities feel safe and confident expressing their views.

100% of our operations and projects are supported by social management plans.

[\(See table of consultative processes and/or social studies\)](#)

visits to listen to and resolve concerns—helping to build trust. Community and land acquisition teams work closely to align community expectations with job creation and supply opportunities. In Indigenous territories, we collaborate with authorities to implement Free, Prior, and Informed Consent (FPIC) processes. All activities are aligned under an integrated risk management plan, coordinated with technical and administrative areas.

- **Mining, metallurgical, and chemical operations:** Our community relations teams develop social management plans aligned with the interests and priorities of local communities. These plans include regular engagement and dialogue with community members and local authorities on mutually relevant issues. During this phase, institutional social investment programs are implemented, and grievance mechanisms are maintained. To identify performance gaps and opportunities in our social strategy, we conduct social studies annually or biannually to incorporate viewpoints, expectations, and concerns. During the operational phase, longer-term employment and local sourcing opportunities are developed.

Tailing Storage Facilities

We work with communities to identify and manage impacts and social risks throughout the Tailings Storage Facility (TSF) life cycle. This process includes:

- Socialization of tailings infrastructure
- Concrete and transparent communication on responsible TSF management
- Community-informed Emergency Response Plans
- Audits that consider community engagement.

Land acquisition and resettlement

When land must be acquired for our activities, we engage communities early in the process to support fair and informed negotiations. From the project design phase, we are committed to exploring alternatives that avoid the physical relocation of families or communities. When relocation is unavoidable, we base the process on comprehensive impact studies and action plans developed with community participation to identify measures to mitigate impacts, restore or improve livelihoods. Resettlement measures include clear information sharing, participatory feedback processes, and strategies to mitigate impacts and restore livelihoods. These processes must also provide access to grievance mechanisms.

Artisanal mining

We identify and characterize any ongoing artisanal mining activities in the company’s areas of interest beginning in the exploration phase, in order to assess associated risks and opportunities. Our social management plans include measures for engaging with artisanal mining groups, tailored to the local context and in accordance with applicable laws.



Statistics on grievances are reported in the metrics section.

Mechanism for addressing concerns and grievances

All of our operations, projects, and exploration sites have formal mechanisms for receiving and responding to community concerns and grievances. These mechanisms help us understand both real and perceived impacts of our activities and ensure that grievances—defined as concerns requiring company response or action—are addressed in a timely and effective manner. Our grievance mechanism is complemented by the [Línea Correcta](#) ethical reporting channel.

Social transition for closure of operations

Supporting community livelihoods throughout the mining life cycle is essential. We therefore identify social impacts and opportunities from the exploration phase through to final closure of operations. We develop management plans with defined social transition targets and implement meaningful actions for the community, including post-closure monitoring and assurance. Peñoles plans initiatives to support alternative livelihoods and diversify local economies—helping communities build the capacity to engage in productive activities beyond mining and fostering entrepreneurship.

We apply a structured framework to plan and manage the social transition of integrated mine closure. This includes setting social transition objectives, taking relevant community actions, monitoring and ensuring effective post-closure follow-up ([see the Closure section](#)).

Indigenous peoples

We conduct due diligence to identify the presence of Indigenous groups in areas of interest surrounding our projects and take the necessary steps to ensure respectful engagement. Through social impact assessments, we identify potential impacts and corresponding mitigation measures that uphold Indigenous rights and reflect their interests and expectations.

When applicable, we collaborate with the relevant authorities to obtain the required Prior,

Free, and Informed Consent (PFIC). ([see the sections Human rights and Indigenous Peoples](#)).

Community engagement

Understanding and addressing community expectations and concerns is a top priority. All of our units and projects have engagement plans that ensure ongoing communication and dialogue with local communities. In addition, we conduct structured feedback processes to understand how we are perceived—as an employer, neighbor, and institutional actor—and how our social and environmental performance is viewed. These consultations include focus groups, general population surveys, and in-depth interviews.

A list of operations and projects, along with the number and percentage of consultative processes and/or social studies, is presented below:

Consultative Processes and/or Social Studies	Operations/ Projects	
	Number	%
Operations with social impact assessments	15	100
Operations with Social Management Plans	15	100
Operations with social studies and other consultative mechanisms	15	100
Projects with Social Impact Assessments	2	100
Projects with Social Management Plans	2	100
Projects with social studies and other consultative mechanisms	2	100

List of relevant operations in terms of their need for social management plans, including the following units: Tizapa, Sabinas, Milpillas, Velardeña, Capela, Met-Mex, Bermejillo, Química del Rey, Fuerza Eólica del Istmo, Penmont, Ciénega, San Julián, Fresnillo, Saucito, and Juanicipio. In the case of projects, we have two relevant projects in terms of social management: Rodeo Project and Orisyvo Project.

Local employment and sourcing

We aim to diversify local economies by developing skills and fostering entrepreneurship in collaboration with stakeholders. Our social management plans prioritize local hiring and family economic development, including initiatives to build community capacity so local residents can access employment and procurement opportunities within our value chain.

Our Code of Ethics and Conduct recognizes the development of local suppliers and contractors as a meaningful contribution to the communities where we operate. We prioritize local hiring in accordance with regulatory requirements and the company's health, safety, and environmental standards.

Across our projects and operations, we create opportunities for employment and capacity-building, with a strong emphasis on training local youth. Through our *Centro de Estudios Técnicos Laguna del Rey* (CETLAR), we offer specialized training in instrumentation, mechanics, and electricity, preparing graduates to join our operational workforce upon completion of their studies.

Social investment and shared value

Our social investment portfolio—aligned with the UN Sustainable Development Goals—fosters mutual understanding and a harmonious relationship with communities, stronger relations of trust and shared responsibility, strengthen local capacities and support productive alliances with civil society organizations.

([see Metrics section](#)).



Education

We view education as a cornerstone of social cohesion and development. Our efforts extend to promoting education, culture, the arts, cultural heritage, science, technology, and educational infrastructure. We support access to quality technical, vocational, and higher education, including university-level programs, to help individuals secure decent employment or start their own businesses. We also promote literacy programs to ensure broader access to opportunity.

Key activities

- With the **FIRST Robotics** program, we encourage young people to pursue careers in science, technology, engineering, and mathematics (STEM).
- The **Museo de los Metales** is a space for improving educational performance with a focus on science, technology, and human development, providing content and resources for learning to the community. It contributes to SDG 4 by promoting inclusive, equitable, and quality education, offering learning opportunities for all. At El Museo de los Metales, we foster interest in science and showcase mining and metals as opportunities for development.



- We continue our **“Picando Letras”** program, across Fresnillo plc operations and projects, where reading is an enjoyable experience that contributes to social cohesion.
- In partnership with the government of Zacatecas, Innovación en la Enseñanza de la Ciencia, A.C. (INNOVEC) and the Office for Climate Education (OCE) of UNESCO we implemented a capacity building program to teach climate change in elementary school in Fresnillo and other cities and towns of Zacatecas. This year we participated in the International Conference: *“Latin America Project for Climate Education: Strengthening Capacities in Schools for Climate Change”*. (See [Climate Education case](#)), within the framework of the **Climate**

26 teams

779 young people (45% women)

183 mentors/volunteers

Education Program, whose goal is to promote the understanding of climate change among children and youth in local schools.

- In Torreon, we work together with the educational community and local authorities to develop civil protection programs that contribute to the safety of the school community through **School Civil Protection Fairs**.
- In alliance with the Instituto Mexicano para la Excelencia Educativa A.C., we promote tools and methodologies that help teachers perform their jobs better, while creating a community of teachers who are enriched by exchanging experiences and best practices.
- In partnership with **Fondo Unido México – United Way** we contribute equipment and infrastructure to schools and civil society organizations in neighboring communities through social investment projects carried out in collaboration with voluntary contributions from the company's staff, strategic community partners, and the company.



Education

Science Project for High School and Secondary School Students

At Peñoles, we consider education one of the cornerstones of our social engagement strategy. As part of this commitment, we launched the Science Project to enhance educational quality by providing secondary and high school students with meaningful, hands-on learning experiences in science and technology. Also supports teachers and laboratory technicians by equipping them with innovative methodologies that can be easily implemented in classrooms or labs—without requiring sophisticated equipment. To bring this project to life, we formed partnerships with key educational institutions, including the Universidad Autónoma de Coahuila, the Consejo Estatal de Ciencia y Tecnología de Coahuila – Región Lagunera, and the Instituto Tecnológico Regional, with the support of the Subsecretaría Regional de Educación de Coahuila and Peñoles' Centro de Investigación y Desarrollo Tecnológico.

The project uses a combined theoretical and practical approach. Teachers and lab technicians receive training that includes both conceptual reviews and hands-on application, enabling them to replicate the lessons with their students in the classroom. Once the training is complete, students conduct practical experiments within a designated timeframe and present their work to the public at the Museo de los Metales.

Alliance for Climate Education

We continue to advance the Climate Education Program in partnership with Innovación en la Enseñanza de la Ciencia A.C. (INNOVEC), UNESCO's Office for Climate Education (OCE), and RedEAmérica. The program aims to provide teachers with the tools and knowledge about climate change, for primary and secondary school students. We actively share our experience in developing the program in collaboration with the Zacatecas Ministry of Education, the Zacatecas Council for Science and Technology, OCE, and INNOVEC. This engagement also extends to other companies and business foundations across Latin America, with the goal of scaling the Latin America for Climate Education (ALEC) initiative to new regions.

As part of this effort, we participated in the *Latin America Project for Climate Education: Strengthening Capacities in Schools for Climate Change* conference, hosted by the Facultad de Ingeniería de la UNAM. During the event, we shared perspectives on the role of critical minerals in the energy transition, companies' decarbonization pathways, and sustainability strategies in mining.

Raising both individual and collective awareness about protecting natural resources, fostering youth engagement, and inspiring community action are all vital to combating climate change. Through this initiative, we contribute to SDG 13: Climate Action, supporting improved education, awareness, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning systems.





Health and sports

We are committed to promoting healthy lifestyles and well-being in our communities. We support local health systems and encourage good hygiene, nutritional habits, and access to safe vaccines. Our approach emphasizes preventive health care, sports and physical activity, family well-being, and preparedness for emergency response.

Key activities

- In partnership with Fundación UNAM and health authorities, we continue our **Health Days**, offering consultations and specialized care to vulnerable individuals in our communities. In 2024, more than 11,000 people benefited from this initiative.
- Through our 11 **Santos–Peñoles & Fresnillo plc** soccer academies, we instilled values among more than 1,200 boys and girls, transforming their lives and boosting their skills.
- We organized other sports tournaments to promote **family togetherness and restore public spaces**.
- We continue supporting relevant community health topics with supplies, materials, or informational campaigns.

Empresas Excepcionales Distinction

Peñoles Football Academies, Values Training, Life Skills Training

In 2024, Peñoles received the Empresas Excepcionales distinction from the Consejo Coordinador Empresarial and the Instituto para el Fomento de la Calidad (IFC) for its initiative: *Peñoles Football Academies, Values Training, and Life Skills Training*. Through this program, the company has strengthened community values such as participation, shared responsibility, organization, respect, and a sense of belonging. Football serves as both a catalyst and a platform to promote physical health and foster key values like cooperation, coexistence, and healthy competition.

The Academies reaffirm Peñoles' ongoing commitment to sustainable community development and highlights the value of strategic partnerships for fostering local growth and resilience.



- Through the Zacatlán Health Committee in Guerrero, composed of community leaders who identified health as a priority issue, we promote awareness of healthy lifestyles in neighboring communities.

*In partnership with Fundación UNAM and health authorities, we continue our Health Days. In 2024, more than **11,000** people benefited from this initiative.*



Health and sports



Collaboration with Grupo AVE

Peñoles collaborates with this civil society group, primarily composed of women, which focuses on community actions aimed at strengthening family bonds through courses, workshops, and talks that foster the rebuilding of the social fabric and raise awareness about risky behaviors among children and adolescents in the communities surrounding the Velardeña operation in Durango.

Grupo AVE's mission is to foster positive behavioral change by building self-esteem, reinforcing core values, and motivating young people from our communities to navigate the growing challenges of today's world.

Agreement for Cochlear Surgeries for Children in Zacatecas

In 2024, an agreement was established with the State System for the Integral Development of the Family (DIF) of Zacatecas, aimed at supporting cochlear surgeries. These surgeries involve the implantation of an electronic device that helps children with hearing impairments to improve or regain their hearing, thereby enhancing their quality of life.





Skill building

Our goal is to develop capacities and promote entrepreneurship to diversify local economies and build resilient communities.

Key activities

- Our **community centers** are spaces where we develop the capabilities and promote the talent of our communities. The goal is to strengthen the relationship between the company and the community by providing a space that facilitates the integration of activities for life and work training, skill development, the promotion of culture, sports, and the encouragement of talent, harmonizing the interaction between stakeholders.
- In an alliance with **Fundación ProEmpleo A.C.** we promote entrepreneurship and better local businesses through training in business skills, consulting, work grants, and development of local sourcing.
- The **Centro de Estudios Técnicos Laguna del Rey (CETLAR)** offers full scholarships to young people from communities near our operations, who receive training as highly qualified technicians.

- **Comité Comunitario Agentes de Cambio:** Composed of instructors from the Velardeña Community Center and coaches from the Santos-Peñoles Football Academy, its goal is to strengthen social actions and generate social cohesion within the community.
- **Consejo de Comisarios y Pobladores de Tehuixtla:** Its purpose is to collaborate on a multi-stakeholder agenda through high-impact projects and shared social commitments from the communities surrounding the Capela Unit.
- We develop social capacities through productive projects, focusing on economic development.



Collaboration for Road Rehabilitation

Maintaining a relationship of trust with communities and authorities is essential. Teamwork and engaging with communities to identify their needs is a priority. For this reason, in collaboration with the Government of the State of Durango and neighboring communities, the Cuatillos-Velardeña road rehabilitation project was carried out. This initiative involved improving the asphalt surface and benefited more than 3,000 residents across four local communities. Beyond enhancing road infrastructure, this project contributes to road safety, improved mobility, and the region's economic development.



Skill building

Fostering Capabilities for Sustainable Development in Mexico: Women of the Desert and Sea

The “Women of the Desert and Sea” is a group of women dedicated to the blue crab fishing industry in the municipality of Caborca, Sonora. The Intercultural Center for Desert and Ocean Studies, A.C. (CEDO) and Minera Penmont collaborate to support the project. Through the RedEAmérica Mexico Node, “Women of the Desert and Sea” enrolled in the joint initiative Fostering Capabilities for Sustainable Development in Mexico. The project focuses on empowering women through sustainable inclusion in productive value chains.

The initiative includes a framework for systematization, knowledge sharing, and capacity-building, supported by an external expert in sustainability and community development. Its main objective is to strengthen the self-management and collective action skills of vulnerable groups—enabling them to access equitable,

sustainable employment, improve household income, and advocate for their rights. In the medium and long term, the initiative seeks to enhance the technical, human, and administrative capabilities of the women’s group, supporting their integration into productive activities and the formal organization of the blue crab industry in Caborca. The approach prioritizes natural resource stewardship and long-term community development.

As a member of RedEAmérica—a network of companies and corporate foundations operating in 11 Latin American countries—Peñoles collaborates to create a space to foster knowledge, collaborate on joint projects, and work together to promote private social investment, sustainability issues, and community-based development in the region.



Access to water

We are committed to reducing our water footprint and collaborating with communities and local authorities to enhance access to safe water. At the same time, we promote environmental awareness and responsible water use.

Key activities

- We treat **municipal wastewater** and reuse it in our operations to reduce freshwater consumption.
- We carry out **educational campaigns** on water conservation in schools and communities, particularly during UN World Water Day, often through partnerships with local institutions and the Museo de los Metales.
- We conducted **recycling, cleanup efforts, and environmental awareness campaigns** and water stewardship promotion through publications, roundtables, and contests in collaboration with authorities, communities, and educational centers.
- We host visits for schoolchildren from nearby communities to our **wildlife conservation areas and nurseries**, promoting environmental education and the protection of local flora and fauna.

Beyond the Mine: Site Environmental Education in the Ecological Reserve

As part of our wildlife conservation efforts, we maintain an Ecological Reserve in the municipality of Cuencamé, Durango. Officially registered with the Ministry of Environment and Natural Resources (SEMARNAT) as a PIMVS (Property for the Management of Wildlife Outside its Natural Habitat). Its objective is species conservation and environmental education for local communities. The reserve is home to 120 animals representing 10 different species, including bison, buffalo, ostriches, Watusis, and deer.

Through this initiative and our broader community engagement efforts, we contribute to SDG 15, *Life on Land*. In the communities where we operate, we support forestation and reforestation through nurseries that propagate local plant species. These nurseries also provide plant donations to the communities—totaling 84,871 plants in 2024 alone.



*These nurseries also provide plant donations to the communities—totaling **84,871** plants in 2024 alone.*



We collaborate with authorities on various industry-related initiatives, offering a transparent, open-door approach to our processes and best practices, grounded in verifiable and evidence-based data about the mining sector.

We maintain an active engagement agenda with business organizations, including mining clusters and working groups within business chambers, as well as participation in panels and forums. Notable among our efforts are the agreement to support cochlear surgeries for children in Zacatecas and the road rehabilitation agreement in Velardeña, Durango. These actions contribute to improving the quality of life in neighboring communities.

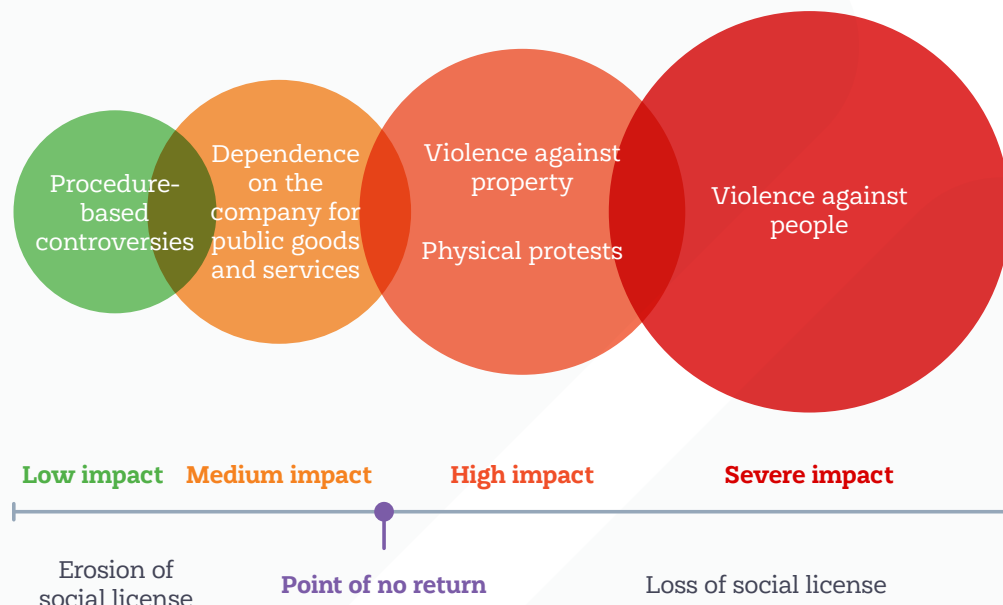
Notable among our efforts are the agreement to support cochlear surgeries for children in Zacatecas and the road rehabilitation agreement in Velardeña, Durango.



We also maintain strong institutional ties with organizations such as the Confederation of Industrial Chambers (CONCAMIN), the Business Coordinating Council (CCE), the Employers' Confederation of the Mexican Republic (COPARMEX), the Mexican Mining Chamber (CAMIMEX), the Mexican Chapter of the Business Council for Sustainable Development (CESPEDES), the Mexican Wind Energy Association (AMDEE), the Mexican Business Council for Foreign Trade, Investment and Technology (COMCE), as well as international organizations such as UNICEF, the OECD, the ILO, among others.

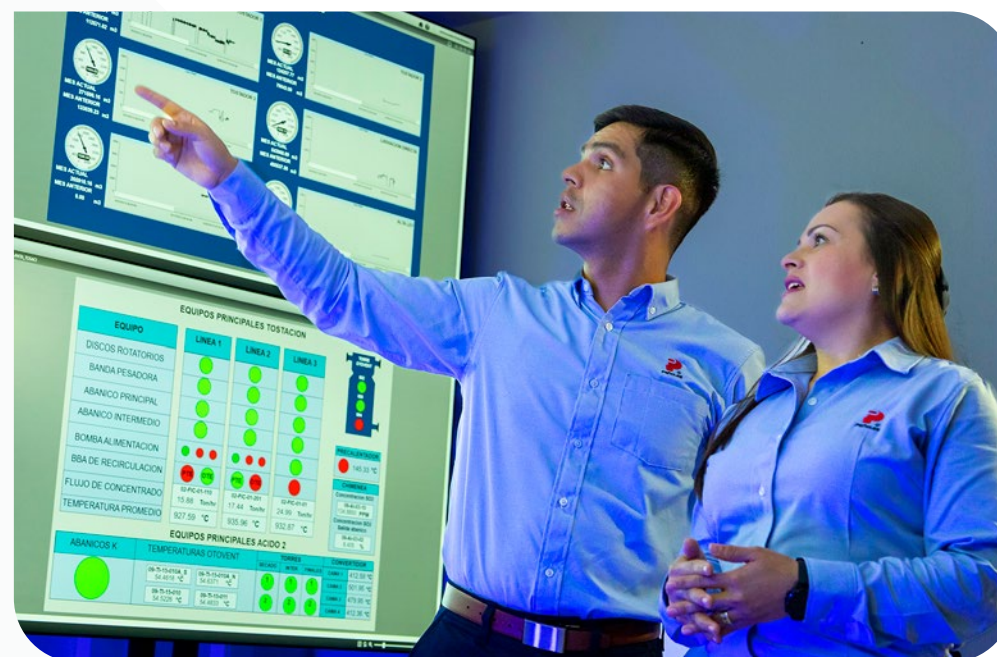
Social risk management

We assess social risks with the objective of strengthening operational continuity based on our enterprise risk framework. The corporate social risk assessment matrix considers two main risks in four phases, from low impact to severe impact.



Risks and consequences

Risks	Consequences	Management instruments
Erosion of social license through conflicts with the company and/or dependence on public services	<ol style="list-style-type: none"> 1. Community grievances and claims 2. Disputes and lawsuits over various issues. 	<ol style="list-style-type: none"> 1. Leadership and social awareness 2. Management system 3. People 4. Metrics
Loss of social license through physical protests, violence against property and/or against people	<ol style="list-style-type: none"> 1. Refusal to negotiate access to land 2. Increase in community demands and conditions 3. Blocked access to public infrastructure or operating works 	



Source: Davis, Rachel and Daniel M. Franks. 2014. "Costs of Company-Community Conflict in the Extractive Sector." Corporate Social Responsibility Initiative Report No. 66. Cambridge, MA: Harvard Kennedy School.

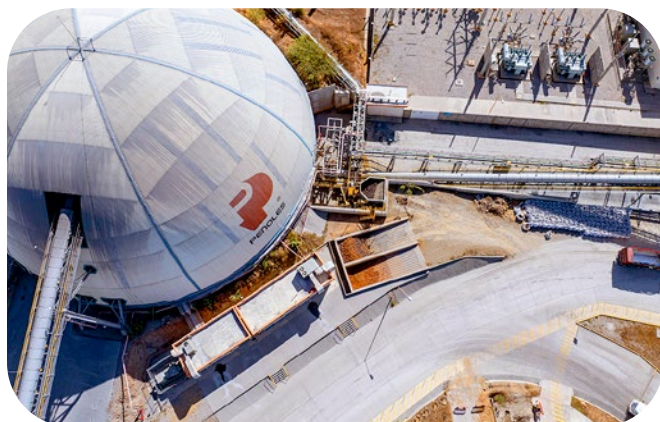
Performance and Metrics

Grievances

Category	2024	2023
Carryover 2023	7	10
New grievances in the period	23	26
Total grievances	30	36
Grievances closed during the period	22	29
Carryover 2025	8	7

Number and total duration (in days) of site closures or project delays due to significant conflict with the community, occurred during the reporting period.

Year	Closure or delay	Duration (days)
2022	0	0
2023	0	0
2024	0	0



Social investment, local employment and local sourcing

Period	Social investment	Local Employment %	Local suppliers %	Sourcing (payments to local suppliers/total supplier pay-ments) %
2023	6.20 US\$ M	73	58	47.81
2024	7.84 US\$ M	75	64	47.93

The supplier payment calculation represents invoices paid from January 1 to December 31, 2024.

Social Investment as a Strategic Lever

