



MKS PAMP

# ESG in a precious metal refinery: challenges and examples

LBMA A&R Conference 2023 – Giovanni Calabria

London, 13<sup>th</sup> March 2023

# Agenda

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1. MKS PAMP
2. Working on ESG
3. Environmental challenges and actions
4. Social challenges and actions
5. Supporting decision making and managing trade-offs: an ESG assessment tool
6. Results & Lessons Learned

# 1. MKS PAMP

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MKS PAMP  
GROUP

The MKS PAMP GROUP is an industrial and trading services group specializing in all aspects of the precious metals business



MKS PAMP

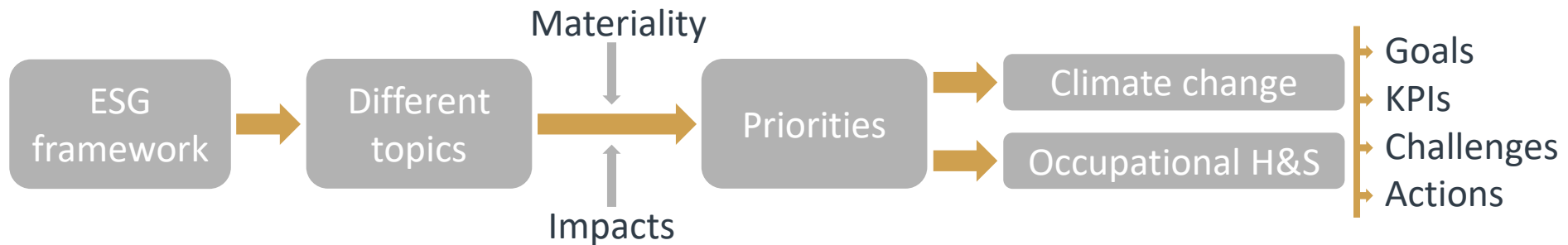
MKS PAMP provides financial & physical trading services and operates a state-of-the-art precious metals refinery



## 2. Working on ESG

**ESG** are the values, goals and activities that aim to ensure **good corporate Governance**, improve our **Social impact**, and minimize our **Environmental footprint**

ESG → **factual & goal-driven**



# 3. Environmental challenges and actions

GOAL



## Reducing Greenhouse Gas emissions

in line with internationally recognized, science-based methodologies and ambitions

KPIs



## Scope 1, 2 & 3 GHG emissions

Company-level and Product-level carbon footprint

Internal data availability

Data management capability

External data availability

CHALLENGES



# 3. Environmental challenges and actions

ACTIONS

OUTCOMES

## Engaging and educating employees

- ✓ Work Groups
- ✓ Cross-departmental check-ins

## Engaging and developing partners

- ✓ Creating awareness
- ✓ Demanding transparency

## Building tools

- ✓ Dashboards
- ✓ More integrated systems
- ✓ Access to external repositories



GHG ambitions understood and shared across the organisation



Moving from general estimates to better granularity



GHG emissions as an industrial KPI



Impact on all processes (from onboarding to post-sales)



Progressing from estimates to consciousness

# 4. Social challenges and actions

GOAL



Promoting and improving occupational H&S #1 priority, and one of the most relevant social performances to the employees

KPIs



“Standard” KPIs (TRIFR, LTIFR) with a strong need to focus on prevention vs reaction

Statistical insignificance of injuries data

CHALLENGES



# 4. Social challenges and actions

ACTIONS

OUTCOMES

## Introduction of weekly safety walks

- ✓ Complimentary to usual auditing
- ✓ Better HSEQ-Production collaboration
- ✓ Employee awareness & engagement

## Focus on near miss analysis

- ✓ 1:10 ratio
- ✓ Push to cultural change
- ✓ Near-miss = accident (same data)
- ✓ Root-cause analysis



Over 300 improvement notes from safety walks over ~2 years (reducing)



Over 90 near-misses analysed over ~2 years (increasing)



Getting closer to the 1:10 ratio



Dozens of preventative actions activated according to the outcomes

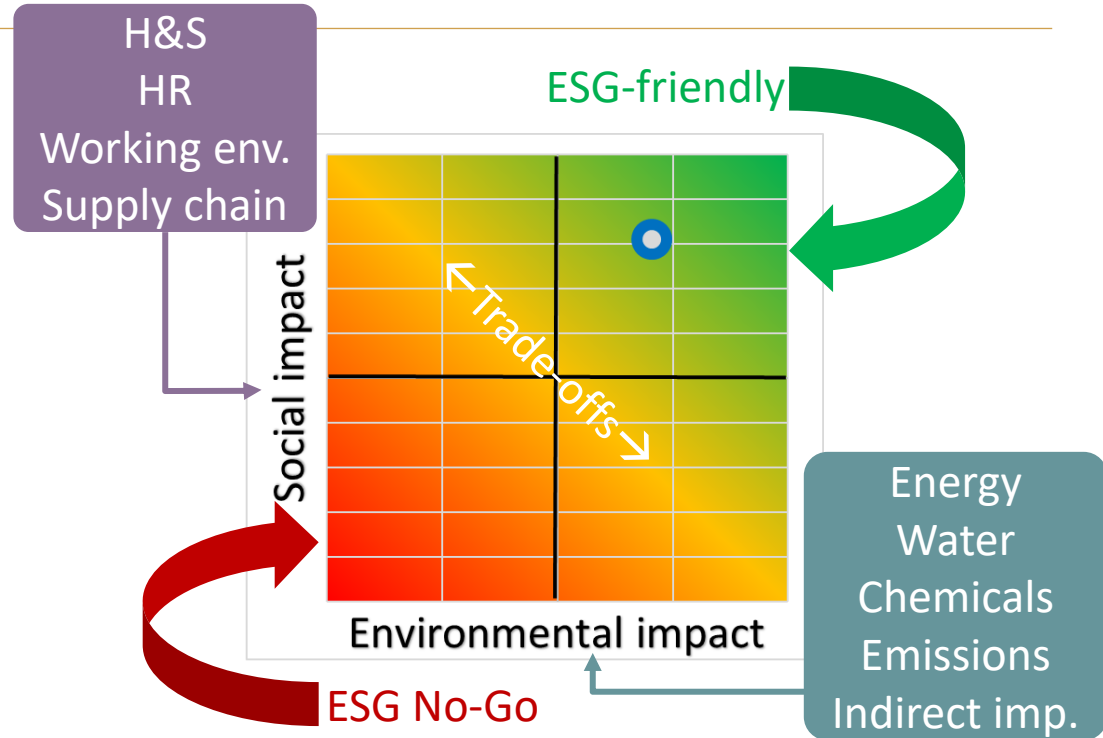


Improved awareness and safety at all levels



# 5. Supporting decision making and managing trade-offs

- ESG needs to be part of the **decision-making process**
- Anticipate ESG: **proactivity** vs **reactivity**
- **Standardised assessment** of incremental changes to Environmental and Social performances
- Need to manage E/S **trade-offs**
- ESG-Assessment as a **strategical input**



# 6. Results & Lessons Learned

## Goals achieved



- **SBTi** and **Product-level** goals in place
- Active **de-carbonization plan**



- **Consistent database** for H&S relevant data
- **Preventative measures** activated and continuous improvement

...the journey is yet to come

## Lessons Learned

- Need for
- **ESG culture**
  - **engagement**
  - **sponsorship**
  - **training**
  - **tools**

ESG is key in **every action** taken



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Thank you

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