

# The OceanaGold Way

## Sustainability Report 2019



Echievery is a local Didipian. She was Didipio's first mining engineer and the first graduate of the OceanaGold Philippines Inc. scholarship program. She is currently working as Underground Planning and Execution Engineer at our Didipio Mine.

# Contents

A message from our Chair and CEO .....	4
About this report.....	7
Approach.....	7
Scope and limitations .....	7
Precautionary approach .....	8
Our material topics .....	9
Our responsible business .....	11
About OceanaGold.....	12
Our approach to responsible mining .....	12
Responsible Mining Framework.....	13
Board of Directors .....	14
Executive Committee and operational management.....	16
Investors and beneficial ownership .....	16
Operational assets .....	18
Exploration and strategic investments.....	20
Closure and rehabilitation management.....	21
Risk management .....	21
Supply chain and due diligence.....	22
Human rights .....	23
Commitment to the Responsible Gold Mining Principles .....	24
Compliance with the Australian <i>Modern Slavery Act 2018</i> .....	25
Memberships and associations .....	26
Awards .....	27
The Didipio Mine in the Philippines.....	28
Economic performance and contribution .....	31
2019 financial and production results.....	32
Payments, procurement and financial contributions.....	33
Anti-bribery and anti-corruption .....	35
Gifts and conflicts register .....	36
People and culture .....	37
Targets and objectives .....	38
Working at OceanaGold .....	39
Code of Conduct .....	39
Employee breakdown.....	40
Inclusion and diversity .....	41
Training and development.....	44
Freedom of association and collective bargaining .....	45

Child and forced labour .....	46
Employee engagement .....	46
Health, safety and wellbeing .....	48
Targets and results.....	49
Health and safety performance .....	50
Occupational health and hygiene .....	51
Health and wellbeing .....	52
Safety in our culture .....	53
Safety audits.....	54
Principal health and safety risks.....	56
Mine and community safety.....	57
Engagement and community .....	58
Targets and results.....	59
Engagement.....	61
Our stakeholders .....	63
Social investment .....	65
Local procurement.....	65
Complaints .....	66
Indigenous Peoples.....	68
Resettlement .....	70
Environment.....	71
Targets and results.....	72
Our environmental approach.....	73
Our performance .....	73
Emissions and energy use .....	75
Water and effluents .....	76
Biodiversity .....	80
Closure .....	82
Tailings management .....	84
Appendices .....	87
Appendix 1: Bureau Veritas assurance report.....	88
Appendix 2: Responsible Mining Committee summary and 2019 work program.....	90
Appendix 3: Additional health, safety and wellbeing information and data tables.....	92
Appendix 4: Additional engagement and community information and data tables.....	96
Appendix 5: Additional environment information and data tables .....	102
Appendix 6: Additional people and culture information and data .....	107
Appendix 7: GRI table .....	110
Appendix 8: IMS compliance certificate .....	115

## A message from our Chair and CEO



Ian Reid, Chair of the Board of Directors

OceanaGold's vision is to be the best gold mining company for all stakeholders, including employees, communities, the environment, regulators, investors and business partners. This is supported by a company strategy focused on delivering against our commitments and driving long-term value for all stakeholders.

We are committed to responsible mining, managing our impacts and, more broadly, contributing to the communities in which we work and live. We made big strides in our responsible mining program of work in 2019, however the year was not without its challenges.

Providing certainty on our future through the renewal of the Financial, Technical or Assistance Agreement (FTAA) and re-commencement of operations at the Didipio mine is a key priority for 2020. We are also focused on delivering our budget guidance, permitting the extension of the Haile Gold Mine in the United States of America, extending the life of the Macraes Operation in the South Island of New Zealand and the launch of the Waihi District Study in the North Island of New Zealand.



Michael Holmes, President and CEO

In the Philippines, we continue to work with the National Government to finalise the renewal of the FTAA for the Didipio Mine. The national regulator gave us approval to continue operating while the renewal is finalised. However, the Province of Nueva Vizcaya and local barangay units view the permit as expired until the renewal is completed and they enforced roadblocks to prevent access for supplies or transport of concentrate from the mine. As a result, we suspended underground mining in July 2019 and processing in October 2019. While the mine remains in a state of operational readiness, we made the difficult decision to commence temporary lay-offs of employees in April 2020.

In 2019, the World Gold Council launched the Responsible Gold Mining Principles, which set clear expectations as to what constitutes responsible gold mining. As a member of the World Gold Council, we are among some of the world's most forward-

thinking gold mining companies, defining the future for our industry. OceanaGold takes our role as a responsible gold producer seriously and has committed to implementing the Responsible Gold Mining Principles at all operations over which we have direct control by the end of 2022.

In 2018, we commenced a three-year program of work to enhance our corporate governance framework. By strengthening our systems at a corporate level, we support local implementation at our operations and position the company for continued growth and improved performance.

In 2019, we launched the Responsible Mining Framework. This governance framework defines how we operate every day, at every level of our business, to manage potential economic, health and safety, employment, environmental and social impacts and risks, while leveraging positive outcomes for all our stakeholders. Under the Framework we reviewed and revised our Responsible Mining Policies.

Our Human Rights Policy outlines our commitment to respecting the human rights of everyone impacted by our business and throughout our value chain. It reflects the requirements of the UN Guiding Principles on Business and Human Rights, the UN Declaration of Human Rights and other international frameworks. In 2019, in addition to our ongoing human rights training across the company, we completed human rights impact assessments at the Didipio Mine and Haile Gold Mine and commenced a human rights impact assessment across our New Zealand operations.

With the passing of the Australian Modern Slavery Act in 2018, we made a commitment to better-understand human rights risks across our company, including labour rights risks in our supply chain. Extending the scope beyond modern slavery, we benchmarked our performance against that of our industry peers in 2019 to identify potential environmental and social (including human rights) risks. Supported by the Responsible Supply Chain Steering Committee, we will implement all the governance processes required to meet the WGC Supply Chain Principle and issue a Supplier Code of Conduct in 2020.

We support the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. As a member of the United Nations Global Compact, this report forms our second annual Communication on Progress and in it we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. In line with our commitment to open and transparent reporting, we continue as members of Transparency International and of the Extractive Industries Transparency Initiative (EITI) Philippines multi-stakeholder group, which is working to enhance transparency for the minerals sector in the Philippines.

In 2019, in line with our commitment to innovation and operational performance we became members of AMIRA International, an independent association of minerals companies which develops, brokers and facilitates collaborative research projects. We also became a founding partner of the Centre for Social Responsibility in Mining (CSRMI) Social Aspects of Mine Closure Research Consortium, which is conducting research that challenges accepted industry norms and practices and demands new approaches that place people at the centre of mine closure.

We procure goods and services locally where practicable, or within the countries that host our operations. This ensures the benefits of our activities extend beyond the boundaries of our operations and provide jobs and financial benefits, in addition to the wages, taxes and other payments we make. In 2019, the economic contribution distributed to local, national and international suppliers was US\$499 million. Of this, 85 per cent was invested within the countries that host our operations and projects. We also invested more than US\$3.88 million in social programs, donations, in-kind support and community infrastructure and distributed US\$ 113.8 million in wages and benefits to OceanaGold employees.

We have a highly experienced management team that is committed to achieving positive results every day. In late 2019, we appointed Graham Almond, Executive Vice President and Chief Officer – People and Culture. As a member of our Executive Committee, Graham will help us drive our people and culture strategy and lead our workplace transformation as our company and industry evolves.

We provided employment for 2,170 employees in 2019, with 95.8 per cent employed on a permanent basis. We also employed approximately 1,161 contractors, bringing our total workforce in 2019 to 3,331. We continued to provide development and training opportunities to support our people to achieve their full potential, with employees receiving an average of 37.52 hours of training in 2019, an increase of 7.54 per cent on 2018.

In 2019, we conducted a company-wide culture survey to gain key insights around how we can build the culture that will support us into the future. In 2020, building on the results of the survey, we will continue our journey to be a more constructive culture. This will include designing the organisational culture and expected behaviours for our leadership team, developing a leadership model aligned to the corporate strategy and more closely aligning leadership effectiveness with reward schemes.

Across the company our workforce achieved a total recordable injury frequency rate (TRIFR) of 3.57 recordable injuries per million hours of work. This was a decrease from 4.53 in 2018 and a result of our continued focus on safety as part of our culture and operationally-led safety programs to increase awareness and drive behavioural change. In 2020, we will reinforce the Corporate Health and Safety Standards focussing on the management of principle hazards and workplace exposures to drive continuous improvement in health and safety performance. Aligned to our Health and Safety Policy, the standards define our performance and systems requirements at all our activities.

In 2019, we launched the External Affairs and Social Performance Management System, which governs our engagement activities across the company. As part of the system, we launched our Government and Civil Society Policy and three position statements, which provide clarity on OceanaGold's commitments on issues of interest to our stakeholders. These position statements include artisanal and small-scale mining, contract transparency and disclosure of taxes, royalties and other payments to government.

Also in 2019, we reviewed our approach to environmental governance. We revised our Environmental Policy, operational standards and launched six position statements for our environmental material risk areas. The position statements include water, closure and rehabilitation, biodiversity, tailings storage facilities, cyanide and climate change, energy and CO2 emissions management. In 2020, we will commence climate change related risk and opportunity reviews, develop climate change strategies to mitigate the risks associated with climate change and establish measures and targets to improve the efficiency of our energy use and to minimise our CO2 emissions intensity.

As an industry we have a responsibility to look for better ways to treat and manage tailings and we support the efforts underway across the sector to investigate continuous improvement. In April 2019, we responded to the Church of England Pensions Board and the Council on Ethics of the Swedish National Pension Funds request to extractive companies to publicly disclose information about their tailings storage facilities (TSFs).

In 2019, we completed a program of work to improve our governance and management approach for TSFs. A Tailings Governance Committee was established and chaired by the CEO with representation from the EXCO, Operational teams and an independent technical expert. We also committed to not undertake any new upstream TSF construction and to independently assure TSF-related disclosures in line with Global Reporting Initiative (GRI) requirements. In 2020, we will develop further corporate guidance for TSF management and continue to operate the Tailings Governance Committee to ensure appropriate oversight is maintained at a senior level within OceanaGold.

It's our pleasure to provide OceanaGold's 2019 Sustainability Report. You will find more information about all of these initiatives and more in this report. We welcome any feedback or questions at [info@oceanagold.com](mailto:info@oceanagold.com) or +61 3 9656 5300.

# About this report

## Approach

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards – Core Option and the GRI G4 Mining and Metals Sector Disclosures and aligns with the International Council on Mining and Metals (ICMM) Sustainable Development Framework.

We support the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. This report forms our second annual Communication on Progress and in it we describe our actions to continually improve the integration of the Global Compact principles into our business strategy, culture and daily operations.

As a member of Transparency International Australia, we publicly support Transparency International's work and continue to enhance our annual reporting of anti-bribery, anti-corruption and transparency initiatives. Details of these are available on page 35 of this report.

Bureau Veritas has independently assured all data relating to material topics in this sustainability report. A copy of this assurance report is provided in Appendix 1 of this report.

This report is available on [our website](#) and in the GRI Sustainability Disclosure [Database](#).

## Scope and limitations

Our respective subsidiaries operate as OceanaGold Corporation; however, throughout this sustainability report, our companies, offices, sites and operations are referred to as OceanaGold. The terms 'our company', 'our business', 'us', 'our' and 'we' refer to OceanaGold. A full description of our corporate structure is available in our Annual Information Form on [our website](#).

This sustainability report is reviewed by responsible operational and corporate management, General Managers, the Executive Committee and the Board. Final review and approval is by the CEO. We include our payments to government. Details in relation to the regulatory obligations, including licensing application fees, amendments application fees, annual renewals and general compliance costs are fully disclosed in the financial statements on our website. All financials are reported in US dollars (US\$) unless otherwise stated.

We publish an externally assured sustainability report annually. This sustainability report follows our 2018 report released on 14 June 2019 and provides information and data from our four operating assets during the period 1 January 2019 to 31 December 2019. These assets include:

- Haile Gold Mine, South Carolina, United States of America
- Didipio Mine, Luzon Island, Philippines
- Waihi Operation, North Island, New Zealand
- Macraes Operation, South Island, New Zealand.

Included in the operational data is our brownfield exploration and project development (capital works) data.

We temporarily suspended underground mining operations at our Didipio Mine in the Philippines in July 2019, and processing in October 2019. The operation remained suspended for the rest of 2019 (and remains so as at the date of publication of this report, 19 June 2020). Details of any material changes to data as a result of these suspensions are outlined throughout this report. More information about the current status of our Didipio Mine are available on page 28 of this report.

Other reports and information available on [our website](#) include: Annual Information Form, Annual General Meeting materials, National Instrument 43–101 Technical Reports (NI 43-101), exploration results filings, quarterly and annual financial and performance results, quarterly webcasts, corporate presentations and media releases.

Your feedback on this sustainability report is always welcome and may be provided to us at [info@oceanagold.com](mailto:info@oceanagold.com) or by calling +61 3 9656 5300. We are also available at our head office: Level 14, 357 Collins Street, Melbourne, Victoria 3000, Australia.

## Precautionary approach

We are committed to reducing the environmental and social impact of our operations. We abide by robust performance standards. At a minimum, we meet and often exceed the regulatory requirements of the countries that host our operations.

Our approach centres on adopting a mitigation hierarchy in relation to any impacts during the lifecycle of our operations. If incidents occur, we investigate the cause and take immediate action to remediate and prevent a recurrence.

In addition, we:

- conduct robust environmental, health and safety, external affairs and social performance, employment and governance risk assessments
- develop and implement management plans for key environmental topics including water, biodiversity, waste, rehabilitation and greenhouse gas
- conduct extensive monitoring and reporting against site-specific permit conditions relating to environment, health and safety, social performance and finance
- continue to implement processes to develop social performance management plans
- conduct internal and external audits to measure compliance with internal standards and regulatory requirements.



*Steph, Megan and Jeff inspecting the backfilled and rehabilitated Souvenir Open Pit at the Reefton Restoration Project in New Zealand.*

## Our material topics

We assess and present materiality for this report based on the Global Reporting Initiative (GRI) guidance for reporting materiality for [mining, metals and electric utilities](#).

In line with the [GRI Standards](#), our functional leaders and subject matter experts review the topics that present the greatest potential economic, environmental and social impacts that matter most to our business and stakeholders.

Our materiality assessment forms the basis for our sustainability reporting. We also report data in line with the GRI Standards and changes to business over the 2019 calendar year. Our GRI index is provided in Appendix 7 of this report.

In determining material topics for our 2019 Sustainability Report, we undertook a process to identify, prioritise, validate and review topics in line with the GRI standard for defining report content. These material topics have been reviewed throughout the preparation of this report.

Our 2019 materiality assessment process:

- OceanaGold Responsible Mining Committee Working Group—comprising health and safety, environment, finance and human resources (subsequently referred to as ‘people and culture’), social performance and communication—was convened
- the Working Group assessed sustainability risks and opportunities through a range of sources (including stakeholder engagement and complaints registers, corporate risk registers, operational reports, board reports, our Responsible Mining Committee)
- feedback from our ongoing engagement with internal and external stakeholders was considered
- draft Materiality Assessment was reviewed by the OceanaGold Executive Committee (EXCO) and the Responsible Mining Committee.

Our material topics for 2019 are similar to 2018. We have included two additional material topics for 2019: labour-management relations and resettlement. Labour-management relations became a material topic as a result of a strike by a small number of employees at our Waihi Operation in New Zealand during a renegotiation process with the representative union. Resettlement elevated slightly and became a material topic in light of continuing grievances over surface rights acquisition at the Didipio Mine between 1990 and 2014 that are yet to be resolved through our grievance mechanism.

We regularly engage with advocacy groups and non-government organisations and take on broad feedback we receive from them. In this 2019 report, we have included additional breakdowns in the reporting of our payments to government and additional information about beneficial ownership. We always appreciate and consider feedback provided to us and look for opportunities to improve the way we make information about OceanaGold available.

In early 2020 we asked external stakeholders connected with OceanaGold on LinkedIn to provide feedback on our sustainability report and to comment on the areas of our business they would like to see included in this report. We will continue to enhance our direct engagement with stakeholders when determining materiality and other business areas our stakeholders would like to see included in our ongoing reporting.

In 2020—as we prepare for external assurance of additional performance data under the World Gold Council’s [Responsible Gold Mining Principles](#)—we will expand the data sources we use in our materiality assessment. We will expand the internal representation in the first round of our materiality assessment and present the materiality assessment to the OceanaGold Board Sustainability Committee for discussion and endorsement.

## MATERIALITY ASSESSMENT 2019



● Economic	● Environmental	● Social	● Mining specific
1. Customer health and safety	13. Anti-corruption	24. Market presence	25. Procurement practices
2. Marketing and labelling	14. Freedom of association and collective bargaining	25. Procurement practices	26. Socio-economic compliance
3. Customer privacy	15. Training and education	26. Socio-economic compliance	27. Emissions
4. Materials	16. Labour-management relations	27. Emissions	28. Public policy
5. Artisanal and small-scale miners	17. Resettlement	28. Public policy	29. Human rights assessments
6. Child labour	18. Employment	29. Human rights assessments	30. Local communities
7. Forced or compulsory labour	19. Rights of Indigenous Peoples	30. Local communities	31. Indirect economic impact
8. Supplier environmental awareness	20. Non-discrimination	31. Indirect economic impact	32. Water and effluents
9. Security practices	21. Closure planning	32. Water and effluents	33. Biodiversity
10. Energy	22. Diversity and equal opportunity	33. Biodiversity	34. Our health and safety
11. Supplier social assessments	23. Environmental compliance	34. Our health and safety	35. Economic performance
12. Anti-competitive behaviour		35. Economic performance	36. Effluents and waste

Graham is a Mine Geologist in Frasers Underground Mine at the Macraes Operation.

Sustainability is fundamental to the way we do business

Our responsible business

## About OceanaGold

OceanaGold is a multinational gold producer committed to the highest standards of technical, environmental and social performance.

For 30 years, we have been contributing to excellence in our industry by delivering sustainable environmental and social outcomes for our communities, and string returns for our shareholders.

Our global exploration, development, and operating experience has created a significant pipeline of organic growth opportunities and a portfolio of established operating gold mining assets including Didipio Mine in the Philippines; Macraes and Waihi operations in New Zealand; and Haile Gold Mine in the United States of America.

Headquartered in Melbourne, Australia, our mining operations are supported by technical, finance and project offices in Brisbane (Australia), Singapore, and Denver (United States of America). OceanaGold is publicly listed on the Toronto Stock Exchange (TSX) and the Australian Securities Exchange (ASX) under the code 'OGC'.

## Our approach to responsible mining

At OceanaGold, sustainability is fundamental to the way we do business.

We are committed to responsible mining, managing our impacts and, more broadly, contributing to the communities in which we work and live.

The gold, silver and copper we produce are essential to economic development and societal wellbeing—from renewable energy to life-saving medical devices and technologies that connect communities around the world. At an operational level, our multinational portfolio contributes to economic growth, employment and skills development.

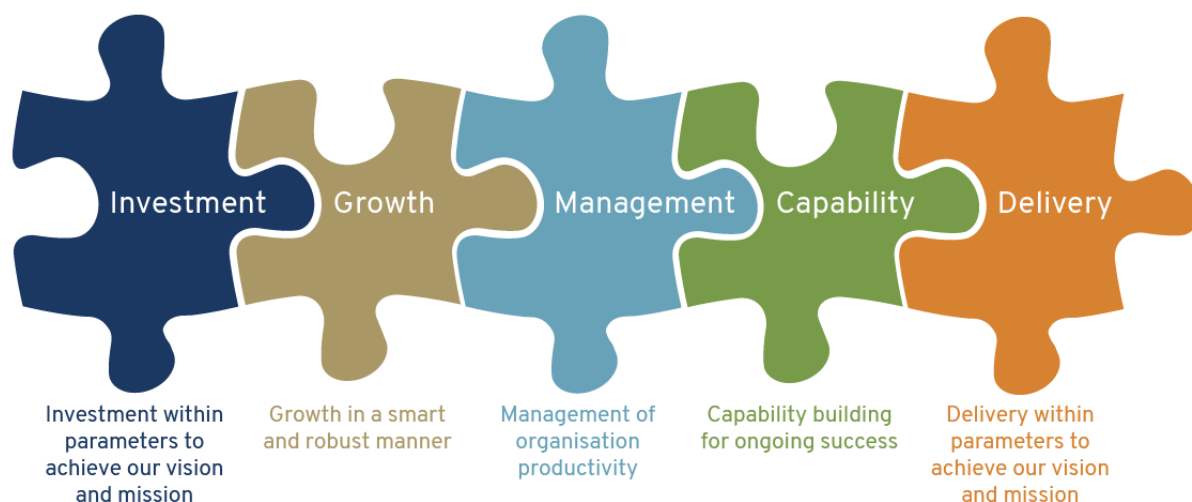
Every day our approach to sustainability is building a positive legacy, delivering value throughout and beyond the life of our mines. These societal outcomes are inextricably linked to the way we manage our operations and invest in sustainable, industry-leading practices at every level of OceanaGold.

As an employer and custodian of mine assets, we place significant value on safety, sustainability, integrity and diversity. Each year we strengthen our performance by better understanding our impacts and consistently improving and executing our sustainability policies and practices across our global operations.

### How our decisions are guided



## Corporate strategy



## Responsible Mining Framework

Vision, Values, Purpose, Mission		What we want to achieve and how we will conduct our business	
Statement of Business Ethics and Code of Personal Conduct		Behaviours that demonstrate our values	
Integrated Management System	<b>Corporate Governance Policies</b> Privacy Continuous Disclosure Securities Trading Protected Disclosure and Whistleblowing Risk Management Anti-bribery and Anti-corruption Investor Relations Majority Voting	<b>Responsible Mining Policies</b> Health and Safety Environment Communities Employment and Diversity Human Rights Government and Civil Society	Commitments to align business performance
	Statements of Position		Declaration of our position on material issues
	Performance Standards		Requirements to achieve policy outcomes
	Guidelines, tools and operational processes		Processes and materials to deliver responsible mining practices

Our holistic approach to responsible mining is guided by a Responsible Mining Framework and supported by a Board-level Sustainability Committee. The framework defines how we operate every day, at every level of our business, to manage potential economic, health and safety, employment, environmental and social impacts and risks, while leveraging the potential to enhance positive outcomes for all our stakeholders.

Our Responsible Mining Committee supports ongoing sustainability improvements across OceanaGold, with a mandate to review and align corporate functional efforts to execute our Responsible Mining Framework. An outline of the Responsible Mining Committee, the workplan delivered in 2019 and our focus for 2020 are available in Appendix 2 of this report.

Our statements of Business Ethics, Code of Conduct and Integrated Management System (IMS), all corporate governance and responsible mining policies and our statements of position are available in full on [our website](#). A copy of our IMS compliance certificate is available in Appendix 8.

In 2018 we redefined our vision and purpose to better reflect our people, our commitment to responsible mining and the outcomes we deliver every day. To support this, we reviewed our Integrated Management System (IMS) to set out the policies, standards and business performance that support our vision and values. Under the new IMS in 2019, we reviewed our responsible mining policies, launched a new policy around our engagement with government and civil society and nine statements of position: six around material environmental aspects and three around material social aspects. To support these, we also launched new environmental standards, health standards and External Affairs and Social Performance standards.

## Board of Directors

The collective wisdom and experience of our Board of Directors expertly guides OceanaGold through changing market cycles and operating environments, maintaining a steadfast focus on performance, sustainability and shareholder returns.

Board member*	Board committees	Tenure
James Askew, Chairperson	Remuneration, People and Culture Committee (Chair)	Joined 2007 Retired June 2019
Ian Reid, Chairperson	Remuneration, People and Culture Committee Sustainability Committee; Audit and Financial Risk Management Committee	Joined April 2018 Commenced as Chair June 2019
Michael Wilkes, President and CEO	N/A	Joined 2011 Resigned March 2020
Michael Holmes, President and CEO	N/A	Appointed March 2020
Paul Sweeney, Non-executive Director	Audit and Financial Risk Management Committee (Chair); Remuneration, People and Culture Committee; Governance and Nomination Committee	Joined 2014
Geoffrey W. Raby, Non-executive Director	Sustainability Committee (Chair); Audit and Financial Risk Management Committee; Governance and Nomination Committee	Joined 2011
Nora Scheinkestel, Non-executive Director**	Remuneration, People and Culture Committee; Governance and Nomination Committee	Joined 2018 Resigned December 2019
Craig Nelsen, Non-executive Director	Remuneration, People and Culture Committee	Joined 2019
Catherine A. Gignac, Non-executive Director**	Governance and Nomination Committee (Chair); Sustainability Committee; Audit and Financial Risk Management Committee	Joined 2019

\*In relation to GRI disclosure requirement 405-1 (a)ii, all board members are over the age of 50.

\*\*Two of the Board in 2019 were female: Nora Scheinkestel and Catherine A. Gignac

Biographies for each of our Board members and our Board Charter outlining the role, structure, election, activities, performance and any conflicts of interest of the Board are available on [our website](#).

The Board delegates certain responsibilities and authorities to the Chief Executive Officer (CEO) and the Executive Committee to enable them to conduct OceanaGold's day-to-day activities, subject to certain limitations. Matters beyond the scope of these limitations require Board approval. The Board coordinates the following committees to assist in the execution of its responsibilities:

- Audit and Financial Risk Management Committee ('Audit Committee')
- Remuneration, People and Culture Committee
- Sustainability Committee
- Governance and Nomination Committee.

The Board oversees our sustainability approach with its Sustainability Committee assisting with governance and monitoring. The Sustainability Committee reviews and makes recommendations on the assessment and mitigation of technical risks and our performance related to our commitments to environmentally sound and responsible resource development and social performance, a healthy and safe work environment and our relationship with stakeholders and governments. In line with the board meeting schedule, the Board receives quarterly reports, which include all material operational matters and stakeholder feedback. The OceanaGold Annual General Meeting is the annual forum where stakeholders can provide direct feedback to the Board.

The Board participates in required governance training and additional topic-specific training as required. In 2019 the Board participated in Human Rights training.

## 2019 Board Committee meetings

Director	Board of Directors		Audit and Financial Risk Management Committee		Remuneration, People and Culture Committee		Sustainability Committee		Governance and Nomination Committee	
	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended
J E Askew*	3	3	2	2	1	1	1	1	0	Non-member
P B Sweeney	5	5	4	4	4	4	0	Non-member	2	2
M F Wilkes	5	5	0	Non-member	0	Non-member	0	Non-member	0	Non-member
G W Raby	5	5	4	4	0	Non-member	4	4	2	2
N L Scheinkestel*	5	5	0	Non-member	4	4	0	Non-member	2	2
Ian M Reid	5	5	2	2	0	Non-member	4	4	0	Non-member
C J Nelsen**	3	3	0	Non-member	3	3	3	3	0	Non-member
C A Gignac**	2	2	1	1		Non-member	2	2	2	0

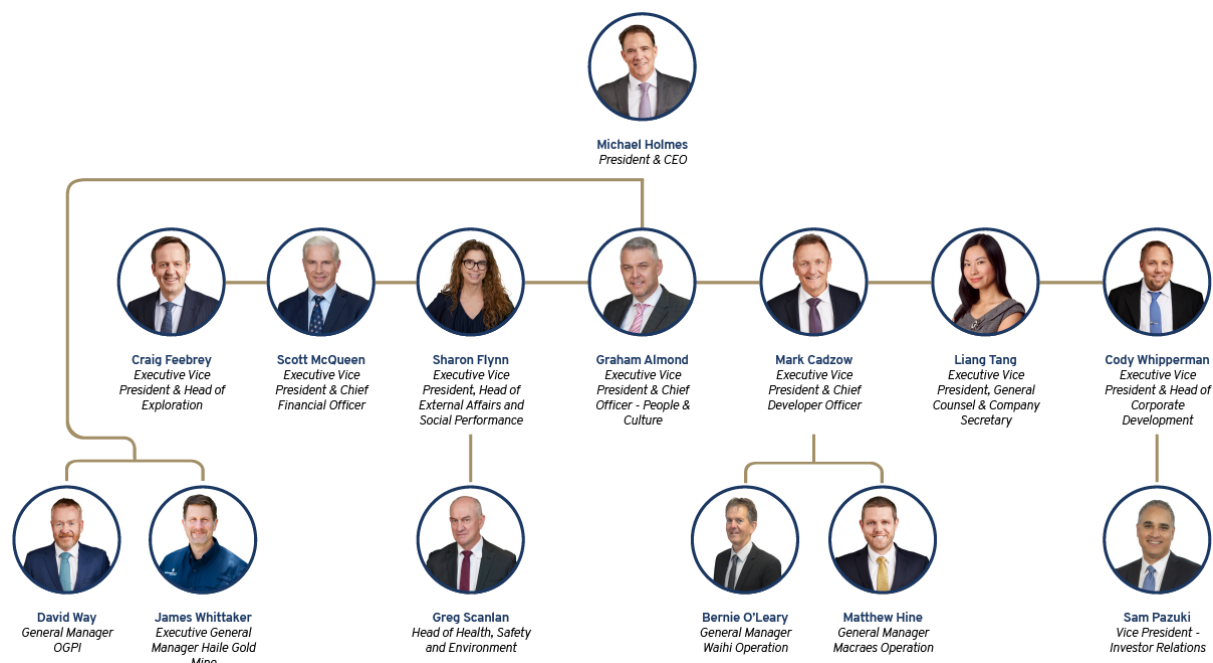
\*James Askew and Nora Scheinkestel ceased to be directors of OceanaGold on 14 June and 20 December 2019 respectively, and attended all Board and Committee meetings held prior to their departure from the Board and applicable committees.

\*\*Craig Nelsen and Catherine Gignac were appointed to the Board on 21 February and 30 August 2019 respectively, and attended all Board and Committee meetings held after their appointments to the Board and applicable committees.

## Executive Committee and operational management

Our leadership team draws on extensive industry experience and shared vision to collaborate, innovate and build talent throughout OceanaGold, with a focus on sustainable performance.

Biographies for each of our Executive Committee members are available on [our website](#).



## Investors and beneficial ownership

We are publicly listed on the Toronto Stock Exchange (TSX) and the Australian Securities Exchange (ASX) under the stock ticker 'OGC'.

Approximately 90 per cent of our shareholders are institutional investors with brokers, retail and corporate investors accounting for the remaining 10 per cent. They are primarily located in North America (55 per cent), the United Kingdom (25 per cent), mainland Europe (10 per cent) and Australia (10 per cent), with 622.3 million shares outstanding as of 31 March 2020. Additional details are available in the investor centre on [our website](#).

Beneficial ownership refers to an individual who ultimately owns or controls more than 25 per cent of a company's shares or voting rights, or who otherwise exercises control over OceanaGold or its management. Where such an interest is held through a trust, the trustee(s) or anyone who controls the trust is considered a beneficial owner.

As a Canadian corporation, any entity that acquires more than 10 per cent ownership of our shares is required to file an Early Warning Report with [SEDAR](#) and issue a press release disclosing their ownership and intent with the holding. After that, any change of two per cent (up or down) will also be reported as long as the holding remains above the 10 per cent threshold. An entity cannot acquire more than 20 per cent ownership without offering to take over OceanaGold with certain exceptions.

Our top five shareholders as at 31 December 2019 were:

1. Blackrock Inc.
2. Van Eck Associates Corporation
3. Franklin Resources Inc.
4. Dimensional Fund Advisors LP
5. Ingalls & Snyder LLC.

We promote full and fair disclosure and satisfy the disclosure requirements of each of the relevant exchanges as well as applicable securities and corporations legislation. This means we notify the relevant exchanges immediately once we become aware of any information concerning our business and affairs that a reasonable person would expect to have a material effect on the price or value of our securities. For more information, see our continuous disclosure and investor relations policies on [our website](#).

### **Performance in brief: Automation, digital and process transformation**

*“ADaPT has changed the way we operate. Our jobs are becoming more interesting as repetitive work is removed and our people are empowered to enhance their roles. Our workforce welcomed the change and saw the benefits in their day-to-day jobs through technologies that connect them with each other and protect them from the typical hazards associated with the mining environment.” - James Allnut, Project Manager*



Since 2018, our company-wide program of automation, digital and process transformation (ADaPT) has helped us define how we will efficiently and safely operate mines in the future.

ADaPT is a key feature of our strategy to prepare for operational change as our stakeholders expect us to produce more, waste less and protect our people and environment.

We created ADaPT through a high-level collaborative planning workshop that included OceanaGold, Sandvik and MST Global with the aim of building internal capacity and generating better real-time data to improve communication, mitigate risk and enhance innovation. The result? Better data, which enables us to reduce energy consumption and waste production, and more efficient gold production processes that remove less rock and result in less coarse waste and tailings.

We strategically selected the underground Didipio Mine in the Philippines to become a flagship site for ADaPT, quickly discovering we could achieve a 10 per cent productivity gain by making the mine more connected. We prioritised our ideas through an Idea Management Process to establish an ideas pipeline, which resulted in two key projects:

- surface remote bogging aimed at increasing the stope production rate and enhance safety by removing personnel from hazardous areas
- digitised task management aimed at increasing equipment utilisation and efficiency. The project initially focused on trucks and managed to significantly reduce idle time.

## Operational assets



Our operating assets are located in the Philippines, New Zealand and the United States of America.

In 2019 we produced 470.6 thousand ounces (koz) of gold and 10.3 thousand tonnes (kt) of copper at consolidated All-In Sustaining Costs (AISC) of US\$1,061/oz. In 2020 we expect to produce between 360 and 380 koz gold at AISC, ranging between US\$1,075 - \$1,125 per ounce sold. This guidance excludes Didipio, which remained suspended at the time the formal guidance was provided to the market.

Exploration and technical studies are currently under way to further extend the life of the Waihi and Macraes operations in New Zealand and the Haile Gold Mine in the United States of America.



*Looking out at the Razorback Ranges from the Cranky Jim's ecological area at the Macraes Operation.*

	<b>Didipio</b>	<b>Macraes</b>	<b>Waihi</b>	<b>Haile</b>
Mine type	Gold and copper mine	Gold mine	Gold mine	Gold mine
Location	Luzon Island, Philippines	South Island, New Zealand	North Island, New Zealand	South Carolina, United States of America
General manager	David Way	Matthew Hine	Bernard O'Leary	James Whittaker
Operation type	Underground operation producing gold and silver as doré bars and copper in concentrate	Open pit and underground operation producing mainly gold as doré bars	Underground operation producing gold and silver as doré bars	Open pit operation producing mainly gold as doré bars
Proven and Probable Reserves	1.26 Moz gold 2.68 Moz silver 0.16 Mt copper	1.1 Moz gold	0.1 Moz gold 0.81 Moz silver	2.86 Moz gold
Measured and Indicated Resources	1.38 Moz gold 2.85 Moz silver 0.17 Mt copper	3.44 Moz gold	1.44 Moz gold 4.84 Moz silver	3.12 Moz gold
Inferred Resources	0.3 Moz gold 0.5 Moz silver 0.03 Mt copper	0.9 Moz gold	1.31 Moz gold 3.52 Moz silver	1.1 Moz gold
2019 production*	84 koz gold 133 koz silver 10 kt copper	172 koz gold 6 koz silver	68 koz gold 124 koz silver	146 koz gold 123 koz silver
2020 production guidance	N/A**	160–170 koz	18–20 koz***	180–190 koz
Current mine life	2032+	2021+	targeting 10+ years	2031+

\*Production figures are as at 31 December 2019 and guidance figures are as at 10 February 2020. Guidance announcement and Resources and Reserves figures are from the 31 March 2020 update.

\*\*Mining temporarily was suspended at the Didipio Mine in 2019 and no 2020 guidance provided. Guidance will be updated when the Didipio Mine returns to operation.

\*\*\*Mining from the Waihi Operation's Correnso Underground's main veins was completed and the drop in guidance represents development prior to commencing mining from a new Martha Underground deposit.

## Exploration and strategic investments

Our exploration and investment strategies are focused in the Americas and the Asia-Pacific region, reflecting our operational base and expertise. In these two regions, we leverage our experience and identify opportunities that will sustainably grow our business, continue to deliver consistent results and strengthen our financial position. We are disciplined in our approach to investments, merger and acquisition opportunities and have strict criteria regarding due diligence, financial and other entry hurdles and various potential risks.

A significant proportion of our exploration budget is directed towards replacing mine-depleted reserves and expanding our resource base through exploration drilling.

In 2019, we increased Measured and Indicated Resources by 0.80 Moz of gold net of mining depletion, mainly due to drilling-related resource upgrades at the Waihi and Macraes Operations. During that time Inferred Resources also increased by 0.7 Moz of gold year-on-year, net of mining depletion largely due to first-time reporting of an Inferred Resource of 0.6 Moz gold for the Palomino underground deposit at Haile and an additional 0.3 Moz gold for the WKP underground deposit near Waihi.

Details of our exploration and investment activities are available in full in our Annual Information Form and on [our website](#).



*Martha Underground resource drilling at the Waihi Operation.*

## Closure and rehabilitation management

Closure and rehabilitation is a critical phase in the mining lifecycle. It underpins the final legacy of the operation within the host community and is a critical aspect in the maintenance of a company's reputation. Without the appropriate level of engagement, planning, resourcing and management of closure and rehabilitation, long-term negative social, environmental, cultural and economic impacts may be perpetuated.

In 2019 we released a position statement on closure and rehabilitation management. It outlined our commitment to the delivery of a long-term positive legacy to the communities that host our operations and undertaking managed closure and rehabilitation to meet the compliance requirements of host country regulations and the requirements of the OceanaGold Closure and Rehabilitation Framework. This position statement is available on [our website](#).

For more information about our closure projects and how we plan for and implement closure, see the environment section on page 82.

## Risk management

Risk management is an integral part of operating our business. It protects business, financial and reputational value, reduces potential impacts from hazards to our business, the environment and stakeholders, secures a safer work environment and growth opportunities and promotes a risk-aware culture.

Risk management applies at every level of our company and risk analysis is applied to all projects, operations and business units. OceanaGold directors, employees, contractors and consultants have ownership of risk management in their areas of operation. More information is available in our Risk Management Policy on [our website](#).

In 2019 we developed and implemented risk management training. The training package was used to undertake social risk assessments and management workshops at our Waihi and Macraes operations. We reviewed and consolidated our corporate risk management processes into a corporate risk management standard that delivers on the requirements listed in our Risk Management Policy and conducted regular risk management reviews at an Executive Committee level.

In 2020 we are developing a risk heat map and integrating continuous corporate and operational risk reviews into monthly Executive Committee reports to highlight risk and control activities. We will also increase the frequency of Board-level risk reviews, aligning corporate risk categories to the Board sub-committees and complete social risk assessments at our Haile Gold Mine and Didipio Mine.

## Supply chain and due diligence

Procurement	Exploration, development and operations	Refining and marketing	End use
Pre-contract due diligence to procure goods including, mining equipment, steel for construction, electricity, diesel fuel, chemicals and camp supplies	Onboarding Ongoing training Whistleblower hotline	The customers who buy our product are committed to sourcing conflict-free metals	Private, financial market, government and business use including jewellery, gold bars and coins, electronics, medical technology

We conduct thorough due diligence on external parties we work with (for example, projects we could invest in or major contracts we could sign) to make sure we ask the right questions and understand all of the potential impacts of our associations on our business and communities.

Local knowledge and expertise are vital and, accordingly, we assess the experience and knowledge of the people we hire. Our due diligence process includes:

- identification and verification of the third party we are dealing with
- understanding the beneficial ownership or ownership structures to identify potential bribery or corruption exposures
- assessing the third party's attitude and policies in relation to bribery and corruption and practices in relation to donations
- determining any investigations the third party may be under.

At each of our operations and offices our major contract and tender process includes a due diligence checklist and pre-qualification assessment. In 2020 we will launch a responsible Supply Chain Policy and develop procedures that align to international standards and our OceanaGold Responsible Mining Framework.

In 2020 we will also develop a Supplier Code of Conduct, providing clear guidance around our expectations for suppliers. This will include guidance about health and safety, environment, communities, labour and human rights and compliance with all applicable laws and regulations. More information about how we are working towards full compliance with the Australian *Modern Slavery Act 2018* and changes to our supply chain due diligence is available on page 25 of this report.

Our gold doré bars (containing gold and silver) are stamped with the mine of origin. Gold produced from our Philippines and New Zealand operations goes to the [Perth Mint](#) (in Australia), and gold produced in the United States of America goes to [Metalor](#) (in the United States of America). Once the gold is refined it is cast into London Bullion Market Association [Good Delivery](#) standard bars and marked with the refiner stamp. We have a commercial offtake with [Trafigura](#) for the copper-gold concentrate produced in the Philippines. Once Trafigura receive the concentrate in the Philippines, they determine where it is shipped. The Perth Mint, Metalor and Trafigura are all committed to socially responsible and conflict-free metals sourcing. Their policies are available on their websites.

## Human rights

Our Human Rights Policy details our commitment to respecting the human rights of everyone impacted by our activities, from exploration through to mining, closure and rehabilitation. This includes our employees, individuals in the communities we operate in, workers in our supply chain and other stakeholders. Our policy is consistent with the United Nations Universal Declaration of Human Rights and Voluntary Principles on Security and Human Rights and the concept of free, prior and informed consent.

Across our company we advocate for, and are committed to, human rights as a vital part of our Responsible Mining Framework. We do not intentionally incite or support any persecution and we do not operate our business in a way that raises the risk of persecution for indigenous (or non-indigenous) environmental and human rights defenders. As a company we value and respect a broad range of views. We are always open to dialogue, and value the potential for ongoing engagement with all stakeholders to continually improve the way we operate.

In 2019 our Didipio Mine commenced a review against the World Gold Council Conflict-free Gold Standard. Across OceanaGold we continued human rights training, including additional training for the Board and Executive Committee. We also provided training to the Responsible Mining Committee, security and other externally-facing employees at the Didipio Mine and leadership teams at the Macraes and Waihi operations and Haile Gold Mines. We also completed human rights impact assessments at the Didipio Mine and Haile Gold Mine. We commenced human rights impact assessments at our operations in New Zealand in 2019 and will complete them in 2020.



*Indigenous people from Didipio in the Philippines show their support for our Didipio Mine at a peaceful assembly in Manila.*

## Commitment to the Responsible Gold Mining Principles

Our purpose at OceanaGold is to leave a positive legacy every day. So responsible mining is fundamental to the way we do business, manage our impacts and, more broadly, contribute to society.

In 2019 the World Gold Council launched the Responsible Gold Mining Principles: 10 principles that set out clear expectations about what constitutes responsible gold mining across key environmental, social and governance issues in the gold mining sector.

Earning the right to operate long into the future means always enhancing our responsible performance and working closely with communities, governments and global organisations. As members of the World Gold Council and with our CEO on the World Gold Council Board, we are among the world's most forward-thinking gold mining companies that are defining the future of our industry.

OceanaGold takes its role as a responsible gold producer seriously. It has committed to implementing the Responsible Gold Mining Principles at all mining and processing operations over which OceanaGold has direct control by the end of 2022. This is consistent with the reporting boundaries that we publicly disclose in our annual sustainability report.

In implementing these principles, we will:

- develop and implement policies, systems, processes and controls to ensure we conform with the principles
- publicly report information that helps external stakeholders understand how our conformance with the principles is achieved
- report information about any non-conformance to the principles and the steps we will take to remedy the situation
- secure independent assurance over the process to ensure the accuracy of the reports and compliance with the principles across OceanaGold.

While OceanaGold already implements a majority of the requirements of the principles, we are conducting a thorough assessment and developing a program of work to ensure full compliance.

In 2019 we completed these actions:

- assessed the principles requirements
- developed a plan and schedule to achieve conformance with the principles at both a corporate and site level
- identified the accountable managers
- undertook preliminary engagement with independent assurers to determine the auditing and assurance process.

Actions to be completed in 2020 are:

- make a public statement of commitment to implement the principles
- undertake a readiness review of all corporate and operational functions
- develop corrective action plan to reach conformance by 31 December 2022
- track and report our corrective action plan progress in the 2020 Sustainability Report
- seek independent assurance of our self-assessment and progress against the corrective action plan.

More information about the World Gold Council Responsible Gold Mining Principles is available on [its website](#).

## **Compliance with the Australian *Modern Slavery Act 2018***

The *Modern Slavery Act 2018* was a key development in guiding Australian businesses to better understand and report on how they manage their modern slavery risks. The Act defines modern slavery as eight types of serious exploitation: trafficking in persons; slavery; servitude; forced marriage; forced labour; debt bondage; deceptive recruiting for labour or services; and the worst forms of child labour (where children are subjected to slavery or similar practices or engaged in hazardous work). In 2021 OceanaGold will submit its first modern slavery statement in compliance with the legislation.

At OceanaGold, we recognise the importance of understanding human rights risks across our company, including labour rights risks in our supply chain. This includes but is not limited to modern slavery. While modern slavery is the most serious form of labour exploitation, there are many other forms, including restrictions on freedom of association and unfair payment of wages. These practices are also illegal and harmful and may escalate into modern slavery if not addressed.

In 2019 we established a Responsible Supply Chain Steering Committee, which includes our CEO, Corporate Counsel and the EVP/Head of External Affairs and Social Performance, the Commercial Manager for the Haile Gold Mine and the General Manager, Project Execution. Reporting to the Steering Committee is a working group comprising representation from corporate and operational business units. The committee and working group undertook work to benchmark our performance against that of our industry peers and to identify the potential environmental and social (including human rights) risks in our supply chain. An action plan was drawn from this to inform the next stage of supply chain mapping and risk assessment.

In 2020 we will continue to progress our work plan, which includes developing a Supplier Code of Conduct. This will set out the basis of our responsible sourcing approach. The Code will be supported by communication and education with our existing suppliers and training for people in leadership positions, procurement and finance around new code and procedures, including how to understand, identify and report modern slavery incidents.

We will also enhance our procedure for screening suppliers against the Code of Conduct (currently all OceanaGold suppliers are subject to minimum screening and some suppliers are prioritised for further screening based on a risk assessment).

While this work transcends modern slavery, it establishes the foundations to help OceanaGold prepare for reporting in line with the *Modern Slavery Act 2018*. This work also aligns with OceanaGold's existing sustainability commitments, including to the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact, World Gold Council Responsible Gold Mining Principles, Extractives Industries Transparency Initiative and open and transparent reporting as a member of Transparency International.

## Memberships and associations

We continue to play an active role in international, national and regional industry organisations and multi-stakeholder groups through membership, funding, providing expertise and participation on boards, in committees and working groups.

In 2019 we became a member of [AMIRA International](#), an independent association of minerals companies which develops, brokers and facilitates collaborative research projects. We also became a founding partner of the Centre for Social Responsibility in Mining (CSRM) [Social Aspects of Mine Closure Research Consortium](#), which was established to conduct research that challenges accepted industry norms and practices and demands new approaches that place people at the centre of mine closure.

Our memberships and associations in 2019 were:

- [World Gold Council](#)
- [United Nations Global Compact](#)
- [Transparency International](#)
- [AMIRA International](#)
- [CSRM Social Aspects of Mine Closure Research Consortium](#)
- [Philippines EITI multi-stakeholder group](#)
- [Association of Mineral Exploration](#)
- [Prospectors and Developers Association of Canada](#)
- [Denver Gold Group](#)
- [US Chamber of Commerce](#)
- South Carolina Mining Association
- [National Mining Association \(USA\)](#)
- [South Carolina Manufacturers Alliance](#)
- [South Carolina Chamber of Commerce](#)
- [Lancaster County Chamber of Commerce](#)
- [Kershaw County Chamber of Commerce](#)
- South Carolina Business and Industry Political Education Committee
- Lynches River Conservation Fund
- [Melbourne Mining Club](#)
- Philippine Mine Safety and Environment Association
- [Chamber of Mines of the Philippines](#)
- [Philippine Mineral Exploration Association](#)
- [Diwata-Women in Resource Development Inc.](#)
- [MinEx national Health and Safety Council for New Zealand](#)
- [New Zealand Major Energy Users' Group](#)
- [New Zealand Minerals Forum.](#)

## Awards

We continue to be recognised for our contribution to sustainable mining. In 2019 we received the following awards:

### Didipio Mine, Philippines

- Platinum award for Best Environmental Excellence, Global CSR Summit and Awards
- Platinum award for Empowerment of Women, Global CSR Summit and Awards
- Gold award for Excellence in Provision of Literacy and Education, Global CSR Summit and Awards
- Silver award for Best Workplace Practices, Global CSR Summit and Awards
- Top Pollution Control Officer for Oliver Donato and Success Story award (Finalist), Pollution Control Association of the Philippines Inc.

### Haile Gold Mine, USA

- 2019 International Industry of the Year award from the Lancaster County Department of Economic Development and Lancaster County Chamber of Commerce

### Waihi Operation, New Zealand

- New Zealand Minerals Sector Community Initiative award for a community engagement and education program

### Macraes Operation, New Zealand

- New Zealand Minerals Sector Environmental Management award actions towards preventing metalliferous drainage effects
- 2019 Future of Mining award for Environmental Excellence.



*Kit and Bernie from Waihi accept the New Zealand Minerals Sector Community Initiative Award.*

## The Didipio Mine in the Philippines

*A summary of our Financial or Technical Assistance Agreement (FTAA) renewal and the impact of restrictions to our operation*

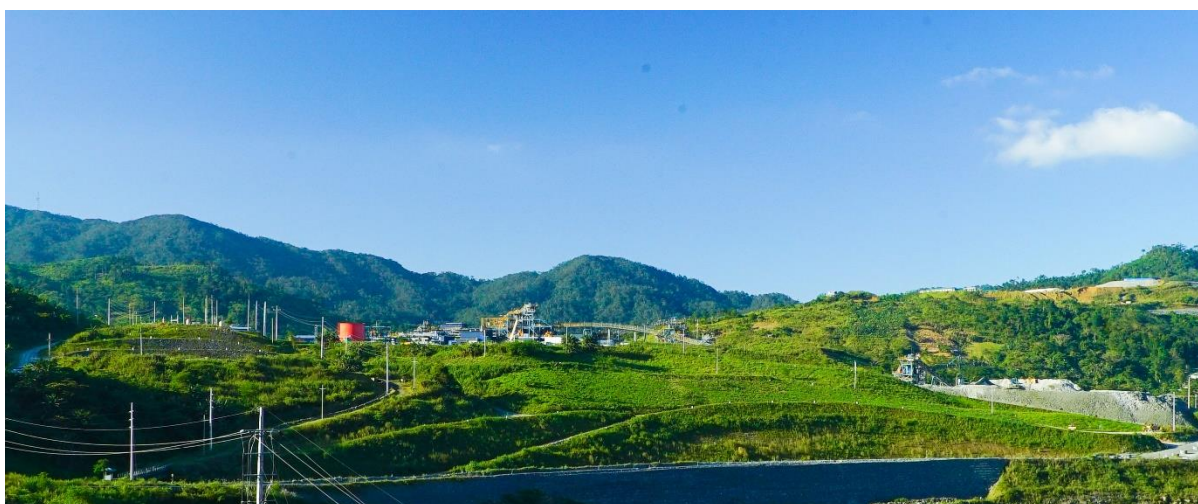
OceanaGold acquired the high-grade gold and copper deposit in 2006 through a merger with Climax Mining Ltd and commenced commercial production as an open pit operation in 2013. In 2015 the mine transitioned to underground operation, with production from the underground commencing in early 2017.

The Didipio Mine delivers significant socio-economic benefits to the Barangay of Didipio, adjacent communities, the provinces of Nueva Vizcaya and Quirino, and the Philippines. At full operation it directly employs more than 1,500 workers, of which 97 per cent are Filipino nationals and 59 per cent are from local communities. It also provides thousands of additional livelihood opportunities and indirect jobs through partnerships with cooperatives and social development organisations.

Between 2013 and 2019 the Didipio Mine has invested more than PHP 44.9 billion (US\$867 million). This includes development expenditure for its host and neighbouring communities, community investment projects, payments to national or local suppliers and contractors, government taxes and employee wages. Of this expenditure, 97 per cent (PHP 43.5 billion) was paid to employees, government and businesses through salaries, taxes and procurement, while PHP 1.4 billion was spent for community development.

We operate the Didipio Mine under FTAA, which was signed in 1994 and gives OceanaGold the right and responsibility to explore, develop and operate in the Didipio area. The FTAA does not award OceanaGold ownership of any mineral resources; rather, under this arrangement, OceanaGold is essentially a contractor of the Republic of the Philippines and the mine is a national asset.

In June 2019 the FTAA became renewable for a second 25-year term under the same terms and conditions. There are currently five existing FTAA's in the Philippines and the Didipio Mine is the first to go through the renewal process.



*The processing plant at the Didipio Mine.*

In March 2018 we commenced the renewal process with the responsible regulatory agencies—the Department of Environment and Natural Resources (DENR) and Mines and Geosciences Bureau (MGB). Both departments reviewed the renewal and in early June 2019 the DENR endorsed the renewal to the Office of the President, based on OceanaGold’s full compliance with FTAA terms and conditions.

After its initial review, the Office of the President requested further clarification on how OceanaGold will accommodate the *Indigenous People’s Rights Act* (IPRA) of 1997. Under the Act, development in the Philippines requires the free, prior and informed consent (FPIC) of recognised indigenous landowners. As the Didipio FTAA area is not included in the existing Bugkalot tribe’s Certificate of Ancestral Domain Claim, FPIC has not been required. However, we did obtain endorsement for the mine from the Didipio community in 2002 as part of our Environmental Compliance Certificate process. We have made a commitment to accommodate IPRA if this is requested by the Philippines Government.

In June 2019—recognising the Office of the President would require additional time to review the renewal application—the MGB issued a formal letter confirming OceanaGold’s right to continue to operate while the renewal is finalised. The FTAA renewal is currently under consideration by the Office of the President.

In July 2019 the Governor of Nueva Vizcaya issued an order directing Local Government Units to restrain any operations of OceanaGold at the Didipio Mine. The Governor does not recognise the authority of MGB to authorise the continuing operations at the Didipio Mine.

In response to the Governor’s order the Local Government Unit closed road checkpoints to company supply vehicles. As a result, we voluntarily ceased all trucking in and out of the mine to prevent any potential for escalation. Road checkpoints remain closed, preventing any trucking of mining consumables into the mine or copper concentrate out of the mine.

We temporarily suspended underground mining in July 2019 and processing operations in October 2019. As at 19 June 2020 (the date we published this report) we maintain a state of operational readiness and continue critical activities, like de-watering underground, to ensure the safety of employees and protection of the environment and this national asset.



*Employees show their support for the FTAA renewal. The mine supports 1,500 direct jobs and more than 4,000 indirect jobs.*

In July 2019 we went to the Regional Trial Court in Nueva Vizcaya to challenge the legality of the Governor's order and, as part of this, we sought an injunction (interim relief) to allow us to continue to operate. The Regional Trial Court denied the injunction request, so we appealed the decision to the Philippine Court of Appeals in Manila and we are waiting for a decision. Injunctive interim relief may only be granted in exceptional cases. Our main legal challenge about the legality of the Governor's order is still progressing at the Regional Trial Court in Nueva Vizcaya.

Prior to taking any legal action we made several attempts to engage with the Provincial Government to resolve its current position. We will always be open to engagement with the Nueva Vizcaya Provincial Government and all other stakeholders.

The Didipio FTAA area falls within two provinces, Nueva Vizcaya and Quirino, and the Provincial Government of Quirino has sent written support for the FTAA renewal and our operation to the Office of the President.

As we have not been able to operate normally at Didipio since July 2019, OceanaGold issued our employees Notices of Temporary Lay-Off in August 2019 to take effect in September 2019. However, given overwhelming support from employees, the host communities and various actions being taken by OceanaGold to lift restraints on our mining operations and complete the FTAA renewal, the implementation of the lay-offs was deferred for seven months until 15 April 2020.

In light of ongoing disruptions to operations at Didipio and the COVID-19 pandemic, we had to temporarily lay-off all staff not occupying essential roles. The health, safety and wellbeing of our employees remains our priority and this has not been an easy decision to make, nor one we take lightly.

In March 2020 we received government authority through the MGB to transport the gold doré produced prior to the suspension of operations. In early April 2020 we received a delivery of emergency backup fuel to power our underground de-watering system with the approval of the DENR, MGB and the Office of the President.

More information about our Didipio Mine is available on [our website](#).



*Our Didipio Mine hosted a public hearing of the Philippine Congressional Committee on Indigenous Cultural Communities and Indigenous Peoples to explore environmental and human rights allegations made against the operation.*

Rhys and David pouring the five millionth ounce of gold at the Macraes Operation in July 2019.

We have a strong asset base  
and focus on making long-term  
decisions while delivering consistent  
positive results and long-term value

**Economic performance  
and contribution**

## 2019 financial and production results

We have a strong asset base and focus on making long-term decisions while delivering consistent positive results and long-term value. We achieve this by managing the balance sheet to ensure we can meet short-term challenges while investing in the long-term growth of our company.

All financials are reported in US dollars (US\$) unless otherwise stated. Further details regarding entities included in our consolidated financial statements can be found in these statements published on [our website](#).

2019 full year revenue of US\$651.2 million was lower than 2018 due to the absence of gold and copper sales from the Didipio Mine in the second half of the year. This was partially offset by a higher than average gold price received. Lower year-on-year EBITDA largely reflect the temporary suspension of the Didipio Mine in the second half of the year and the associated carrying costs.

### Financial summary

US\$	2019
Revenue	\$651.2 million
EBITDA	\$214.2 million
Net profit	\$14.5 million

### Production and cost results summary

Full year 2019 results		Haile	Didipio	Waihi	Macraes	Total
Gold produced	Ounces	146,131	83,913	68,082	172,475	470,601
Copper produced	Tonnes	0	10,255	0	0	10,255
Gold sales	Ounces	143,254	60,171	69,186	175,819	448,430
Copper sales	Tonnes	0	6,901	0	0	6,901
Cash costs	US\$/ounce	859	481	682	736	733
All-in sustaining costs (AISC)	US\$/ounce	1,262	694	826	1,115	1,061

\*Full year 2019 gold production was 12 per cent lower than 2018 primarily due to the temporary suspension of operations at the Didipio Mine.

## Exchange rate summary

2019 annual average rate	
AUD/USD	0.6953
NZD/USD	0.6592
PHP/USD	0.01931
GBP/USD	1.2770
SGD/USD	0.7331
CAD/USD	0.7537

## Payments, procurement and financial contributions

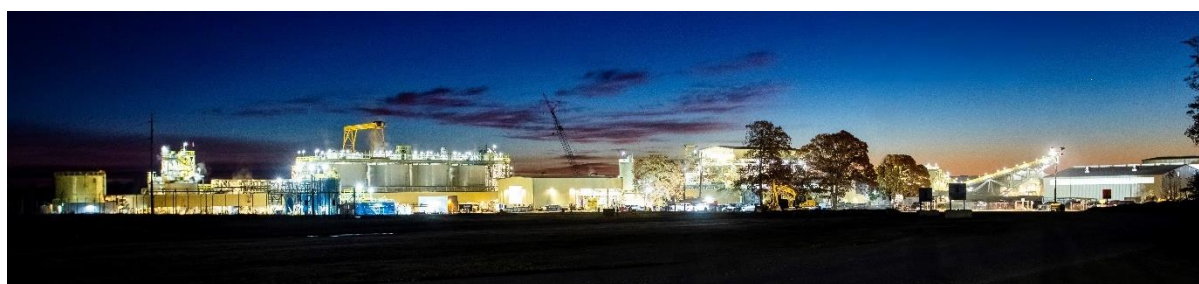
We operate in partnership with our regulators and the communities that host our operations to make a significant and long-term economic contribution in three ways:

1. direct and indirect contribution of our operating assets and exploration projects
2. payment of taxes, licence and approval fees and royalties to host countries where we conduct business
3. community and social investment programs.

In addition to payments to government, our operations create jobs and purchase goods and services from local, national and international providers. In 2019, the economic value of wages and benefits distributed to OceanaGold employees was US\$113.8 million and the total economic contribution distributed to local, national and international suppliers was US\$499 million – 85 per cent of this procurement (more than \$423 million) was invested within the countries that host our operations and projects.

We prioritise local employment and procurement. We invest in social programs and local infrastructure in line with priorities identified by host communities and governments. These programs focus on local enterprise development and access to quality education, training and health care. Further details about our social investment programs can be found in the communities chapter on page 65 of this report.

More information about our payments to government is available in our annual Extractive Sector Transparency Measures Act under our investor filings on [our website](#).



*Sunrise at the Haile Gold Mine processing plant in South Carolina, USA.*

## Payments

Payments US\$	Fines and penalties	Legal settlement payments*	Payments to capital providers	Payments to governments	Total
Haile	0	0	0	\$2,440,000	<b>\$2,440,000</b>
Didipio	0	0	0	\$17,500,000	<b>\$17,500,000</b>
Waihi	0	0	0	\$16,150,000***	<b>\$16,150,000</b>
Macraes	0	0	0	\$4,750,000**	<b>\$4,750,000</b>
Group-wide	0	0	Dividends paid to shareholders \$6,300,000	\$750,000	<b>\$21,150,000</b>
			Interest expense and finance costs \$14,100,000		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>\$20,400,000</b>	<b>\$41,590,000</b>	<b>\$61,990,000</b>

\*We did not pay any fines or settlements across OceanaGold in 2019.

\*\*Payments to government listed under Macraes includes the Reefton Restoration Project and Dunedin office.

\*\*\*The income tax paid in NZ in 2019 was mainly in relation to the Waihi Gold Mine in line with taxable income. There was no income tax paid in NZ in the prior year due to utilisation of remaining available tax losses.

## Payments to government breakdown

Payments US\$	Income tax paid	Royalties	Other payments*	Total
Haile	0	0	\$2,440,000	<b>\$2,440,000</b>
Didipio	\$60,000	0	\$17,440,000	<b>\$17,500,000</b>
Waihi	\$13,010,000***	\$1,600,000	\$1,180,000	<b>\$16,150,000</b>
Macraes	\$760,000	\$2,530,000	\$1,030,000	<b>\$4,750,000</b>
Group-wide	0	0	\$750,000	<b>\$750,000</b>
<b>Total</b>	<b>\$13,850,000</b>	<b>\$4,130,000</b>	<b>\$23,610,000</b>	<b>\$41,590,000</b>

\*Includes excise, local business, property, payroll and withholding taxes, duties, levies, permits, licence and other fees paid to government bodies. Also includes community and social investment programs.

\*\*Payments to government listed under Macraes includes the Reefton Restoration Project and Dunedin office.

\*\*\*The income tax paid in NZ in 2019 was mainly in relation to the Waihi Gold Mine in line with taxable income. There was no income tax paid in NZ in the prior year due to utilisation of remaining available tax losses.

## Procurement

Spend with suppliers \$US	Local suppliers	National suppliers	International suppliers	Total
Haile	\$37,189,676	\$139,123,999	\$9,632,706	<b>\$185,946,380</b>
	20%	75%	5%	<b>100%</b>
Didipio	\$13,692,229	\$52,367,382	\$15,193,099	<b>\$81,252,710</b>
	17%	64%	19%	<b>100%</b>
Waihi	\$27,649,582	\$28,861,329	\$25,345,205	<b>\$81,856,115</b>
	34%	36%	31%	<b>100%</b>
Macraes	\$45,614,664	\$78,571,322	\$25,915,938	<b>\$150,101,924</b>
	30%	52%	17%	<b>100%</b>
<b>Total</b>	<b>\$124,146,151</b>	<b>\$298,924,032</b>	<b>\$76,086,948</b>	<b>\$499,157,129</b>
	<b>25%</b>	<b>60%</b>	<b>15%</b>	<b>100%</b>

Definitions for local, national and international for each operation are provided in Appendix 4

## Financial contributions (US\$)

	Haile	Didipio	Waihi	Macraes	Total
Donations and community investments	\$126,608	\$19,000	\$38,688	\$168,509	<b>\$352,805</b>
Value in-kind donations and community investment	0	\$903,053	\$25,313	0	<b>\$928,366</b>
Community programs and infrastructure investment	0	\$2,478,717	\$120,634	0	<b>\$2,599,351</b>
	\$126,608	\$3,400,770	\$184,635	\$168,509	<b>\$3,880,522</b>

## Anti-bribery and anti-corruption

OceanaGold prohibits all forms of bribery and corruption at all levels of our company. Our Code of Conduct and supporting Anti-Bribery and Anti-Corruption Policy and Standard state the responsibilities of all OceanaGold directors, employees and associates and is available on [our website](#).

We are members of Transparency International, and transparently report all payments to governments. In addition to reporting all payments in our sustainability report, we report against the EITI in the Philippines, which is an EITI Candidate Country. We are also an extractive sector reporting entity in Canada, which means we file an annual report listing the payments made to government entities in each of the jurisdictions where we operate. These reports sit on a public register.

In 2019 we replaced our externally managed anti-bribery and anti-corruption online training platform with online in-house training using the INX InTuition competency management system and +LMS learning management system. This training aligns to our Code of Conduct and supporting Anti-Bribery and Anti-Corruption Policy and Standard and jurisdictional requirements. In 2020 we will review and revise OceanaGold's Code of Business Conduct.

All employees and Board members are required to undertake anti-bribery and anti-corruption training every two years. A breakdown of training data for 2019 is available in Appendix 6 of this report.

## Gifts and conflicts register

All staff, contractors and associates are prohibited from providing or accepting improper benefits (for example, benefits that could inappropriately influence the decision making of an outside party or an OceanaGold person). If the benefit is not an improper benefit, they are required to record gifts, benefits or entertainment with a value equal to or greater than US\$150 but less than US\$300 in our online gifts and conflicts register. If the gift, benefit or entertainment has a value greater than US\$300 then, in addition to recording it, they will also seek prior approval before providing or accepting such benefit.

General managers at each operation may impose a lower limit for the value of gifts, benefits or entertainment that are required to be registered or approved through our online gifts and conflicts register, considering the specific situation at each site.

All sponsorships and donations made to external parties will comply with our sponsorship and donation compliance standard and our Anti-Bribery and Anti-Corruption Standard and will also be recorded in the gifts and conflicts register. We made no political donations in 2019.

In 2019 the gift and conflicts register was reviewed by an internal auditor. The summary of the gift and conflicts register is presented to the Audit and Financial Risk Management Committee on a quarterly basis.

### Performance in brief: Maori blessings at Waihi



When a new, large piece of equipment arrives at our Waihi Operation, it is blessed in a traditional Maori ceremony to look after it, the people who work with it and the environment it works in. Because we are unaware of what has happened to this equipment in the past, the ceremony makes sure it is safe to use (in cultural and spiritual ways).

Our team at the Waihi Operation carries out a blessing with the kaumatua (elder) and kuia (women elders) from the local marae (meeting place). The ceremony involves the removal of tapu, which is the state of being negative. In the Maori spiritual code, all places, people and objects have differing levels of tapu. The ceremony then proceeds to whakanoa, which is the process of making something okay, to free it from the extensions of tapu. This ceremony always concludes with a waiata (song) and is followed by kai (food).

Beverly and Lisa at the unveiling of pink and blue haul trucks commissioned at our Haile Gold Mine to raise breast cancer and mental health awareness.

Our focus is building a workforce and culture that sets us apart as an employment destination of choice

People and culture

## Targets and objectives

2019 objectives	Progress towards achievement	Comments	2020 objectives
Develop at least one strategy at each operation to promote workplace diversity and inclusion	Partially achieved	Completed at two of the four operations: Waihi and Macraes	Build the diversity and inclusion brand communication—success stories and thought leadership
Increase female workforce representation over the next three-year period to 20%	Ongoing	17% – no increase in 2019	Increase female workforce representation to 20% by end 2021
Increase female leadership representation over the next three-year period	Ongoing	23% – 2% increase in 2019	Maintain female leadership representation above 20%
Review gender pay equity for like-for-like roles	Partially achieved	Completed at two of the operations: Waihi and Macraes	Finalise gender pay equity review for like-for-like roles
			Review and revise the Code of Personal Conduct
			Commence review of people and culture policy, standards and operating procedures

## Working at OceanaGold

In 2019 OceanaGold provided employment for 2,170 employees, with 95.8 per cent employed on a permanent basis and 98.94 per cent employed in a full-time role.

While we report and measure data against the number of employees in this report, we also provided employment for approximately 1,176 contractors, bringing our total workforce in 2019 to 3,346. We employ contractors to do specialised activities and when site staff do not have the capacity for additional work. This includes activities such as processing plant shutdown and maintenance, road construction, tailings storage facility construction, Didipio Mine camp maintenance, and occupational hygiene. More information about how we calculate contractor numbers is available in Appendix 6 of this report.

We prioritise local employment and training opportunities to ensure the communities that host our operations benefit. We recognise the importance of strong local representation at all levels of our company and continue to roll out leadership development programs focused on strengthening leadership talent across our business.

We provide training and development to grow our local workforce and, where required, support people to relocate to the communities where we operate. We regularly communicate with our employees and provide ongoing support during times of organisational change, including a message from our Chief Executive Officer to all employees at least monthly.

In addition to base salary and superannuation, employees across OceanaGold may also receive a variety of benefits and entitlements including health insurance, accommodation, company vehicle, annual performance bonus and performance rights grant (shares). Minimum periods of notice apply to any significant changes to employment. More details are provided in Appendix 6 of this report.

In 2020 we will commence a review of our people and culture policy, standards and operating procedures. This includes:

- designing the organisational culture and expected behaviours for our leadership team, a leadership model aligned to deliver the corporate strategy, and more closely align leadership effectiveness with reward schemes
- revising systems of work and behavioural expectations across the company to achieve the constructive culture we aspire to
- enhancing the integration of positions to the company purpose
- revising the performance management and feedback methodology
- enhancing system-enabling decision-making (e.g. pay modelling and equity analysis)
- developing interview guides to remove selection bias.

Information about remuneration policies for our Board and executives is available in our Annual General Meeting (AGM) papers, available on [our website](#).

## Code of Conduct

Everyone working for OceanaGold is responsible for ensuring we consistently achieve the highest standards of business conduct. Our Code of Conduct describes the standards by which we undertake our business and applies to all OceanaGold representatives including directors, officers, employees and contractors acting on our behalf. The code is supplemented by policies and procedures that establish appropriate standards and processes in relation to health and safety, environmental management, human rights, community engagement, culture and heritage, employment and diversity, anti-bribery and anti-corruption and investor relations.

As part of our induction process, new employees undertake training on our Code of Conduct and its associated policies and procedures. Our anti-corruption and anti-bribery training program further support the implementation of the code. For more information you can view our Code of Conduct on [our website](#).

## Employee breakdown

Employee numbers across OceanaGold remained stable from 2018 to 2019. The increase of 5.75 per cent represents additional employees working on the development of the Martha Underground development in Waihi and continuing ramp-up of the Haile Gold Mine.

	2019	2018	2017	2016	2015
Australia	50	53	35	37	29
Canada	2	2	5	6	5
New Zealand	908	858	741	741	622
Philippines	745	779	752	752	700
Singapore	4	3	0	0	0
USA	461	357	358	292	159
El Salvador	0	0	0	39	36
Total	2170	2052	2068	1867	1551

## Employee turnover

Turnover decreased from 23 per cent in 2018 to 13 per cent in 2019. The increase in 2018 represented the integration of roles based in Manila in the Philippines into the team at the Didipio Mine and also an increased turnover at our Haile Gold Mine. The total number and rate of new employee hires and employee turnover by age group, gender and region is available in Appendix 6.

	2019	2018	2017	2016	2015
Rate of turnover	13%	23%	15%	12%	22%

## Didipio Mine management representation

The Didipio Mine is the only operation with a significant number of non-local management (non-citizen or permanent resident) employed. In addition to the Didipio Mine's policy for promoting local employment opportunities, the operation has a policy to reduce the number of expatriates (staff coming from overseas) across the operation.

In 2019 we redefined leadership to include executives, general managers, managers and superintendents. Under this definition we had 72 leadership positions at Didipio. Sixty-two of these positions were held by local employees and 10 (13.9 per cent) of these positions were filled by an expatriate. This is a decrease from 33 per cent expatriate leadership in 2018.

## Inclusion and diversity

A diverse workforce and an inclusive culture are crucial to the high performance and long-term success of OceanaGold and our ability to sustainably contribute to the communities where we operate. Bringing together people from a wide range of backgrounds—while promoting an environment that allows them to apply their diverse thought, skills, experiences and backgrounds—benefits all of our employees and stakeholders.

Diversity at OceanaGold includes race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, political beliefs or other ideologies.

Seventeen per cent of our employees in 2019 were female, the same percentage as 2018. The percentage of women in leadership positions increased, including the appointment of OceanaGold's first female in a general manager position in 2019.

Training and careers options for women at our Didipio Mine were featured in September 2019 in the Danish Institute for Human Rights report, [Toward Gender-responsive Implementation of Extractive Industries Projects](#)"

There was one case of discrimination reported in 2019 at our Waihi Operation. The case was managed through a formal process (which includes a disciplinary process, mediation or termination) and resolved. There were no cases of bullying in 2019.

By the end of 2021 we aspire to have 20 per cent women in our business and 20 per cent women in leadership and management positions. To support this, we are addressing our people and culture systems and hiring extra resources into our Corporate People and Culture team to support organisational culture, leadership development and talent acquisition. We are also assessing the skills required for tomorrow through programs such as ADaPT (Automation, Digital and Process Transformation), which will influence the future skills employees will require coming into our business.



*Workforce briefing at the Didipio Mine.*

## Employees by gender and age

	2019	2018	2017	2016	2015
Number of males	1805	1710	1731	1462	1292
Number of females	365	342	335	293	259
Total number of employees	2170	2052	2066	1755	1551
% male	83%	83%	84%	83%	83%
% female	17%	17%	16%	17%	17%
% of female employees in leadership positions*	13%	14%**	15%	6%	5%
% of male employees in leadership positions***	9%	10%	12%	NA	NA
% age under 30	20%	19%	19%	NA	NA
% age 30–50	60%	60%	60%	NA	NA
% age over 50	20%	21%	21%	NA	NA

\*Leadership positions include executives, general managers, managers and supervisors and senior professionals.

\*\*In the 2018 report this number was 21% and represented females as a percentage of total managers rather than a percentage of total female employees.

\*\*\*This is a new addition in 2019 for comparison and includes assured 2017, 2018 and 2019 data.

## Employees by employment classification and gender

2019	Male	Female	Total	% of all employees	Male %	Female %
Executive	7	2	9	0.41%	78%	22%
General manager	14	1	15	0.69%	93%	7%
Manager	27	5	32	1.48%	84%	16%
Supervisor and senior professional	111	39	150	6.91%	74%	26%
Professional	299	80	379	17.47%	79%	21%
General staff	1374	238	1585	73.04%	87%	13%
Total	1805	365	2170	100.0%	83%	17%

## Performance in brief: Macraes Women in Mining Committee championing diversity



We recognise the importance of supporting, embedding and celebrating diversity in our ambition to become an employment destination of choice.

In 2019 our Macraes Operation set about achieving greater female representation across its workforce to more proportionately reflect the community in which it operates. Women accounted for 14 per cent of the Macraes Operation's workforce yet constituted 53 per cent of the New Zealand South Island population.

In February the team set a target to achieve 20 per cent female representation in the workforce by 2023 and established a Women in Mining Committee to support gender diversity and inclusion; generate and action ways to support women in mining; and grow the number of women working at the Macraes Operation to better reflect the regional population.

Emerging female leaders came together to identify support networks and development opportunities to ensure all employees—regardless of gender—were provided an equal opportunity to succeed. The Women in Mining Committee also engaged external consultants, such as Diversity Works, with experience addressing historic gender diversity barriers and developing female leaders.

By the end of 2019—less than 12 months after establishing the Women in Mining Committee—female participation at the Macraes Operation increased by 3 per cent. And, as the committee continues to evolve, there is renewed hope that more people across the business will consider championing this proactive, progressive business initiative.

In 2020 the Women in Mining initiative will form part of a wider diversity and inclusion focus. The Macraes Operation has set another bold target of 3 per cent to further increase female participation at its site by the end of the year, putting it on track to achieve its 2023 target.

*Image: Amber, Jackie, Charlotte, Lizzie and Pania (clockwise from top) are some of the team of female professionals contributing to the success of the Macraes Operation.*

## Training and development

In 2019 we continued our commitment to provide development and training opportunities to support our people to achieve their full potential.

We delivered a wide range of on-the-job and technical training throughout the year, including safety training and training to meet local and position-specific requirements. On average, our employees received 37.52 hours of training in 2019.

We also deliver training based on our responsible mining policies to employees upon hire and intermittently throughout their employment. This includes training on our Code of Conduct, human rights and anti-bribery and anti-corruption.

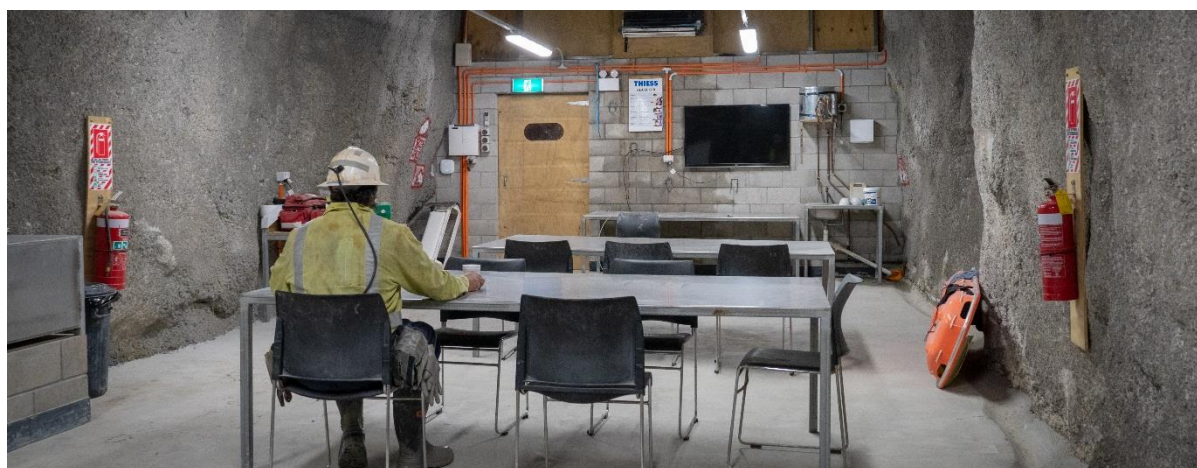
Across OceanaGold we deliver various learning and development programs. Our leadership development program is designed to improve leadership capacity across our company and foster better relationships between team leaders and their teams. The program comprises three courses: Leading a Team, Leader as Coach and Strategic Leadership Development. Each course includes formal and on-the-job training and provides individuals with the tools and support necessary to enhance their skills in effective leadership. More information about these courses is available in Appendix 6.

We celebrate our culture and history, and at our Waihi Operation all permanent employees and contractors participate in formal cultural awareness training to help improve awareness around Maori culture and history. Six hundred and thirteen people participated by 31 December 2019 after commencing in 2014.

In 2020 we will focus on training to support the ongoing development of our constructive culture. This will include a review of our current training and the establishment of culturally-based training for all levels of the workforce. We will also commence a review of career pathways and professional development support and opportunities for more diverse learning channels, including online training.

### Employee training hours

	2019	2018	2017	2016
Total hours	81,631	71,422	87,497	71,065
Hours/employee	37.52	34.89	42.45	40.5



*Underground crib room at the Waihi Operation.*

## Performance in brief: The next generation of mining professionals



*“My favourite aspect of the internship was seeing how the different engineering disciplines work together within a singular team.”* – Dylan Grbavac, Intern, Brisbane project office.

OceanaGold welcomes the opportunity to work with students at our mining operations. In 2019 interns from the University of Queensland (UQ) Mining School joined our teams at the Macraes and Waihi operations and in the Brisbane project office to undertake our internship program.

While providing the students with an opportunity to apply their knowledge in a practical setting, we also benefit from the presence of these budding mining engineers, gaining lots of fresh ideas and perspectives.

If the relationship suits both the intern and our experienced teams, we will go on to hire the students after the internship period has ended.

This was the case with Dylan Grbavac (above) who was the first intern to join our Brisbane project office in 2019. In his third year at UQ, Dylan is studying a Bachelor of Engineering (Honours) with a major in Chemical Engineering and a Bachelor of Science in Chemistry. He is expecting to graduate in 2021 and, while he completes his degrees, Dylan is working with us one day a week.

## Freedom of association and collective bargaining

All of our employees have the right to collective representation and are free to join a union. We have collective bargaining agreements in place at our Didipio Mine and at the Macraes and Waihi Operations.

Forty-two per cent of all OceanaGold employees were covered by collective bargaining agreements in 2019. This is an increase from 36 per cent in 2018 and represents New Zealand Government changes to the powers of the union and the transfer of some employees at Didipio from fixed-term to regular employment that includes membership under the collective bargaining unit. Each collective agreement includes consultation and negotiation periods.

We strive to work in partnership with all unions. In 2019 we communicated regularly with the E tū union, representing employees at the Waihi Operation, the Amalgamated Workers Union (NZ) representing employees at the Macraes Operation and Pun-oh-ohhaan Hi Kiphodan Organization, representing employees at our Didipio Mine.

At the Waihi Operation we completed mining from the main veins of the Correnso Underground and commenced the development of the new Martha Underground. This resulted in a production gap of approximately 12 months and the processing plant has been put into care and maintenance (in early 2020).

The restriction of access for mining supplies at Didipio caused the temporary suspension of underground mining in July 2019 and of processing in October 2018. As a result, we issued notices of temporary suspension to employees in August 2019 (which came into effect in April 2020). The health, safety and wellbeing of our employees remains our priority and this was not an easy decision to make.

Throughout this process the Didipio Mine has worked with employees to mitigate the financial impact of temporary lay-offs. This included the extension of employment for nine months and an allowance for employees to draw down all days in lieu, sick leave and annual leave to continue to receive a wage. Other support, including the extension of current medical benefits to employees and their families, allowances, advances and deferral of loan deductions is also available to eligible employees.

We continue to build direct relationships between our employees and management teams that are based on leadership, effective communication, respect and mutual trust. Within our business, we implement various workplace relations models, including individual agreements and collective bargaining agreements in accordance with local laws and regulations.

	2019	2018	2017	2016	2015
Number of employees under a collective bargaining agreement	906	737	850	842	439
% of employees under a collective bargaining agreement	42%	36%	41%	45%	28%

## Child and forced labour

In accordance with United Nations Global Compact Guiding Principles, we support the abolition of child labour across OceanaGold and by our contractors.

In 2019 we did not have employees under 18 years of age at any of our operations. We employed two people who were 18 in 2019: a diesel mechanic at the Macraes Operation and a QAQC drill technician at the Haile Gold Mine. They were the youngest employees across OceanaGold in 2019.

For information about how we are implementing the requirements of the Australian *Modern Slavery Act 2018*, see page 25 of this report.

## Employee engagement

We continue to enhance employee engagement within operations and across OceanaGold.

We launched a global employee newsletter in 2018 and distribute 11 editions per calendar year (from February to December). This includes regular stories featuring our growth and performance across each area of our sustainability performance and a message from our CEO. The first full calendar year this was published was 2019, with an average open rate of 56 per cent. Our OceanaGold LinkedIn page is also a source of information for our employees, with approximately 44 per cent of employees connected to the page as at 31 December 2019.

During 2019 we also implemented tactics to improve health, safety and wellbeing communication and enhance operational communication channels. These included site-based newsletters and leadership development to improve leadership capacity across our company and to foster better relationships between team leaders and their teams. In 2020 we will increase our use of video to communicate with employees and develop a new website that will make more information about our company available. This will be easily accessible internally and externally.

In 2019 we conducted a company-wide [Human Synergistics](#) culture survey to measure our culture and gain key insights into how we can build the culture that will support us into the future. That survey highlighted the existing culture as quite oppositional, with some passive/defensive styles. However, we also found the workforce is well-trained, understands the company's mission and goals and is adaptive and responsive to external changes.

The survey also gave us the opportunity to ask our workforce about its preferred culture. The results showed a preference for a constructive culture, with humanistic-encouraging as the primary style and self-actualising as the secondary style.

To learn more about the Human Synergistics survey and results, visit [their website](#).

In 2020 we will continue our journey toward a more constructive culture. This will include:

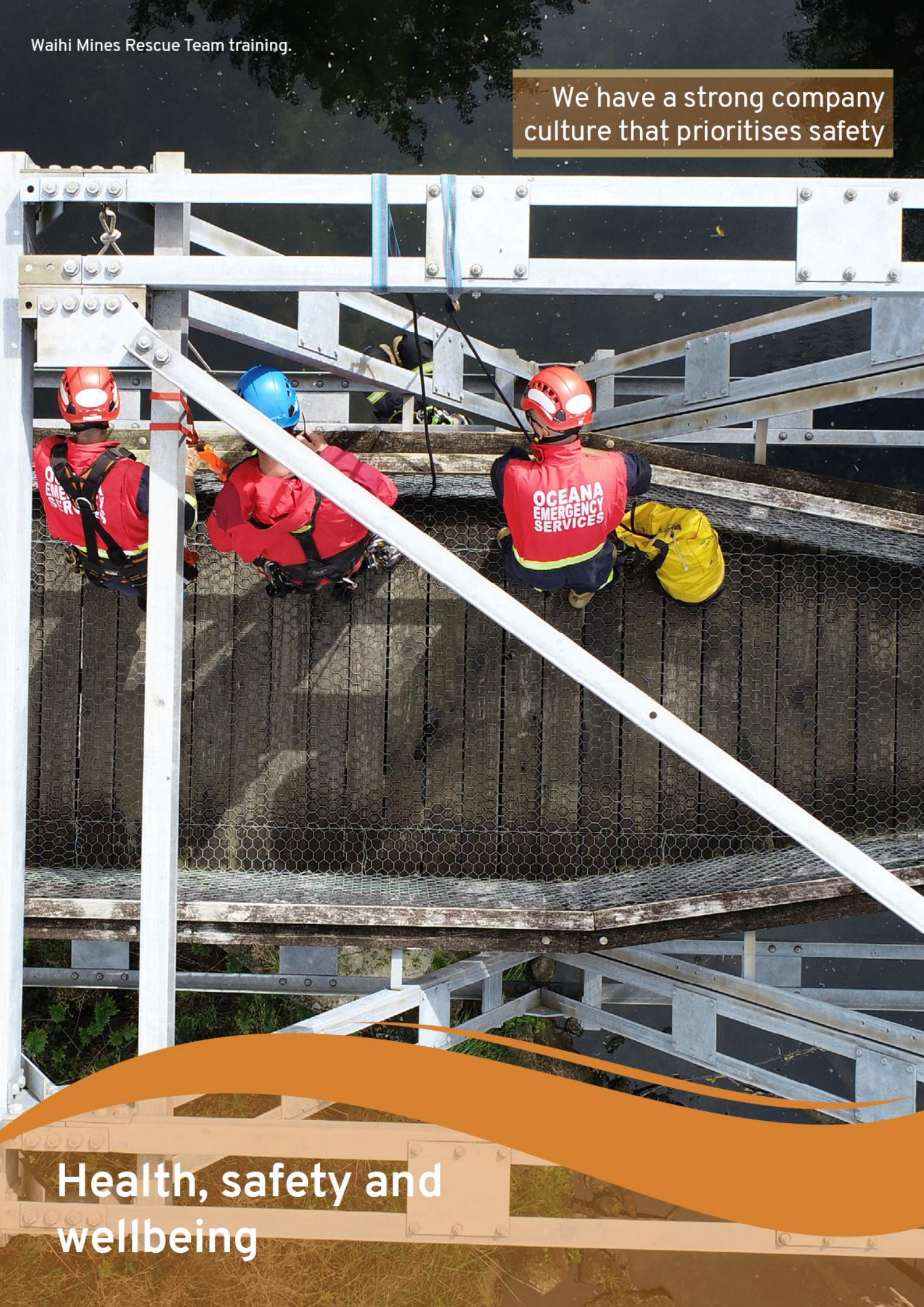
- designing the organisational culture and expected behaviours for our leadership team
- developing a leadership model aligned to the corporate strategy
- more closely aligning leadership effectiveness with reward schemes.

We will measure our progress by implementing a biannual leadership effectiveness pulse check of 300 randomly selected employees.



*Josue and Ruth at the 2019 Haile Family Fall Festival. More than 450 employees and their families attended and enjoyed food, games, site tours and an opportunity to get inside one of our new 200-ton haul trucks.*

We have a strong company culture that prioritises safety



Health, safety and wellbeing

## Targets and results

	2019 targets	2019 outcome	Notes	2020 targets
Lag indicators	TRIFR less than 4	Achieved		Target: TRIFR<4 Outstanding: TRIFR<3.30
Frequency rate of high severity incidents				Target: Cat 4* IFR <0.5 Outstanding: Zero Cat 4 incidents
Lead indicators	Safety audit compliance rating of >80%	Not achieved	Achieved a score of 77%. Identified a need to increase focus on workplace exposure monitoring and requirement for routine medicals to be role-specific	Health and Safety audit compliance rating of >80%. This will include changes to the internal audit schedule and updated health and safety standards
	100% compliance to Gold Standard Leadership	Achieved		More than 90% of the leadership team to achieve the target Gold Standard Leadership safety activities
	100% use of InHealth for occupational hygiene monitoring data	Partially achieved	Didipio was not operational for part of the calendar year and scheduled monitoring was suspended	High Potential Incidents* (HPI) actions completed. Target: >80%. Outstanding: >95%
Corporate safety projects	Haile behavioural safety program launched; existing behavioural safety program updated at the Macraes and Waihi Operations	Achieved		All incidents and HPI actions to be tracked using balanced scorecard
	The Executive Committee will review at least one incident investigation per quarter	Partially Achieved	The majority of committee members have been involved in reviews, but not all	Review health risk assessments at Macraes and Waihi Operations

\*Cat 4 represents permanent/irreversible disabling illness, injury or health impact, Lost Time Injury greater than five weeks.

## Health and safety performance

Our Health and Safety Management System operates under our Integrated Management System and applies to all of the workforce at any sites under our direct control. We benchmark our systems and performance against industry best practice and foster a strong company-wide culture that prioritises safety, with a focus on systems that promote employee engagement and actioning feedback in a timely manner.

Our system sets risk and hazard identification and reporting processes, used for both routine and non-routine activities and hazards are controlled using the hierarchy of controls. We ensure these processes are followed as part of our routine monitoring, including audits and task observations. The system also sets our requirements for incident investigation and reporting. The results from all of these processes are used to continuously improve our systems.

More information is available in our Health and Safety Policy on [our website](#).

2019 total work hours	OceanaGold staff	Casual staff	Contractors
7,572,332	4,751,072	0	2,821,259

### Safety performance indicator

	2019	2018	2017	2016	2015
Lost time injury (LTI)	7	9	11	6	3
Lost time injury rate (LTIR)	0.92	1.10	1.13	0.57	0.35
Total recordable injuries (TRI)	27	37	39	42	21
Total recordable injury frequency rate (TRIFR)*	3.57	4.53	4.00	3.99	2.69
Fatalities	0	0	0	1	0

\*Based on one million worked hours

There was a miscalculation in the reporting of work hours in 2018. The correct total work hours for 2018 was 8,165,703 hours (not 11,519,834 hours as reported in the 2018 Sustainability Report). Despite the miscalculation, there is no change to the 2018 results.

In 2019 we achieved our target of a below-four total recordable injury frequency rate (TRIFR). In 2019 the TRIFR was 3.57, a significant drop from 4.53 in 2018. We had a total of 27 recordable injuries including seven lost time injuries, 18 medical treatment injuries and two restricted work injuries. This is a result of our continued focus on a strong safety culture at all levels of OceanaGold.

There were no fatalities at our operations in 2019, and no new cases of occupational disease were recorded.

Analysis of injury data identified the major injury types for the year as lacerations (48 per cent), fractures (22 per cent) and sprains or strains (19 per cent). Hand injuries remain the most common type of injury (44 per cent of recordable injuries). This percentage is higher than 2018 (41 per cent). However, it represents fewer cases of hand injury due to the overall lower number of injuries in 2019. Year-on-year injury analysis is available in Appendix 3 of this report.

In 2019 we developed a balanced safety scorecard that enables us to measure and demonstrate continuous improvement in our health and safety performance. The balanced scorecard reflects an increased focus on the importance of injury severity as well as injury frequency in assessing the effectiveness of our safety management systems. It includes the monitoring of a key lead indicator of safety performance to measure the effort being employed to reduce the likelihood of workplace incidents.

The rules are outlined as a safety performance rating scale, which is applied across four main identified safety metrics:

- expectations (4) = Nil fatalities AND 2/3 other indicators are outstanding AND no indicators are less than target
- meets all expectations (3) = Nil fatalities AND all other indicators meet target
- needs improvement (2) = Nil fatalities AND any 1/3 other indicator less than target
- fails to meet most expectations (1) = Any fatality OR 2/3 other indicators are unacceptable.

Each metric has defined thresholds for what is unacceptable, what needs to be improved or meets the target, and what is considered to be outstanding performance.

Performance indicators	1—unacceptable	2—passable	3 - target	4 - outstanding
Fatalities	One or more	Nil		
Total Recordable Injury Frequency Rate	TRIFR > 4	3.99 > TRIFR > 3.31		TRIFR<3.30
High Severity Injury Frequency Rate	Cat 4 IFR > 0.5	Cat 4 IFR < 0.5		Cat 4 IFR = 0
High Potential Incident actions completed	<80%	>80%	>90%	>95%

In 2020 and beyond, all incidents and HPI actions will be tracked to ensure key organisational learnings are captured at all of our sites. The goal is to ensure meaningful global actions are taken after any significant incident and in turn prevent the recurrence of the incident.

In 2020 we will also develop and launch two standards manuals for health performance and safety performance. Aligned to our Health and Safety Policy, these standards set the minimum performance requirements and systems across OceanaGold.

## Occupational health and hygiene

We focus on the potential short and long-term impacts we have on our workforce. In 2019 we developed and implemented a global system for reporting and tracking occupational exposure monitoring results and controlling effectiveness. This system enables us to apply a global common best practice approach and meet the requirements in each of our operational jurisdictions.

Our occupational exposure risk profile is determined by utilising all available information and parameters to determine the likelihood of an exposure and potential health consequence. Our database allows us to track individuals and their workplace similar exposure group (SEG).

Monitoring is undertaken through routine medicals, exposure sampling and biological sampling determined by an initial health risk assessment. The occupational hygiene monitoring plan is never static and is always evolving based on past results and measured observations. Tasks and SEGs are reviewed regularly based on risk and monitoring results.

In 2020 we will extend our periodic health monitoring to reflect the level of risk, better understand the health impacts of the working environment and validate the exposure monitoring data. We will continue to systematically improve our work to eliminate workplace exposures and any potential for our workforce to develop chronic illnesses.

More information about our occupational health and hygiene programs and data registration is available in Appendix 3 of this report and on [our website](#).

## Health and wellbeing

Occupational health and wellbeing is vital to our employees and our business activities. In line with the World Gold Council Responsible Gold Mining Principles, we promote the physical and mental wellbeing of our workforce.

In 2019 we focused on health and wellbeing with the OceanaGold-wide use of the InHealth database and the introduction of new health targets. One of those targets was the introduction of physical activity programs for staff and contractors, with a focus on active travel (e.g. cycling instead of driving), building physical activity into work hours, reducing sedentary behaviour and the introduction of physical activities such as team sports, fitness classes, running clubs and team challenges.

In 2020 and 2021 we will develop a framework to measure the success of initiatives undertaken to support mental and physical health across OceanaGold. Our short-term goal is to record observed changes in the awareness of, and access to, positive health drivers. Tracking the health profile of our workforce over time will enable us to identify a positive change in an individual's wellbeing.



*Didipio Mine employees playing basketball at the annual Didipio Mine sportsfest.*

## Performance in brief: Reducing occupational noise exposures at the Haile Gold Mine

*“Careful collection and presentation of data is key. And, while my job can be challenging at times, improving the health, morale and productivity of our team is what drives me to do better, every day.”* – Mary Koerner, Health and Safety Superintendent, Haile Gold Mine.



Limiting noise impacts on machine operators presents significant challenges for the mining sector, which experiences one of the highest occupational noise exposure rates and hearing loss risk to its employees.

Loud noise is not only a physical hazard, but also contributes to psychological stress, reduces productivity, interferes with communication and can lead to incidents.

At OceanaGold, we value employee-generated ideas and processes that test and implement innovative solutions to improve working conditions.

Mary Koerner, Health and Safety Superintendent at the Haile Gold Mine recently identified exploration drills were exposing employees to excessive noise levels. Motivated by a personal drive to improve the quality of work life for her team, Mary partnered with

the exploration team to test a number of engineering controls to reduce the drills' noise levels. After identifying the noise sources, the team developed a solution which placed a one-inch insulation under the rotation guard for the drill steel, which enclosed the noise source and created a barrier between it and the driller. This solution succeeded in reducing the sound pressure level from 98.7 dBA to 93 dBA.

Mary says this innovative solution will have profound, positive impacts on the drillers' quality of work life for years to come. Teamwork, with collaborative processes that fostered innovation, were the keys to success.

*Image: Mary with Exploration Supervisor, Justin, doing a noise survey to measure the reduction of noise from the drill rig after installing insulation to create a sound barrier.*

## Safety in our culture

To achieve workforce health, safety, hygiene and wellbeing, we align our safety behaviours to our core values of respect, integrity, teamwork, innovation, action and accountability.

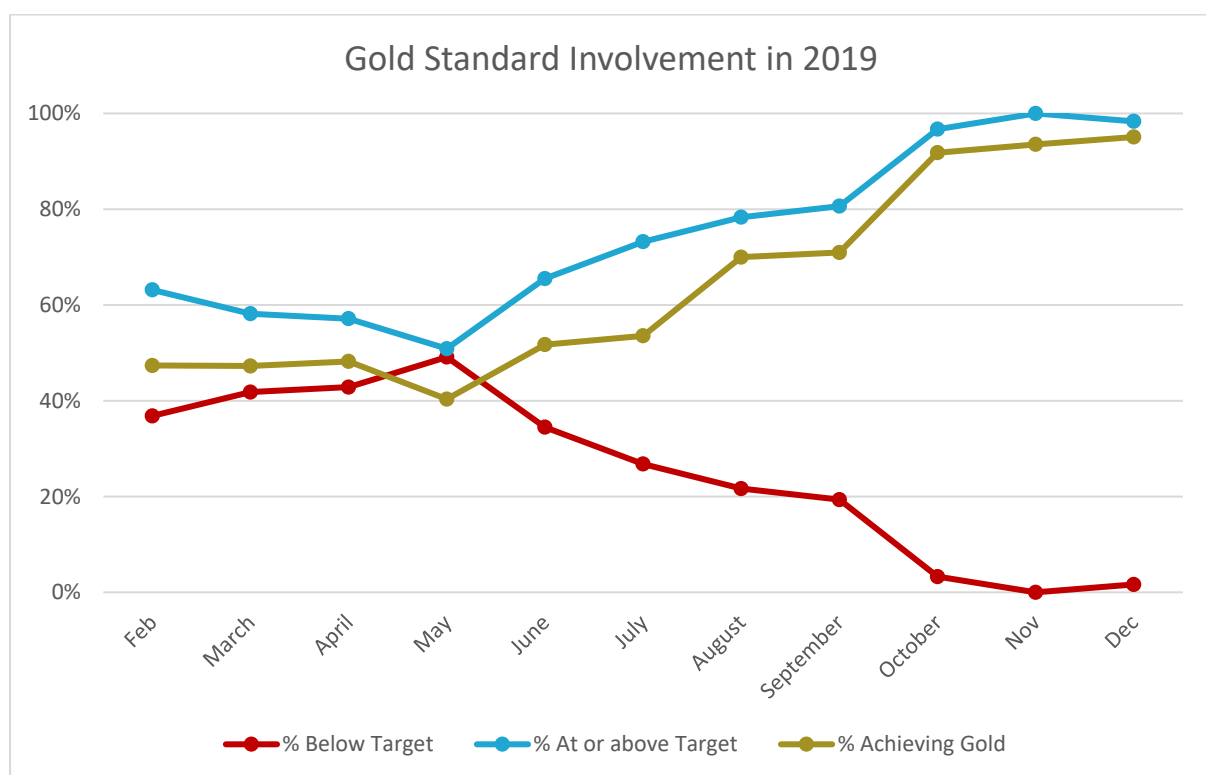
Under our Integrated Management System we continued to embed high-performing safety behaviours in our culture in 2019. We continued to enhance our governance framework and supporting systems and our risk management process, which is aligned to the International Standard for Risk Management – Principles and Guidelines ISO 31000 (2009). This was achieved by updating our corporate health and safety standards to align with best practice critical controls (barriers that, if in place, will stop the incident occurring). Each operation enhanced their Principal Hazard Management Plans and their Principal Control Plans to align with the corporate standards.

## Measuring safety performance

In 2019 we continued to drive safety leadership at all levels. We enhanced safety communication to provide additional transparency and context around key safety initiatives and enhance accountability. The use of new dashboard software has improved our ability to share and visualise real-time data.

One of our key safety initiatives is the Gold Standard Program. The Gold Standard Program sets key performance indicator (KPI) targets for leaders (including superintendents, managers and general managers) to measure their participation in field-based task observations, workplace inspections and audits. In 2019 we achieved our target of 100 per cent compliance, partly due to better transparency: we more frequently reported real-time data.

The table below demonstrates our quick journey to compliance during 2019. A breakdown of safety leadership activity measures (demonstrated *below* by colour) is available in Appendix 3 of this report.



## Safety audits

Another measure that supports our safety culture is our safety compliance audit program, conducted annually to track the implementation of our health and safety management system and operational performance standards across our operations.

Each year we assess onsite implementation and conformance with approximately one-third of the corporate Health and Safety Standards. The standards selected for assessment reflect priority areas identified for improvement at operational and safety reviews, health and safety performance data and the audit results from previous years.

In 2019 our audits focused on:

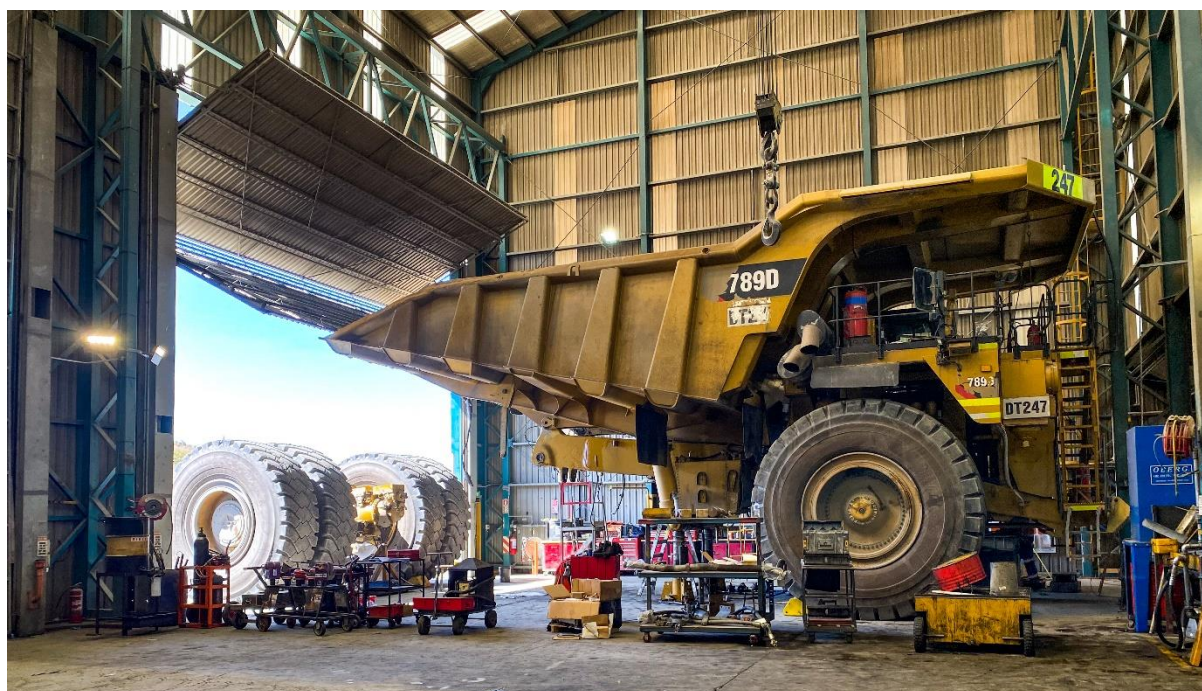
- system standards: leadership and commitment, compliance obligations (with specific focus on regulatory compliance in HSE), competence and awareness, communication and consultation, monitoring, measurement, analysis and review
- health standards: medical assessment and role capability, workplace occupational health monitoring
- safety standards: ground control, inundation and inrush, working at heights, tips, ponds and voids, tree felling, extreme weather, personal protective equipment and aviation.

In 2019 the operations achieved a 77 per cent audit compliance result. This was a reduction from 83 per cent in 2018. This reduction was a result of increased focus in achieving best practice in the area of health. Routine medicals required functional capacity assessments to be more clearly defined to the role as well as medicals targeting assessment of the potential health risks associated with the role.

### Safety audit program—compliance with internal standards

	2019	2018	2017	2016
Macraes	70%	85%	83%	79%
Waihi	79%	88%	87%	88%
Didipio*	89%	79%	80%	81%
Haile	69%	79%	N/A	N/A

\*In 2019 we did a desktop audit of the Didipio Mine due to the temporary suspension of operations at the time the audit was scheduled.



*We maintain a safe and efficient mining fleet at the Macraes Operation.*

## Principal health and safety risks

	Definition	Mitigation plans in place
<b>Principal hazards</b>	All of our sites are required to undertake risk assessments to identify principal hazards. Where a principal hazard is identified, sites are required to develop a management plan describing how the hazard is to be managed.	Principal Management Hazard Plans are in use across our operations for the following hazards: compressed gases and pressure vessels, ground control, inundations and inrush, mobile equipment and traffic management, tips ponds and voids, air quality, fire and explosion, explosives, tyre and rim management, tree felling, extreme weather, working near open holes, lifting operations, confined space, work at heights, radiation safety, machine and equipment guarding, hazardous materials and chemical substances.
<b>Principal controls</b>	The sites use principal control plans to control the risks associated with more than one hazard and may include principal hazards and other significant hazards.	Principal control plans are developed in the areas of worker health, mechanical engineering, electrical engineering, ventilation, emergency management and permit to work.

### Principal exposure risks

<b>Noise</b>	Primarily, our employees are exposed to noise from a variety of sources including trucks, loaders, graders, maintenance workshop activities and processing plant areas.	Noise sources across our operations are routinely monitored to inform our noise reduction strategies — including hearing protection requirements, policy, maintenance schedules, soundproofing options and plant and equipment selection and design — to reduce the likelihood of noise-induced hearing loss.
<b>Dust contaminants, welding fumes and diesel particulates</b>	Silica found in ore is the most common airborne substance to pose a risk to our employees and mine visitors. Diesel particulate matter and lead welding fumes can be harmful in maintenance workshops or underground enclosed spaces.	Employees and contractors participate in health and hygiene monitoring programs across all work areas of our operations to provide representative samples of exposure.
<b>Vibration</b>	Sources of vibration across our operations include mobile equipment, processing plant and handheld tools. Equipment operators are particularly at risk and can be victims of whole-of-body vibration when operating mine equipment while seated and while standing (jumbo operators) underground.	Sources of vibration across our operations are monitored by our occupational hygiene consultants at Macraes and Waihi. The best form of control is grading of road surfaces, preventative maintenance of mobile equipment, including regular seat change-out. Monitoring vibration is a proactive control to inform our risk management strategies.

<b>Musculoskeletal disorder (MSK)</b>	<p>Musculoskeletal injuries pose a significant risk in mining and prevention is key. The term MSK is used for sprain, strains, awkward postures, forceful exertions repetitive actions or duration, vibration of hand or arm and whole body (including jolting and jarring) slips/trips and falls.</p>	<p>Routine physical demands analysis are undertaken to ensure that the worker is fit for work in relation to the demands of the job. Good workplace design, and equipment design significantly contribute to the reduction of injuries as does education/awareness and worker health monitoring. Preventative strategies are incorporated into the risk management tools used by OceanaGold.</p>
---------------------------------------	--	--

## Mine and community safety

All of our operations have the expertise and specialised equipment to provide rescue and safety services on site as well as, in some circumstances, additional capacity to assist local emergency and rescue services when required.

The five key functions of our Mines Rescue and Emergency response teams are:

1. implement management plans
2. undertake mandatory skills competency training
3. manage emergency response equipment
4. implement the operational Emergency Response Program
5. facilitate emergency response training onsite and within host and adjacent communities as required/requested.

These mine rescue teams are highly trained and certified in the areas of:

- incident response, both onsite and offsite
- underground search and rescue (including long duration)
- fire (surface and underground)
- HAZMAT (hazardous materials)
- high and low-angle vertical rope rescue
- vehicle extrication
- Pre-Hospital Emergency Care (PHEC) medics
- exploration remote rescue
- working at heights
- medical and accident response
- apparatus and gas detection.

Phil welcomes a group of students to the Waihi Education Centre.

We work openly and transparently with all stakeholders and communities interested in or impacted by our operations



Engagement and  
community

## Targets and results

We work openly and transparently with all stakeholders and communities interested in or impacted by our operations to deliver on OceanaGold's vision to create shared value for OceanaGold and our diverse external stakeholders.

2019 targets	2019 outcome	Notes	2020 targets
Launch the OceanaGold Responsible Mining Framework	Achieved		Finalise the review and launch of remaining policies under the framework
Roll out External Affairs and Social Performance management system to operations and sites	Partially achieved	Completed at Haile Gold Mine, Macraes and Waihi Operations (Reefton Restoration Project). The system was not rolled out at Didipio due to the temporary suspension of the operation at the time the rollout was scheduled	Develop implementation workplan to achieve a level 2 compliance of >75%
Continue environment, social and governance (ESG) engagement and host or attend at least two ESG events	Achieved. Continued to be ranked in the top five for ESG performance among the top third-party rating agencies		Maintain or enhance ESG performance ratings among the top ESG rating agencies, host an ESG roadshow and engage in two ESG panels
Finalise training across OceanaGold and implement human rights impacts assessments across all operations	Achieved	Completed human rights impact assessments at Haile and Didipio. Commenced human rights impact assessments at Waihi and Macraes	Complete human rights impact assessments at Waihi and Macraes Operations
Assess supply chain governance against Modern Slavery laws	Achieved		Launch Supplier Code of Conduct and communicate it with all existing and future suppliers
Continue implementation and conduct baseline corporate key stakeholder survey	Not achieved	Deferred	Review and implement corporate key stakeholder engagement strategy
Waihi target: engage new community members in Waihi and share information about current operations, future plans and responsible performance	Achieved		Waihi targets: review our current sponsorship and donations program.

			Plan and implement collaborative measures to enhance our relationship with iwi (Maori) stakeholders. Complete a social impact assessment for future projects at Waihi
Macraes target: establish five new business partnerships with community-based stakeholders	Partially achieved. Building partnerships takes time and is counterintuitive to rush		Macraes target: host land use forum with broad farming community at Macraes, as part of a land management strategy to be developed in consultation with the community over the next two years
Didipio target: complete the first phase of the Didipio social change assessment (social changes and impacts of project activities and develop social management plan)	Achieved		Didipio targets: complete the phase 2 of social change assessment. Conduct gap analysis and develop a work plan to align with external affairs and social performance standards. Conduct surface rights acquisition review and develop strategy to address/resolve outstanding grievances
Didipio target: complete assessment of our operations against the World Gold Council Conflict-free Gold Standard	Partially achieved	Commenced, then put on hold due to the temporary suspension of operations at the mine	Resume and complete assessment of operations against World Gold Council Conflict-free Gold Standard once operations recommence



*The historic rail depot in Kershaw, South Carolina, was carefully restored by our team at the Haile Gold Mine. The building is now open for anyone to visit our community relations team, for meetings and events and as a local mining history museum.*

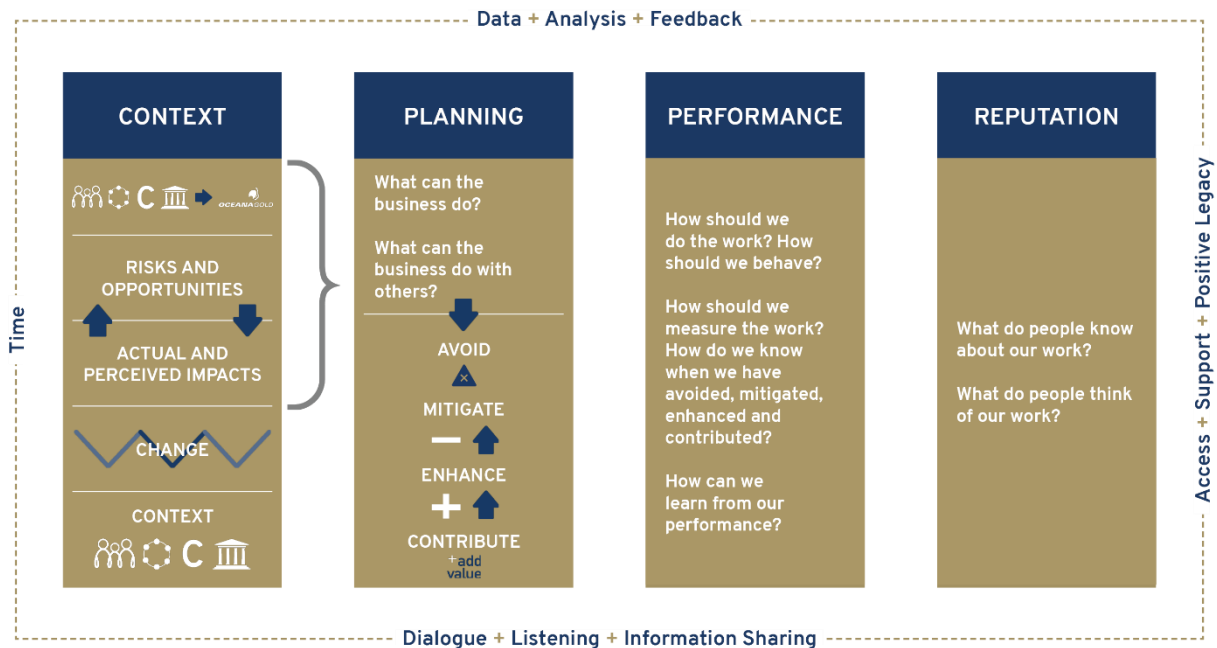
## Engagement

Our vision to create shared value for our company and our diverse stakeholder groups can only be achieved through effective engagement and consultation. By doing so, we better understand and meet each groups' specific needs.

Under the Responsible Management Framework, we launched the External Affairs and Social Performance (EA&SP) Management System in 2019. This governs OceanaGold's engagement activities at all levels across OceanaGold. Practice areas covered by the management system include community relations, engagement with government, civil society and stakeholders, internal and external communication, human rights due diligence, land access and sustainable development.

Our EA&SP Management System is aligned with industry best practice and benchmarked against the World Gold Council Responsible Gold Mining Principles, the Equator Principles and International Council on Mining and Metals (ICMM) Principles and Performance Expectations.

## EA & SP Management System



We also launched a Government and Civil Society Policy, which sets out our commitments for how we engage with national, regional and local governments, civil society and other stakeholders in a responsible and transparent manner to exchange ideas, plans and opportunities to create shared value.

We launched three position statements, which provide clarity on OceanaGold's views on issues of interest to our stakeholders:

1. Artisanal and Small-Scale Mining: how we engage with artisanal and small-scale mining
2. Contract transparency: our position on transparent disclosure of contracts between OceanaGold and host governments
3. Disclosure of taxes, royalties and other payments to government: how we disclose our tax, royalty and other payments to governments.

The management system is supported by the EA&SP manual (including all related policies, statements of positions and standards). It is available on [our website](#).

While our operations positively impact host communities, they also have the potential to create significant negative impacts. These negative impacts include amenity effects, in-migration, land use and closure. This management system helps us ensure we assess, respond and mitigate our impact on host communities.

In 2019 we conducted a gap assessment at the Haile Gold Mine, Waihi and Macraes Operations and Reefion Restoration Project against the EA&SP Management System. In 2020 we will conduct an internal audit of all of our operations against select areas of the system, based on the areas of highest risk outlined in the gap assessment including the Complaints and Grievance Mechanism, Human Rights and EA&SP Management Standards.

## Our stakeholders

We have mapped our key stakeholders at a corporate level and categorised them as:

- employees and contractors
- labour unions
- host communities and indigenous groups
- business partners
- regulators
- investors
- customers
- non-government organisations
- media
- industry peers and associations.

We use the feedback we gain from stakeholders to improve the way we manage key issues and impacts, respond to concerns or issues relating to our business activities, identify opportunities, inform our business strategy and activities and develop collaborative social investment programs.

We are continually improving the way we manage and report information relating to our stakeholder engagement activities, permitting and compliance obligations with a focus on enhanced consistency and continuity at operational and corporate levels.

Each of our operations has communication and engagement plans in place that are informed by stakeholder identification, mapping and analysis and social risk and impact analysis. These ensure we conduct all engagement activities in an equitable and culturally appropriate manner, with the maximum transparency commercially possible. Our stakeholder engagement management database, InForm, provides a centralised system that is used across all of our operations.

Our Privacy Policy outlines how OceanaGold and its subsidiaries collect, use and manage personal information in compliance with applicable laws. Where our policy differs from local laws, we comply with whichever is more stringent. In 2020 we will implement a privacy information handling framework and training for all employees across OceanaGold involved in the collection or handling of private information.

More information about our stakeholders, their areas of interest and how we engage with them is available in Appendix 4 of this report.



*Pieter, Melissa and Jackie at our OceanaGold booth at the 2019 New Zealand Minerals Forum*

### Performance in brief: Relocation of the Baker Cemetery

*“Each step along the way was coordinated with the descendants and family members who were invited to participate at the gravesites.”* – David Thomas, Country Director, Haile Gold Mine.



After two years of extensive study, exploration and community engagement, the remains found in the single-family Baker Cemetery—found by chance at OceanaGold’s Haile Gold Mine in 2017—have been reinterred into their final resting place at a nearby relative’s family cemetery plot.

We discovered the Baker Cemetery site by chance while conducting a wildlife survey as part of the mine’s Wildlife Management Program. The findings became the subject of an immediate archaeological survey, which revealed a

small, unrecorded and abandoned cemetery at the mine.

Complying with OceanaGold’s Cultural and Heritage Sites Standard, the Haile Gold Mine team worked with local regulatory authorities to determine how best to preserve the site. We contracted an independent archaeological team to conduct a more thorough examination, during which we identified seven gravesites in total, all belonging to the Baker family and dating back to the 19<sup>th</sup> century.

After an extensive investigation, we contacted descendants of the Baker family, who were engaged in the process to relocate the gravesites. We also undertook a significant public stakeholder engagement process involving a six-month notification period, community meetings and four public hearings to agree on a relocation plan.

Prior to proceeding with the relocation we attained full and unanimous consent from the Kershaw Community, Regulatory Authorities (State Historic Preservation Office), the State of South Carolina, Town Council and County Council.

*Image: The headstone of John “Darling” Baker (1848-1886) who was buried at the Baker Cemetery with his wife, Barbara.*

## Social investment

We are committed to making a positive contribution to the social, economic and institutional development of the communities that host our business activities.

We recognise communities' right to self-determination and develop respectful social investment plans in consultation with host communities. This ensures our programs align with community-identified needs and priorities and support social and economic development in a manner that avoids dependencies over the long term. This is reflected in our new Contribution to Sustainable Development Standard, released in 2019.

Primarily, our social investment programs contribute to:

- education, training and employment
- community health
- local business development
- community infrastructure.

In 2019 we invested US\$3,880,552 in social programs, donations, in-kind support and community infrastructure. The full breakdown of our investment is available on page 35 of this report.

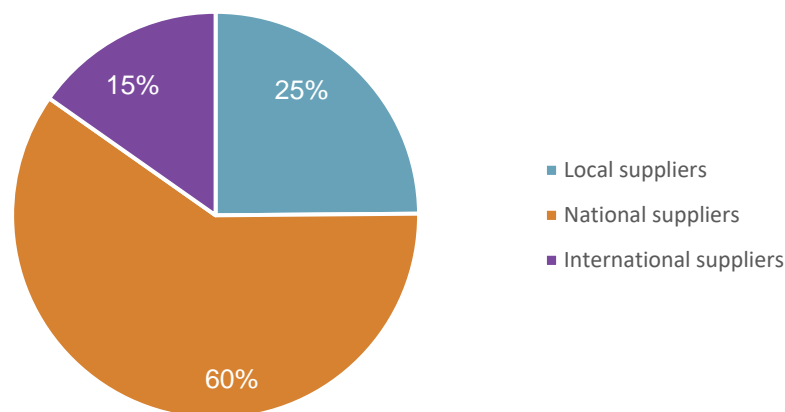
A table outlining our social investment programs at each of our operations and the Reefton Restoration Project (closure and rehabilitation of the former Globe Progress Mine) is available in Appendix 4 of this report.

## Local procurement

We prioritise local procurement at all of our operations. This includes mining equipment and supplies, specialist mining services and general site services. In 2019, our total procurement spend was US\$499,157,129. Of this, we spent US\$124,146,151 (25 per cent) with local suppliers, US\$298,924,032 (60 per cent) with national suppliers and US\$76,086,948 (15 per cent) with international suppliers.

Local procurement increased by two per cent, national procurement decreased by two per cent and international procurement remained at the same level.

The combined local and national spend of US\$423,070,183, representing 85 per cent of our total procurement expenditure, provides employment and business opportunities beyond the boundaries of our operations. The full breakdown of our investment is available on page 35 of this report.



## Complaints

Our grievance mechanisms are supported by OceanaGold's Complaints and Grievance Mechanism Standard. Launched in 2019 the standard provides clear definitions 'of concern,' 'complaint' and 'grievance' and lists a set of requirements for grievance mechanisms across OceanaGold. It is consistent with our Human Rights Policy and aligned with the United Nations Guiding Principles on Business and Human Rights.

Effective operational-level grievance mechanisms are important to:

- help remediate any potential harm caused by OceanaGold
- act as an early warning system and prevent conflict
- provide critical information for broader human rights due diligence processes.

### Operational concerns, complaints and grievances

Each of our operations record, monitor and respond to community concerns, complaints and grievances, taking corrective action as required. Our site-based community engagement teams consult and engage with host communities and provide an important conduit for identifying, reporting and responding to complaints and grievances. All of our operations have a community hotline or office where community members can report grievances (via phone, online or in person). Descriptions of the complaints at each operation and the set definitions for concerns, complaints, grievances and third party (dispute) resolution are available in Appendix of this report.

#### General complaints (new complaints)

	2019	2018	2017	2016
Waihi	229	170	213	315
Macraes	5	11	5	1
Haile	2	0	0	0
Didipio	8	26	17	84
<b>Total</b>	<b>244</b>	<b>207</b>	<b>235</b>	<b>400</b>

#### Total\* disputes under mediation and negotiation

	2019	2018	2017	2016
Waihi	1	0	1	0
Macraes	1	1	1	0
Haile	0	0	0	0
Didipio**	30	26	23	66
<b>Total</b>	<b>32</b>	<b>27</b>	<b>25</b>	<b>66</b>

\*Totals include all disputes under mediation and negotiation in the calendar year and include those not closed out the year prior.

\*\*Disputes relating to land acquisition at the Didipio Mine have not been resolved and are currently on hold until operations resume.

## Performance in brief: How the Waihi Operation responds to complaints and grievances



Historically, the Waihi Operation on the North Island of New Zealand has had a high number of complaints due to the proximity of the mining operation to residential areas (with a resident population of more than 4,500 people).

Community support for the operation and its related activities is crucial to the ongoing viability of the mine, particularly in relation to the management of vibrations from underground blasting activities.

Stringent regulatory requirements apply to our operations, including strict procedures for responding to and managing complaints. The Waihi Operation has a well-defined and

accessible grievance mechanism with multiple channels available to the community to make their complaints known and recorded. All feedback and complaints from the community are reported to management daily and used to inform operational planning.

The process for responding to complaints at the Waihi Operation requires a maximum response time of one working day, and this has been consistently applied. The Waihi Operation Community Engagement Line is a 24-hour free phone service that deals with queries, concerns and complaints. Complaints received are registered and then logged into the complaints database.

As an example of the process, sound monitoring is undertaken after receipt of a noise complaint. Blast vibration data is obtained from our online records following a blasting-related complaint. The source of the effect is investigated and located wherever possible and appropriate mitigation action is taken where practicable. All of the relevant monitoring data and mitigation actions are recorded in the database. Complainants are informed of the monitoring results, the outcome of any investigation and the mitigation action taken.

*Image: Gold was first discovered in Waihi in the 1800s. Like many mining towns, the community was established around the mine as you can see around the Martha Open Pit.*

## Whistleblower service

All stakeholders can report concerns relating to non-compliance with our Code of Conduct or unacceptable conduct through our independent, confidential whistleblower hotline.

Concerns can be raised with our whistleblower protection officers or through our independent and confidential 24-hour whistleblower hotline service provided by Deloitte. Anyone can use this service by emailing [oceanagold@deloitte.com.au](mailto:oceanagold@deloitte.com.au). Alternatively, a full list of whistleblower service phone numbers for each country we operate in can be found in our Whistleblower Policy on [our website](#).

Where disclosures are substantiated, we take appropriate remedial action and advise the reporter on the progress and outcome of the process. We will not tolerate any form of retaliatory or discriminatory action against anyone who makes a disclosure or participates in an investigation.

In 2019 four complaints were reported through Deloitte’s whistleblower service in relation to conflict of interest and occupational health and safety. These matters have been investigated and resolved.

## Indigenous Peoples

We identify and acknowledge Indigenous Peoples, their duly elected representatives and their significant sites. We support ongoing engagement to anticipate and avoid adverse impacts or to minimise and mitigate such impacts.

In 2019 we launched OceanaGold’s Human Rights Standard, which outlines specific requirements for engaging with Indigenous Peoples. The standard requires developing a knowledge base of Indigenous Peoples’ connections to land, water and natural resources, cultural traditions and traditional decision-making structures.

The standard states OceanaGold should meet with potentially impacted Indigenous Peoples and relevant government authorities and agree on appropriate engagement and consultation processes. This should be done in a manner consistent with free prior informed consent (FPIC) and as early as possible during project planning.

FPIC is defined in the [United Nations Declaration of the Rights of Indigenous Peoples](#) and International Finance Corporation [Performance Standard 7 \(IFC PS7\) Indigenous Peoples](#).

We advocate for, and are committed to, responsible mining. We do not support any persecution or operate our business in a way that raises the risk of persecution for indigenous (or non-indigenous) environmental and human rights defenders. As a company we value and respect a broad range of views. We are always open to dialogue and we value the potential for ongoing engagement with stakeholders to continually improve the way we operate.

There were zero Incidents of violations involving rights of indigenous peoples in 2019.



*Pastor Efren from the Life Way Bible Church in the host community of Didipio has been leading services for our workforce at our Didipio Mine since 2012.*

## Indigenous agreements in place

Our operations in New Zealand have six formal agreements in place with iwi. These memorandums of understanding acknowledge the relationship between indigenous communities and OceanaGold and agree to an approach for collaboration. The MOUs recognise the special status of each iwi as separate and distinct from each other and other groups. As such, the content of MOUs is confidential.

Operation	Memorandum of Understanding (MOU) signed	
Waihi	5	The latest MOU was signed in 2019 with the group Ngati Puu. A further four are in place and currently under review with Ngati Hako, Ngati Maru, Ngati Koi and Ngati Tara Tokanui. A draft MOU with Ngati Tamatera has yet to be agreed.
Macraes	1	We have signed an MOU with three Runanga: Puketeraki, Otakou and Moeraki Runanga: governing councils and administrative groups of the local Maori community.
Haile	0	MOUs are not required for the current mine scope. While the mine is not on Catawba Indian Nation land and we do not have an MOU with them, we do engage with them as a key stakeholder for Haile Gold Mine.
Didipio	0	There are currently no formally recognised ancestral domain or native title rights across our mine area. However, local communities and our employee population self-identify as Indigenous Peoples from a number of cultural communities (tribes) in the Philippines. We acknowledge the diversity of Indigenous Peoples and engage accordingly.

### Performance in brief: Social change assessment at the Didipio Mine



A social change assessment conducted at Didipio Mine in 2019 collected data to inform the mine's future community-focused operational decision-making. The project was key to understanding the potential impacts of our operations and, ultimately, to enhance our social performance.

The assessment identified and analysed the social changes that have occurred since mining operations began in 2013 and how they were perceived by local stakeholders, which involved 14 barangays (villages) around our site and 36 families. We collected qualitative data through case studies, focus groups and in-depth interviews with the selected population mix.

We also developed a remote sensing project that collected relevant geo-spatial data to look at changes in the mining footprint and, subsequently, the surrounding landscapes. This included artisanal mining, access roads and forestry across Didipio Mine's lifecycle.

The next phase will look at the analysed data to forecast the mine's potential future social impacts so appropriate risk-based mitigation measures can be applied.

*Image: External Affairs and Social Performance Systems Advisor Danielle Crawford presented the results of the study at the Sustainable Mining 2019 conference in Santiago, Chile. In her presentation she discussed the social changes that occurred as a part of the Didipio Mine's projects and operations.*

## Resettlement

In 2019 we launched our Land Access and Resettlement Standard, which establishes the requirements for managing all forms of temporary and permanent land access related to exploration, development and operations, as well as associated areas and facilities. It ensures that all land access plans align with OceanaGold's four Responsible Land Access Principles:

1. avoidance of displacement impacts
2. fair market and replacement value
3. legal compliance and social legitimacy
4. fairness, equity and transparency.

The standard covers all involuntary or voluntary resettlement impacts in the form of either physical or economic displacement. It is understood displacement can happen in any phase of the mine life cycle and commitments should be maintained in case of operation suspension or mine closure. The standard applies regardless of the number of people displaced, the level of severity of displacement impacts and if land access is undertaken by OceanaGold or by one of its subsidiaries, a government, a contractor or subcontractor or a joint venture partner.

No in-voluntary resettlement occurred at any of our four operations in 2019. All land purchases completed were willing-seller, willing-buyer.

### **Performance in brief: research consortium looks at the social aspects of mine closure**

*"We are looking forward to participating in further research projects to ensure there is broad industry focus on the social and technical integration of mine closures."* – Sharon Flynn, EVP and Head of External Affairs and Social Performance.



In 2019 OceanaGold became one of seven multinational mining companies that invested in a three-year research program aimed at better understanding how the social dimensions of mine closures are being considered, understood and managed.

The program is being led by the Social Aspects of Mine Closure Research Consortium, a multi-party, industry-university research collaboration. It is an initiative of The University of Queensland's Centre for Social Responsibility in Mining and was established to conduct research that challenges traditionally accepted industry norms and practices and seeks new approaches that place people at the centre of mine closure.

In addition to understanding how the social aspects of mine closures are considered and managed by industry, the consortium will identify strategies for improving post-mining features for host communities and seek to better integrate social dimensions into the mine lifecycle transformation in the transition towards closure and beyond.

At OceanaGold, we understand integrating social aspects into mine closure planning gives us a more complete understanding of the risks that closure generates for host communities and other stakeholders. This knowledge enables mitigation measures to be identified and implemented and for mine closure cost estimates to be more rigorous.

Through the consortium, we are helping to drive the integration of social dimensions into the mine lifecycle and lift the industry's performance by sharing and adopting leading closure planning practices. Initial research has found the industry has gained deep expertise in the technical aspects of closure. However, equivalent expertise needs to be developed to address the multiple social aspects of mine closure. This includes workforce planning, housing, town normalisation, post-mining economies, issues associated with infrastructure and services for a resident population, stakeholder engagement, heritage management and agreements with local and indigenous communities.

*Image: Visitors viewing the historic pumphouse on a public tour of the Waihi Operation.*

# Environment

We are committed to environmental compliance, conserving biodiversity, responsible closure planning and legacy management and managing emissions, water and effluents

Flowering Manuka, planted as part of our ongoing rehabilitation at the Reefton Restoration Project in the South Island of New Zealand.

## Targets and results

	2019 targets	2019 outcome	Notes	2020 targets
Lag indicators	Zero level three or greater environmental events	Achieved		Zero level three or greater environmental events
Lead indicators	Corporate environmental audit compliance >80%	Achieved	87%	Corporate environmental audit compliance >80%
	100% completion of planned rehabilitation	Partially achieved	90% Macraes did not reach 100% of its rehabilitation target due to an extension of scope for the tailings storage facility rehabilitation	>90% of 2019 Audit corrective actions addressed
	Review environmental operational standards which are mapped to external best practice guidance	Achieved		
Corporate environmental projects	Complete gap assessments and corrective action plan for each site against the new water, tailings management and closure standards	Achieved		Complete gap assessments and corrective action plan for each site against the new Statements of Position: Cyanide, Biodiversity and Climate Change, Energy Use and Greenhouse Gas Management
	Launch environmental statements of position for water, closure, biodiversity, cyanide, tailings management and energy and greenhouse gas	Achieved		>90% of corrective actions from the gap assessments for Statements of Position: Water, Closure and Rehabilitation and Tailings Storage Facilities
				Gap assessment against World Gold Council requirements undertaken. Corrective action plan developed and implemented

## Our environmental approach

We are committed to ongoing engagement with stakeholders and reporting our environmental performance against environmental topics. At each operation we work closely with our regulators and regularly host them at our sites. We also report all key and material environmental data annually in our sustainability report.

Across OceanaGold we continue to focus on reviewing and improving internal systems to enhance our environmental performance, improve transparency and aid data collection.

In 2019 we reviewed our approach to environmental governance. Our revised environmental governance structure now consists of three main components:

1. Environmental Policy
2. environment statements of position
3. environmental operational standards.

In undertaking this work, we reviewed the OceanaGold Environmental Policy and developed statements of position for our environmental material risk areas of water, closure and rehabilitation, biodiversity, tailings storage facilities, cyanide and climate change and energy use and CO<sub>2</sub> emissions management. We also reviewed our environmental standards. Our statements of position publicly commit OceanaGold to specific actions in each of our environmental material risk areas.

The environmental operational standards set the minimum requirements for our operations in relation to environmental management. During the revision process we have mapped our standards to externally recognised good practices, including the International Council for Mining and Metals, World Gold Council and International Finance Corporation requirements.

As a member of the World Gold Council, we formally endorsed the new Responsible Gold Mining Principles in 2019. Our plan for how we will achieve conformance to the principles before 2022 is outlined on page 24 of this report and includes all sites being externally audited on key environmental areas.

In managing our impacts we use the widely accepted mitigation hierarchy of avoid, minimise, restore or rehabilitate and/or offset to address effects on social, cultural and environmental uses and values in the areas where we operate. This hierarchy is built into our environmental operational standards. Details of our environmental governance policies and plans implemented at each operation are available in Appendix 5 of this report.

## Our performance

### Environmental audits

In 2019 we significantly improved our environmental auditing results for our Haile Gold Mine as we continued to embed OceanaGold's operational standards into the mine's daily operation. The Didipio Mine and Macraes and Waihi operations all recorded continuous improvement in relation to their audit results.

The 2019 corporate audits focused on the following standards:

- used hydrocarbons
- environmental noise and vibration
- hazardous waste
- waste rock.

<b>Audit performance</b>	<b>2019</b>	<b>2018</b>
Macraes	81%	76.2%
Didipio	95%*	90.4%
Waihi	92%	90.8%
Haile	81%	59.8%
<b>Average</b>	<b>87.3 %</b>	<b>79.3 %</b>

\*A desktop audit was conducted for the Didipio Mine in 2019 due to the temporary suspension of the operation at the time the audit was scheduled.

## Compliance

We continued our strong focus on operational controls and environmental management across all sites throughout 2019.

We did not have any significant (level three or above) environmental incidents in 2019 (including spills). We captured minor technical and administrative breaches through our internal compliance monitoring system, as reported in the table below.

In 2019 we registered the lowest number of non-compliant events in five years. These did not result in any action by a regulator or other agency. There were no significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations in 2019.

### Non-compliant result or technical/administrative non-compliance matter (minor in nature)

	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Didipio	0	3	0	40	74
Haile	1	15	0	NA	NA
Macraes	33	32	35	44	33
Waihi	2	1	2	2	NA
<b>Total</b>	<b>36</b>	<b>51</b>	<b>77</b>	<b>86</b>	<b>107</b>

Iron in groundwater occurs naturally near the Macraes operation; however, a local limit was placed in the Macraes Consent conditions. In early 2020 the regulator confirmed the iron is naturally occurring and does not impact downstream water quality. In response to a request from the operation, the regulator raised the local compliance limit.

## Emissions and energy use

In 2019 we released a statement of position for climate change, energy use and greenhouse gas management. The statement outlines our commitment to:

- understanding and managing the risks of climate change to our business and to the global community
- managing CO2 emissions and energy use through responsible procurement
- our focus on operational efficiency, continuous improvement and, where possible, sustainable carbon offset arrangements.

In 2020 we will commence climate change-related risk and opportunity reviews that will be reported to our Board. We will also develop strategies to mitigate the risks associated with climate change and establish measures and targets to improve the efficiency of our energy use and to minimise our greenhouse gas emissions intensity.

Since 2018 we have been monitoring our key energy sources monthly to enhance our understanding of energy consumption and continually improve site-specific energy and greenhouse gas management plans.

Both our direct energy use and related CO2 emissions increased by four per cent in 2019. This was primarily attributed to the continuing ramp-up in production at the Haile Gold Mine and increased diesel consumption at the Macraes Operation. Our indirect energy use increased by one per cent, while our indirect CO2 emissions have decreased by three and a half per cent mainly as a result of the suspended operations at the Didipio Mine during 2019.

### 2019 energy use and CO2 emissions

	2019
Energy – total direct (fossil fuel in GJ)	1,853,352
Energy – total indirect (electricity in GJ)	1,673,009
Total energy consumption (GJ)	3,526,361

	2019
Greenhouse gas emissions (tCO2e) – direct scope 1*	129,160
Greenhouse gas emissions (tCO2e)- indirect Scope 2*	117,845

\*Gases included in emissions calculations are limited to CO2 and consolidation is undertaken using an operational control approach. To calculate emissions, direct and indirect energy sources are converted to GJ's, then specific emissions factors are applied to each energy source to calculate emissions.

Detailed direct and indirect energy use data and direct (scope 1) and indirect (scope 2) CO2 emissions data and our sources of emissions factors are available in Appendix 5 of this report.

## Electricity mix in regions where OceanaGold operates

Using our electricity consumption data and the information from the table below we have calculated that 52 per cent of our electricity is from renewable sources, 11 per cent from nuclear and the remaining 37 per cent from fossil fuels.

Country – region	Share of renewable energy in grids*	Source of information
New Zealand	84% of renewable energies	New Zealand government <a href="https://www.mbie.govt.nz/dmsdocument/7040-energy-in-new-zealand-2019">https://www.mbie.govt.nz/dmsdocument/7040-energy-in-new-zealand-2019</a>
Philippines: Luzon	14% of renewable energies	Asian Development Bank <a href="https://www.adb.org/sites/default/files/publication/463306/Philippines-energy-assessment-strategy-road-map.pdf">https://www.adb.org/sites/default/files/publication/463306/Philippines-energy-assessment-strategy-road-map.pdf</a>
USA: South Carolina	6.7% renewable energies, 58.3% nuclear energy	US Energy Information Administration <a href="https://www.eia.gov/state/print.php?sid=SC">https://www.eia.gov/state/print.php?sid=SC</a>

\*Renewable energy sources included are hydro, biomass, wind, solar and geothermal.

## Water and effluents

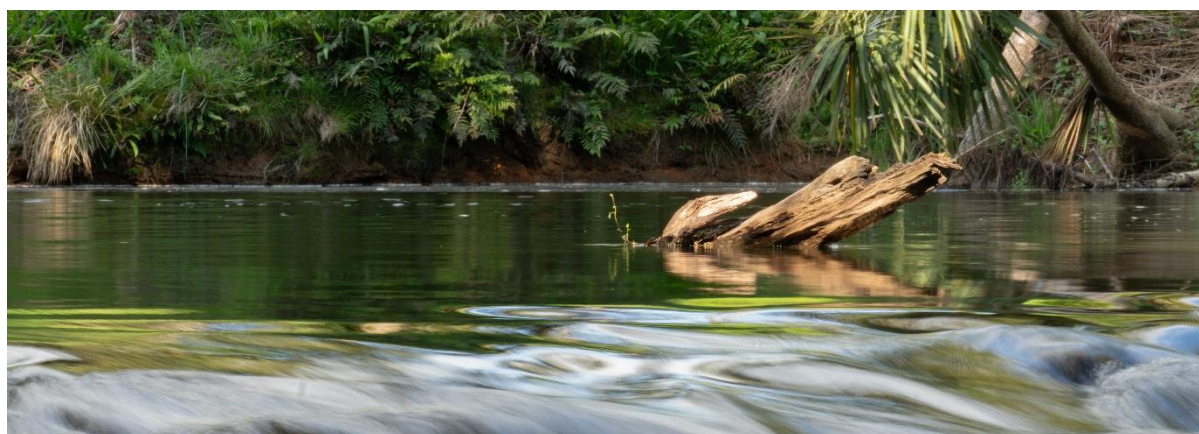
### Water management

In 2019 we launched a statement of position on water management that outlines our commitment to:

- reducing water-related impacts through collaboration, partnerships, product stewardship and minimising our use
- our focus on operational controls, improving operational performance
- managing water to meet the compliance requirements of each host jurisdiction and the requirements of the OceanaGold Water Management Framework.

In 2020 we will establish the Water Management Framework including governance standards and operational performance requirements and will continuously review and improve the framework against the requirements of leading globally-recognised standards.

We actively manage site water sources to protect the environment and host communities. None of our operations are in areas under water stress or withdraw or discharge water with total dissolved solids greater than 1,000 milligrams per litre.



*Ohinemuri River, Waihi, New Zealand.*

	Total water consumption (cubic metres)		Total water consumption in areas of water stress	Change in water storage if storage is identified as having a significant water-related impact
	2019	2018		
Didipio	-3,911,222	-6,658,308	Nil areas of water stress	Nil identified
Haile	487,685	782,026	Nil areas of water stress	Nil identified
Macraes	2,029,193	2,020,582	Nil areas of water stress	Nil identified
Waihi	-1,151,309	-2,344,093	Nil areas of water stress	Nil identified
<b>Total</b>	<b>-2,545,653</b>	<b>-6,199,793</b>		

At the Waihi Operation and Didipio Mine, we release more water than we take, resulting in the negative values in the table above. Water is captured as rainfall and released. Water release in 2019 was lower than in 2018 due to droughts experienced in the Waihi region and the Didipio Mine's temporarily suspended operations. Haile improved its water consumption in 2019, discharging more water relative to extraction than it did in 2018.

Our operations proactively reduce water use and maximise water recycling. Where possible, we reduce our need to extract water from local catchments and ensure our host communities maintain access to healthy water sources.

We actively monitor any water discharge from our operations, which will meet the operation-specific limits that local regulators set and our own water management standard. These limits are set through a regulatory process and are based on robust environmental impact assessments, considering appropriate mitigation.

Water discharge from operations is monitored and assessed regularly and in 2019 all water discharged from our operations met the site-specific discharge limits set by host country regulators. We do not discharge into marine water bodies (the ocean).

	Water discharge destination
Waihi	Ohinemuri River
Macraes	N/A (water is not directly discharged but is stored and evaporates or is recycled)
Haile	Tributary of the Little Lynches River
Didipio	Dinauyan River

The potential to reuse wastewater from our processing facilities has increased across all our operations. At the Waihi Operation, Haile Gold Mine and Didipio Mine, water treatment plants treat process water for recycling or release. At the Macraes Operation, water passes through a cyanide destruction plant prior to being stored and then evaporates or is recycled. These treatment plants are designed and operated to treat substances identified through the regulatory permitting process.

In 2019 we withdrew 25,508 megalitres of water at our operations. Overall, our groundwater take is much larger than our surface take (from rivers) and we discharge more water than we withdraw.

### Water withdrawn and discharged (megalitres)

	Didipio	Haile	Macraes	Waihi	Total
Surface take	1,007	0	1,430	31	2,468
Groundwater take	15,436	957	599	3,153	20,146
Third-party take*	0	334	0	14	348
Surface discharge	20,060	804	0	4,095	24,959
Groundwater discharge	295	0	0	254	549

\*Third-party water is water that is provided (normally at a cost) by the local municipality and is often referred to as potable water.

### Total water withdrawn and discharged (megalitres) including groundwater

	2019	2018
Total volume withdrawn	22,963	22,004
Total volume discharged*	25,508	22,004

\*Total volume discharged includes groundwater

### Waste management

Robust waste management is central to our ability to minimise long-term legacy impacts. Our mining activities produce two main waste streams: rock (for example, excess rock and tailings) and other waste (for example, used oil, rags, batteries, fluorescent lamps).

Each operation has a waste management plan that describes how each waste stream will be managed. Based on the fundamental principles of reduce, reuse and recycle, each waste management plan will also address the design, location and operational management of all waste storage facilities located onsite and any monitoring requirements for the waste streams to minimise long-term impacts from our waste management practices.

Our operations ensure all hazardous waste is appropriately managed onsite. Where waste is required to be transported from site, we use licensed and approved waste transport contractors and recycle or dispose waste at licensed and approved facilities.

All of our operations have a detailed waste rock management plan that defines stack construction, drainage, layout, height and other dimensions. The plan also details mitigation measures to manage any acid and metal-generating material that may be found in extracted overburden material.

We implement strategies to reduce the potential discharge from acid-generating material (such as rock we move to reach gold-bearing rock). This includes the early identification of all non-acid forming (NAF) and potentially acid forming (PAF) material that is segregated and stacked to ensure PAF material is encapsulated. This technique is resource industry best practice and is incorporated in waste rock management plans where required.

## Waste generation

	2019	2018	2017	2016	2015
Waste rock (tonnes)	66,920,905	52,753,370	53,659,080	75,297,854	52,295,788
Tailings (tonnes)*	12,812,606	12,151,463	12,712,215	10,977,217	11,220,077
Hazardous (oils) (L)	432,679	342,288	271,738	240,329	209,392
Waste to landfill (tonnes)	1,966	1,230	1,273	1,426	603
Hazardous (tonnes)	404	456	419	370	-

\*This is the weight of dry material sent to tailings.

### Performance in brief: Haile's Cyanide Code certification



In July 2019 Haile Gold Mine achieved full compliance certification from the International Cyanide Management Institute (ICMI) following the first external audit of cyanide management at the mine.

ICMI compliance was a critical step for Haile Gold Mine in South Carolina to demonstrate its excellent performance in responsible and safe mining practices.

In addition to Haile, cyanide is used at our Waihi and Macraes operations in New Zealand as a critical ingredient to extract gold from ore during processing. Inappropriate management during this process can lead to significant impacts on our communities, workers and the environment. We have a strong focus on responsible management.

This is demonstrated in our Cyanide Statement of Position, which publicly states our commitment to the responsible management of cyanide. In this statement we commit to continue managing all aspects of cyanide during the extraction process, from transport and handling through to usage and disposal in accordance with the requirements of each host country. We have also committed to meet the principles of the International Cyanide Management Code.

*Image: The reagent building at Haile with sodium cyanide ISO container in the unloading station.*

## Biodiversity

In 2019 we released a statement of position on biodiversity management that outlines our commitment to reducing impacts on biodiversity and to manage all aspects of our business to meet the compliance requirements of host country regulations, minimise operational impacts and seek opportunities to foster biodiversity.

In 2020 we will develop an OceanaGold Biodiversity Management Framework incorporating operational standards that detail management performance requirements. We will continuously review and improve the framework against the requirements of leading globally-recognised standards.

We conduct biodiversity assessments prior to exploration, development and operations and throughout the life of the mine. We effectively manage the land under our stewardship, including protecting biodiversity and cultural values. We understand some of our host communities have a long-standing connection to the land we lease or own and this will be respected. Our existing land management practices include:

- sediment and erosion control
- waste rock siting and management
- storm water diversion
- soil profiling and management
- soil conservation
- progressive rehabilitation
- hydroseeding pit walls and waste rock stacks.

We take great care to minimise our environmental disturbance by ensuring our workforce takes practical steps with equipment and during their daily work activities. This is enhanced with regular, site-based environmental management training sessions and internal communication updates.

### Land disturbance and rehabilitation (Ha)\*

	2019	2018**	2017	2016	2015
Total land disturbed at beginning of reporting period	2,479	2,278 (was 2,336)	2,485	2,159	1,643
Amount of newly disturbed land	15	208	115.6	518	272.5
Total amount of land newly rehabilitated to the agreed end use within the reporting period	21	7	12.4	52	32
Total land disturbed at the end of the reporting period	2,473	2,479 (was 2,544)	2,558	2,626	1,683

\*Total land disturbance figures represent total disturbance to date over the life of the mine.

\*Area determined by GIS (graphic information systems mapping), site surveys and aerial photography.

\*\*2018 totals have been adjusted to reflect the addition of newly disturbed land in 2018 that had not been recorded in the sustainability report. The totals also reflects the removal of roads from the Didipio rehabilitation area.

Many of our sites connect high biodiversity areas and support, or have the potential to support, species and ecological communities that are significant. As part of our environmental assessments, we map key flora and fauna species that are known to exist within the areas we operate and adhere to strict protocols as set out by each area's environmental governing bodies.

The Archey's Frog (*Leiopelma archeyi*), found in the Coromandel Peninsula, is listed as critically endangered but with a stable population on the [IUCN Red List](#). This is the region where we are currently conducting exploration of the Wharekirauponga (WKP) deposit, approximately 10 km north of our Waihi Operation.

We conduct our exploration activities at Wharekirauponga under strict conditions required by the New Zealand Department of Conservation and are conducting extensive ecological surveys as part of our exploration program. We have ruled out any possibility of open cut mining on the surface at Wharekirauponga. More information about our responsible approach to exploration at Wharekirauponga is available on [our website](#).

Opportunities for rehabilitation are limited at most sites. Most of the land currently disturbed at our operations is considered active and not available for rehabilitation.

Additional biodiversity data is available in Appendix 5 of this report.



*Concentrate haul truck drivers Bernardo and Randy from our Didipio Mine planting trees to mark World Ozone Day 2019.*

### Performance in brief: pest control for ecological restoration at Reefton



Pest control is one of the most important measures we take to improve biodiversity and protect vulnerable native species at our operations.

The Reefton Restoration Project in New Zealand is located in a native forest, where invasive pests such as rats and possums impact on the area's native species, particularly birds.

The pest control program is well established. It commenced as a requirement of our access arrangement when the former Globe Progress Mine was commissioned and has expanded as the mine went into closure. The program strictly follows Department of Conservation practice guidelines, which also approve our permit to trap.

The pest control program is run in partnership with the Rainy Creek Ecological Restoration Program, a local NGO that manages trap lines running through a high-value conservation area adjacent to Rainy Creek near our project site at Reefton. OceanaGold provides the Rainy Creek team with transport and resources, including maps locating the traps.

We now have more than 60 traps in place along site access roads and around administrative buildings and mining workshops. In 2020 we will place an additional 30 traps around Fossickers Lake to increase pest control around the establishing wetlands, where we have seen a notable increase of bird activity.

*Image: Environmental and Restoration Technician, Megan, checking a rat and stoat trap on site.*

## Closure

In 2019 we launched a statement of position on closure and rehabilitation management. This outlined our commitment to delivering long-term positive legacies to the communities that host our operations. It also outlines how we manage closure and rehabilitation to meet the compliance requirements of our host jurisdiction regulations and the requirements of our Closure and Rehabilitation Framework.

In 2020 we will establish a Closure and Rehabilitation Management Framework including governance standards and management performance requirements. We will continuously review and improve the framework against the requirements of leading globally-recognised standards.

Planning for how we close and rehabilitate our mines is part of our ongoing mine management and planning. These plans incorporate the ways we can mitigate the operational impacts of our mines and include post-closure environmental, economic and social impacts. We also progressively rehabilitate where mining activities have been finalised.

## Our closure projects

We continued closure work at four sites in New Zealand, Australia and El Salvador in 2019. More information about our closure projects is available on [our website](#).

Project	Progress in 2019
Reefton Restoration Project (former Globe Progress Mine) South Island, New Zealand	As at the end of 2019 more than 118 ha (of the roughly 260 ha of disturbance) has been completely rehabilitated. This includes the beached surface of Fossickers Tailings Impoundment, which was capped and restored in 2019 with Beech and Manuka planted during the spring planting season
El Dorado (exploration project) El Salvador	We completed all property sales, continuing the process of dissolving our companies and assets in the country
Junction Reef (former Junction Reef Mine) Australia	Ongoing water monitoring



*The tailings storage facility at the former Junction Reef Mine has been capped, rehabilitated and returned to its pre mining use of agriculture. Other areas of the site contain areas of high environmental value to both the New South Wales Government and the local community, who are represented by the Junction Reef Reserve Trustee.*



*The former Globe Progress Mine (now known as the Reefton Restoration Project) is located at Reefton, within the Victoria Forest Park, on the west coast of New Zealand's South Island.*

## Tailings management

We design, construct and manage tailings storage facilities (TSF) in compliance with all host country TSF regulations and, where applicable, any additional requirements consistent with our TSF management standards and framework.

In 2019 we completed a program of work to improve our governance and management approach to TSF. This included:

- corporate statement of position on tailings facilities
- corporate Tailings Governance Committee including the CEO, Executive Committee members and an independent TSF expert
- updated operational standards benchmarked against external guidelines
- public web page with information about our TSF, which includes copies of the Church of England response letter and associated data disclosure file.

In 2019 we committed not to undertake any new construction of upstream TSFs and to independently assure TSF-related disclosures in line with Global Reporting Initiative requirements.

In 2020 we will develop further corporate guidance in relation to the management of TSFs and continue to operate the Tailings Governance Committee to ensure appropriate oversight is maintained at a senior level within OceanaGold.

Our approach to tailings storage facility risk management involves three steps:

1. robust design and site management including permitting, operational management, monitoring and reporting
2. regular auditing of conformance with internal standards and permit requirements at a site and corporate level
3. independent reviews by third-party independent experts.

We use the following methods of tailings storage:

Didipio	Haile	Waihi	Macraes	Reefton
Downstream (1) Paste backfill (underground)	Downstream (1) with composite clay/HDPE liner	Downstream (2)	Downstream with upstream lift (2) Downstream (1)	Downstream (1) In-pit storage (1)

Descriptions and illustrations of our TSFs are available on [our website](#).

At the Didipio Mine, up to 40 per cent of inert mine tailings are diverted to a processing plant where they are mixed with cement and used as backfill material for underground mine voids. This reduces the volume of tailings delivered to the TSF.

We also have two TSFs at Junction Reefs (a joint venture mine in New South Wales, Australia) that are now closed and rehabilitated. One was an in-pit storage and the other a traditional TSF. Both have been capped and revegetated.

More detail about our TSF and management is available on [our website](#).

## Investor mining and tailings safety initiative

In April 2019 the Church of England Pensions Board and the Council on Ethics of the Swedish National Pension Funds wrote to the CEOs of 726 extractive companies requesting public disclosure about their TSFs. The letter contained 20 questions, with guidelines for compiling responses. Questions related to the exact location of TSFs as well as key design characteristics such as current volume, height of the facility, age of the facility, the raising method used and the dam hazard categorisation.

We responded in June 2019 and were among the 47 per cent of all contacted companies that did respond. We provided full disclosure related to the questions for our 11 TSFs. Our disclosure noted:

- all of our facilities have a closure plan in place and that this plan includes long-term monitoring
- none of our TSFs has ever failed to be confirmed or certified as stable, nor have they experienced any notable stability concerns at any point in their history
- all of our TSFs have full and complete relevant engineering records including design, construction, operation, maintenance and/or closure.

In November 2019 the Investor Mining and Tailings Safety Initiative (IMTSI) reported on the responses to their disclosure request.

Our letter of response, supporting information and the IMTSI report are available [here](#) and on [our website](#).



*Tailings storage facility and waste rock stacks being progressively rehabilitated at the Didipio Mine*

## Performance in brief: Peer review of tailings management in Waihi



Both tailings facilities at our Waihi Operation have extensive monitoring controls in place and are independently peer reviewed annually by a group of technical experts.

The two downstream facilities were originally designed by an independent third-party expert in accordance with the New Zealand Society of Large Dams guidelines and based on a high potential impact classification. This is the highest risk category and is conservative for design purposes. The

two structures were constructed around existing topographical features so that the final landforms will blend in with the surrounding landscape.

Both tailings facilities have the following controls in place:

- a monitoring plan reviewed and approved by local regulators
- extensive internal monitoring requirements
- detailed annual reporting requirements reviewing the stability and performance of pollution controls and environmental effects
- annual peer review of the construction and operation of the facility.

Decommissioned in 2005 and still frequently monitored, the first facility has provided OceanaGold with a substantial database spanning more than 20 years and demonstrating its continued excellent performance. The excellent water quality from this facility means that any excess water can be discharged directly into the nearby Ohinemuri river.

Recognising the cultural aspects of our activities during operation and rehabilitation, iwi (Maori) participant joined the review team in 2019, which comprises geotechnical, hydrogeological, geochemical and rehabilitation experts. Peer reviewers are external experts—either from government institutions (e.g. research centres and universities) or consultants—selected in collaboration between our regulators (Waikato Regional Council and Hauraki District Council) and the Waihi Operation.

*Image: Tailing storage facility at the Waihi Operation the North Island of New Zealand.*

# Appendices

Haul truck in the Coronation north  
Open Pit at the Macraes Operation



# Appendix 1: Bureau Veritas assurance report

## INDEPENDENT ASSURANCE STATEMENT



**To: The Stakeholders of OceanaGold Corporation**

### Introduction and objectives of work

Bureau Veritas Australia Pty Ltd ("Bureau Veritas") was engaged by OceanaGold Corporation ("OceanaGold") to provide independent limited assurance of its 2019 Sustainability Report ("the Report"). This Assurance Statement applies to the related information included within the scope of assurance described below.

This information and its presentation in the Report are the sole responsibility of the management of OceanaGold. Bureau Veritas was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance of the accuracy of information included. This is the fourth year in which we have provided limited assurance over the OceanaGold Sustainability Report.

### Scope of Assurance

OceanaGold requested Bureau Veritas to verify the accuracy and assure the material disclosures, both qualitative and quantitative, presented in the Report. The Report was prepared in accordance with the GRI Standards: Core option and the GRI G4 "Mining and Metals Sector" Disclosures. The complete list of assured elements is referred to within the GRI Index of the Report.

The scope of work was limited to the data and information related to OceanaGold's four operating assets: Haile Gold Mine (USA), Didipio Mine (Philippines), Waihi Gold Mine (NZ) and Macraes Operations (NZ) for the period of 1<sup>st</sup> January 2019 to 31<sup>st</sup> December 2019.

### Methodology

As part of its independent limited assurance, Bureau Veritas undertook the following activities:

- Interviews and follow-up communication with relevant personnel;
- Review of documentary evidence produced by OceanaGold representatives;
- Audit of performance data and factual information including source verification; and
- Review of OceanaGold's processes for identification, aggregation and analysis of relevant information, report content and performance data.

Our work was planned and executed in a manner designed to produce a limited level of assurance and to provide a sound basis for our conclusions.

Our assurance process is aligned with and informed by Bureau Veritas' standard procedures and guidelines for external verification of sustainability reports, GRI Sustainability Reporting Standards, GRI G4 "Mining and Metals Sector" Disclosures and the International Standard for Assurance Engagements (ISAE) 3000.

### Our findings

On the basis of our methodology and the activities described above, we provide limited assurance that:

- Nothing has come to our attention to indicate that the reviewed statements within the scope of our verification are inaccurate and the information included therein is not fairly stated; and
- It is our opinion that OceanaGold has established systems for the collection, aggregation and analysis of relevant information and quantitative data.





### **Evaluation against the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards)**

The Report was prepared in accordance with the GRI Standards: Core option and the GRI G4 "Mining and Metals Sector" Disclosures, including appropriate consideration of the reporting principles, profile disclosures, management approach disclosures and performance indicators.

Bureau Veritas' evaluation of the Report included cross checking the GRI Index against referenced documents.

### **Limitations and Exclusions**

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined reporting period;
- Statements of commitment to, or intention to undertake future actions by OceanaGold;
- Statements of position, opinion, belief and/or aspiration by OceanaGold;
- Financial data audited by an external third party; and
- Other sites and activities not included in the scope.

This independent assurance statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

### **Statement of independence, impartiality and competence**

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 200 years history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with OceanaGold, its Directors or Managers beyond that required of this assignment. We have conducted this assurance independently, and there has been no conflict of interest.

The independent assurance team has extensive experience in conducting assurance over environmental, social, security, safety, health and ethical information, systems and processes, and through its combined experience in this field, an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

**Bureau Veritas Australia Pty Ltd**  
**18<sup>th</sup> June 2020**

**Jeremy Leu**  
**Manager - Sustainability Services**



## Appendix 2: Responsible Mining Committee summary and 2019 work program

### *Outline of the Responsible Mining Committee, the workplan delivered in 2019 and focus for 2020*

The Responsible Mining Committee is a forum to review and align corporate functional efforts to execute OceanaGold's Responsible Mining Framework. In 2019 the committee established a working group comprising employees key to advancing the work program.

#### Responsible Mining Committee membership

Role	Committee	Working group
EVP and Head of External Affairs and Social Performance	Y	
Head of Health, Safety and Environment	Y	
Corporate Manager, Environment	Y	Y
Corporate Manager, Communications	Y	Y
Corporate Manager, Health, Safety and Wellbeing	Y	Y
Corporate Senior Legal Counsel	Y	Y
Senior Group People and Culture Advisor	Y	Y
Systems Adviser, External Affairs and Social Performance	Y	Y
Corporate Manager, Investor Relations	Y	Y
General Manager, Studies	Y	
Vice President, Business Development	Y	
Vice President, Investor Relations	Y	
Community Relations and Communications Manager, Didipio Mine	Y	
Environment and Community Manager, Macraes Operation	Y	
Process Manager, Haile Gold Mine	Y	
Health, Safety and Environment Manager, Waihi Operation	Y	

In 2018 the Responsible Mining Committee developed a three-year workplan that summarises functional efforts to support ongoing implementation and improvements.

Elements of the workplan delivered in 2019 include:

- launched revised Responsible Mining Framework with updated policies, standards and guidelines for implementation across OceanaGold's operations, offices and sites
- identified key environmental material risks (closure, water, biodiversity, cyanide, TSF and energy and greenhouse gas emissions) and developed and launched statements of position for each of those areas
- review and planning of the requirements under the World Gold Council Responsible Mining Principles
- designed and built a management framework for External Affairs and Social Performance (EA and SP), including statements of position for artisanal and small-scale mining, contract transparency and the disclosure of taxes, royalties and other payments to government
- reviewed and updated the Anti-Bribery and Anti-Corruption Policy and launched online in-house training
- developed and implemented risk management training.

The 2020 work program includes:

- publish our first Modern Slavery Statement under the Australian *Modern Slavery Act 2018*
- prepare for external assurance, including internal audit, against the requirements of the World Gold Council Responsible Mining Principles
- develop and launch management frameworks to support key areas of environmental risk (closure, water, biodiversity, cyanide, TSF and energy and greenhouse gas emissions)
- develop and launch health, safety and wellbeing standards in the areas of health performance and safety performance
- internal audit of key components of the EA and SP management framework
- review and revise the Code of Personal Conduct into the Code of Business Conduct
- develop and launch a Supplier Code of Conduct and supplier engagement
- develop corporate inclusion and diversity strategy
- revise and launch the privacy informational handling framework and training for employees who handle personal data
- launch a revised Whistleblower Policy
- develop and commence implementation of a work program to enhance ESG reporting.

## Appendix 3: Additional health, safety and wellbeing information and data tables

Additional data and information in this section includes:

- health, safety and wellbeing TRIFR comparative data tables
- occupational health and hygiene programs
- occupational hygiene data registration
- safety leadership activity measures
- health and safety balanced scorecard
- year on year injury analysis.

### Health, safety and wellbeing TRIFR comparative data tables

All injury data supplied in the tables below includes medical treated, restricted work and lost time injury data but excludes minor injuries. These are the injuries we categorise as total recordable injuries as described below:

- recordable injury: injuries that result in classification as lost time injury, restricted duties injury or medically treated injury
- lost time injury: any injury or illness that results in one or more shifts away from work, excluding the day of the incident
- medical treated injury: any injury or illness that results in medical treatment but does not result in any lost or restricted shifts
- restricted work injury: any injury or illness that results in a person not being able to perform their normal duties.

	FY19							
	Male	Female	Contractors	Contractor TRIFR	Employees	Employee TRIFR	All workers	Total TRIFR
Recordable injury	26	1	6	2.13	21	4.42	27	3.57
Lost time injury	7	0	0	0	7	1.47	7	0.92
Medical treated injury	17	1	6	2.13	12	2.53	18	2.38
Restricted work injury	2	0	0	0	2	0.42	2	0.26
Occupational disease	0	0	0	0	0	0	0	0
Work-related fatalities	0	0	0	0	0	0	0	0

FY18								
	Male	Female	Contractors	Contractor TRIFR	Employees	Employee TRIFR	All workers	Total TRIFR
Recordable injury	35	2	10	3.03	27	5.61	37	4.53
Lost time injury	8	1	2	0.61	7	1.45	9	1.1
Medical treated injury	15	1	7	2.12	9	1.87	16	1.96
Restricted work injury	12	0	1	0.3	11	2.29	12	1.47
Occupational disease	0	0	0	0	0	0	0	0
Work-related fatalities	0	0	0	0	0	0	0	0

FY17								
	Male	Female	Contractors	Contractor TRIFR	Employees	Employee TRIFR	All workers	Total TRIFR
Recordable injury	39	0	20	4.28	19	3.81	39	4
Lost time injury	11	0	3	0.64	8	1.6	11	1.13
Medical treated injury	16	0	11	2.35	5	1	16	1.64
Restricted work injury	12	0	6	1.28	6	1.2	12	1.23
Occupational disease	0	0	0	0	0	0	0	0
Work-related fatalities	0	0	0	0	0	0	0	0

FY16								
	Male	Female	Contractors	Contractor TRIFR	Employees	Employee TRIFR	All workers	Total TRIFR
Recordable injury	42	0	27	4.14	15	3.76	42	3.99
Lost time injury	6	0	5	0.77	1	0.25	6	0.57
Medical treated injury	26	0	19	2.91	7	1.75	26	2.47
Restricted work injury	9	0	3	0.46	6	1.5	9	0.86
Occupational disease	0	0	0	0	0	0	0	0
Work-related fatalities	1	0	0	0	1	0.25	1	0.1

## **Occupational health and hygiene programs**

Occupational health and hygiene requirements are contained in our Integrated Management System. In 2019 work was undertaken to utilise our InHealth database to capture the work of the occupational nurses at our operations and collect and store all occupational hygiene data.

Adapting this system to occupational health reporting and retrieval will be a significant step in streamlining reporting. Analysing the correlation between occupational hygiene and the impacts on worker health is crucial to manage worker health holistically. The InHealth database has enabled us to look at data and trends for occupational hygiene and improve our ability to connect the impacts to workers' health.

Short-term targets are education and greater awareness and communication about occupational hygiene and the signs and symptoms of exposure. Management of worker health will continue to improve as we continue to move to a collaborative approach between the occupational hygienist, site nurse and occupational physician.

We employ registered nurses at all of our operations to preventatively identify any health and wellness issues within our workforce. All of our sites run health calendars that identify and promote health topics relevant to employees at that operation. Initiatives range from health talks and assessments to educational activities and collaboration with external agencies.

We now have employee health groups that focus on occupational hygiene stressors in the workplace. In 2019 occupational hygiene consultative forums enabled areas of concern to be shared and this facilitated greater transparency with the workforce. Health risk assessments will be revised in 2020 at our New Zealand operations to determine what is acceptable or unacceptable risk and where more monitoring is required to determine the risk.

Most of our operations engage independent, external occupational hygienists to develop monitoring programs, control plans and assess the risk of exposure to our workforce based on specific to site-identified risks. In late 2019 the Haile Gold Mine finalised its contract with an external provider and has this capacity available within the operation.

## **Occupational hygiene data registration**

Our 2019 target of 100 per cent use of InHealth for occupational hygiene monitoring data was not achieved due to operations being temporarily suspended at the Didipio Mine in 2019. Our other three operations now fully utilise InHealth. The result was increased transparency and an improved ability to control and investigate occupational hygiene stressors.

Significant effort was applied in 2019 to improve quality checks and control the accuracy and recording of occupational hygiene data across OceanaGold. Occupational health and hygiene sampling and analysis at our operations continued based on risk and the outcomes of prior monitoring results.

In 2019 reporting negative hygiene testing results similarly to health and safety incidents improved, with 26 new events entered in the system. The main elevated hygiene stressors identified in 2019 were noise, diesel particulate matter, mercury in the gold room and inhalable dust. Investigations were undertaken to determine why and control plans implemented where necessary.

## Safety leadership activity measures

Grouped Performance Ranking			
Less than 80% of individuals have achieved target	80% to 90% of individuals have achieved target	More than 90 % of individuals have achieved target	More than 90 % of individuals have achieved 120% target
Individual Performance Ranking			
Participant has not achieved target	Participant has achieved target	Participant has exceeded 120% of target	

## Year-on-year injury analysis

	2019	2018	2017	2016	2015
Nature of injury	<ul style="list-style-type: none"> <li>Laceration (48%)</li> <li>Fracture (22%)</li> <li>Sprain or strain (19%)</li> <li>Other (11%)</li> </ul>	<ul style="list-style-type: none"> <li>Laceration (51%)</li> <li>Sprain or strain (22%)</li> <li>Fracture (11%)</li> <li>Other (16%)</li> </ul>	<ul style="list-style-type: none"> <li>Laceration (33%)</li> <li>Sprain or strain (26%)</li> <li>Fracture (21%)</li> <li>Other (21%)</li> </ul>	<ul style="list-style-type: none"> <li>Laceration or cut (55%)</li> <li>Fracture (14%)</li> <li>Sprain or strain (7%)</li> <li>Other (24%)</li> </ul>	<ul style="list-style-type: none"> <li>Laceration (71%)</li> <li>Sprain or strain (14%)</li> <li>Fracture (10%)</li> <li>Other (5%)</li> </ul>
Mechanism of injury	<ul style="list-style-type: none"> <li>Struck by moving objects (30%)</li> <li>Caught in equipment (26%)</li> <li>Muscular stress (11%)</li> <li>Other (33%)</li> </ul>	<ul style="list-style-type: none"> <li>Struck by moving object (27%)</li> <li>Hitting object with body (19%)</li> <li>Caught in equipment (16%)</li> <li>Other (38%)</li> </ul>	<ul style="list-style-type: none"> <li>Struck by moving object (31%)</li> <li>Caught in equipment (15%)</li> <li>Muscular stress (15%)</li> <li>Other (38%)</li> </ul>	<ul style="list-style-type: none"> <li>Struck by moving object (41%)</li> <li>Caught in equipment (19%)</li> <li>Trip or fall from same level (12%)</li> <li>Other (28%)</li> </ul>	<ul style="list-style-type: none"> <li>Struck by moving object (38%)</li> <li>Caught in equipment (24%)</li> <li>Hitting object with body (9%)</li> <li>Other (29%)</li> </ul>
Body part injured	<ul style="list-style-type: none"> <li>Hands and fingers (44%)</li> <li>Arms and wrist (30%)</li> <li>Head—other than eye, ear and face (11%)</li> <li>Other (15%)</li> </ul>	<ul style="list-style-type: none"> <li>Hands and fingers (41%)</li> <li>Hips and legs (16%)</li> <li>Head—other than eye, ear and face (11%)</li> <li>Other (32%)</li> </ul>	<ul style="list-style-type: none"> <li>Hands and fingers (44%)</li> <li>Hips and legs (18%)</li> <li>Feet and toes (10%)</li> <li>Other (28%)</li> </ul>	<ul style="list-style-type: none"> <li>Hands and fingers (41%)</li> <li>Face and head (24%)</li> <li>Hips and legs (12%)</li> <li>Other (23%)</li> </ul>	<ul style="list-style-type: none"> <li>Hands and fingers (58%)</li> <li>Hips and legs (10%)</li> <li>Feet (5%)</li> <li>Other (27%)</li> </ul>

## Appendix 4: Additional engagement and community information and data tables

Additional data and information in this section includes:

- OceanaGold stakeholder map
- 2019 operational social investment programs
- description of complaints at our operations
- definition of local, national and international stakeholders for each operation
- set definitions for concerns, complaints, grievances and third party (dispute) resolution.

### OceanaGold stakeholder map

Stakeholder	Our commitment	Key areas of interest	OceanaGold engagement
<p><b>Host communities and indigenous groups</b> Our operations bring us into contact with a diverse range of communities in the United States of America, South America, the Philippines, Singapore, New Zealand, Canada and Australia. Our staff engage with local community groups and community representatives including government representatives and representatives from non-government organisations</p>	<p>We are committed to respecting the rights and interests of the communities where we operate. We work collaboratively with communities to minimise operational impacts and deliver beneficial social investment programs</p>	<ul style="list-style-type: none"> <li>• Community impacts</li> <li>• Social investment</li> <li>• Environmental performance</li> <li>• Employment opportunities</li> <li>• Cultural impacts</li> </ul>	<p>We engage with the community via our senior management and community engagement teams and our employees more broadly, community meetings, community leaders' groups, education and information centres, social investment programs, company surveys and publications</p>
<p><b>Labour unions</b> At most of our sites, labour unions represent our employees and are regular visitors to our sites</p>	<p>We are committed to providing a fair day's pay for a fair day's work under fair work conditions across all of our business activities</p>	<ul style="list-style-type: none"> <li>• Workers' rights</li> <li>• Health and safety</li> <li>• Remuneration and work conditions</li> <li>• Mine closure processes</li> </ul>	<p>We engage through direct communication, regular onsite meetings, attendance at toolbox talks and through nominated employee union representatives</p>

<p><b>Employees and contractors</b> We employ 2,170 people (excluding contractors) across our sites</p>	<p>We are committed to providing a safe working environment where all our employees and contractors can reach their potential by encouraging professional and personal development, recognising and rewarding good performance and by fostering diversity</p>	<ul style="list-style-type: none"> <li>• Health and safety performance</li> <li>• Business strategy and performance</li> <li>• Community engagement initiatives</li> <li>• Environmental performance</li> <li>• Remuneration and work conditions</li> <li>• Training and development opportunities</li> </ul>	<p>Initiatives include:</p> <ul style="list-style-type: none"> <li>• start-up meetings</li> <li>• toolbox talks</li> <li>• town halls</li> <li>• union meetings</li> <li>• general managers' briefings</li> <li>• safety stand-downs</li> <li>• company publications and intranet.</li> </ul> <p>We also ensure employees are represented on committees (for example, health and safety, diversity, etc.)</p>
<p><b>Investors</b> Our investment community includes individual investors, institutional investors, debt and credit providers and analysts and advisers</p>	<p>We are committed to delivering superior shareholder returns through operational efficiency, optimising existing operations, focusing on substantial low-cost reserves, managing debt and seeking strategic growth opportunities.</p>	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Sustainability performance</li> <li>• Acquisition risk</li> <li>• Project delivery</li> </ul>	<p>We deliver these through:</p> <ul style="list-style-type: none"> <li>• annual general meetings</li> <li>• investor roadshows</li> <li>• investor meetings and briefings</li> <li>• industry conferences and presentations</li> <li>• business forums</li> <li>• corporate publications and reports</li> <li>• company website</li> </ul>
<p><b>Business partners</b> We have joint venture partners and investment partners. This stakeholder group includes suppliers of goods and services to our exploration activities, projects, operations and corporate offices</p>	<p>We are committed to working with our business partners to optimise performance and drive business success for both parties, and to develop values-based relationships that drive innovation throughout the resource sector</p>	<ul style="list-style-type: none"> <li>• Fair and open procurement practices</li> <li>• Commitment to buy locally</li> <li>• Business strategy and performance</li> <li>• Sustainability performance</li> </ul>	<p>We achieve this through:</p> <ul style="list-style-type: none"> <li>• direct engagement</li> <li>• industry forums and presentations</li> <li>• corporate publications and reports</li> <li>• company website</li> </ul>
<p><b>Regulators</b> Governments and regulators at local, regional, state and national levels</p>	<p>We are committed to providing accurate and transparent reporting. We are committed to working with governments to introduce mining legislation that protects the health and safety of workers, protects the environment and human rights and contributes to social and economic development of the countries where we operate</p>	<ul style="list-style-type: none"> <li>• Business strategy and performance</li> <li>• Economic contribution</li> <li>• Sustainability performance</li> </ul>	<p>We ensure this through:</p> <ul style="list-style-type: none"> <li>• direct engagement</li> <li>• participation with government</li> <li>• consultation programs and other forums</li> <li>• providing regulatory information</li> <li>• corporate publications and reports</li> <li>• company website</li> </ul>

<p><b>Customers</b> We have three customers: we sell our gold to the Perth Mint and Metalor, and our copper concentrate is sold to Trafigura</p>	<p>We are committed to on-time delivery of a quality product, safely, every time</p>	<ul style="list-style-type: none"> <li>• Quality of product</li> <li>• Contract performance</li> </ul>	<p>We communicate with customers through:</p> <ul style="list-style-type: none"> <li>• direct engagement</li> <li>• corporate publications and reports</li> <li>• company website</li> </ul>
<p><b>Non-government organisations (NGOs)</b> Environmental, social and human rights organisations at local, national and international levels</p>	<p>We are committed to open and transparent dialogue, engagement and public reporting</p>	<ul style="list-style-type: none"> <li>• Sustainability performance</li> <li>• Economic contribution</li> <li>• Anti-bribery and anticorruption practices</li> <li>• Human rights practices</li> <li>• Commitment to external initiatives, charters, principles</li> </ul>	<p>We deliver this through:</p> <ul style="list-style-type: none"> <li>• direct engagement (briefings, site visits)</li> <li>• NGO forums</li> <li>• industry conference and initiatives</li> <li>• corporate publications and reports</li> <li>• company website</li> </ul>
<p><b>Industry peers and associations</b> Industry and commodity-specific associations, industry peers</p>	<p>We are committed to open and transparent dialogue and public reporting and enhancing industry standards and practices across health and safety, environmental and social performance</p>	<ul style="list-style-type: none"> <li>• Business strategy and performance</li> <li>• Sustainability performance</li> <li>• Best practices and lessons learned</li> <li>• New technologies and innovations</li> </ul>	<p>Our actions include:</p> <ul style="list-style-type: none"> <li>• direct engagement</li> <li>• participation in industry forums</li> <li>• working groups</li> <li>• committees and conferences</li> <li>• corporate publications and reports</li> <li>• company website</li> </ul>
<p><b>Media</b> Representatives from social, digital, print and broadcast media</p>	<p>We are committed to open and transparent dialogue, engagement and public reporting</p>	<ul style="list-style-type: none"> <li>• Issues reflecting stakeholder concerns and priorities</li> </ul>	<p>We deliver this through:</p> <ul style="list-style-type: none"> <li>• direct engagement (interviews, briefings, site visits)</li> <li>• media releases</li> <li>• corporate publications and reports</li> <li>• company website</li> </ul>

## 2019 operational social investment programs

Operation	Description
Didipio Mine, Philippines	<p>Major social investment programs that received funding included:</p> <ul style="list-style-type: none"> <li>• infrastructure projects: road concreting and gravelling and phase construction of a town hall</li> <li>• livelihood projects for co-ops and individual farms as part of our enterprise development and networking program</li> <li>• educational programs: 84 scholars, 33 teachers and 25 day care workers benefited</li> <li>• access to health services: salaries for 74 health workers providing services to 11 villages</li> </ul>
Waihi Operation, New Zealand	<p>We continued annual funding to local community group 'GO Waihi' to organise and operate its Classic Car Beach Hop Warm-Up Party. GO Waihi was formed in 1997 to revitalise the central business district. The Beach Hop Warm-Up Party sees more than 700 cars on display in the town centre and between 12,000 and 15,000 visitors to the township.</p> <p>We contributed investment in Waihi College Education Trust. Waihi contributes NZD 40,000 each year to the trust, which has been operating for 27 years</p>
Macraes Operation, New Zealand	<p>We sponsored the Highlanders Rugby Club for NZD60,000, including passes for Macraes staff and regional community (schools) to watch the games. We spend NZD 45,000 annually on education funding to three local primary schools.</p> <p>We made an NZD 12,000 contribution to the Orokonui Eco-sanctuary for education and biodiversity research purposes.</p> <p>We contributed NZD 10,000 to the creation of a community bike park in Palmerston</p>
Haile Gold Mine, USA	<p>We contributed and volunteered support to Mt. Calvary Community Outreach Centre. This is a non-profit organisation focused on academic support and social education and provides humanitarian assistance to children who are less fortunate or at risk in the Kershaw Community. The program has operated for more than 26 years in the community with volunteer support and a very small budget.</p> <p>We sponsored the 2019 Summer Native American Lunch and Learn cultural guest speaker programs. Although some are for adults, these speaking engagements are geared predominantly to educate Native American children of the community regarding their heritage and how integral their ancestors were to the region, as well as to enlighten other children who are not Native Americans.</p> <p>We sponsored the Catawba Indian Nation Preservation Project. This program was developed to enhance the Tribal Community Resource Centre to provide a more structured literacy program and culture-specific educational platform for the children of the Catawba community</p>

## Description of complaints at our operations

Operation	Number of complaints	Description and response
Waihi	229	<p>The 229 complaints related to:</p> <ul style="list-style-type: none"> <li>vibration, felt and heard and noise from underground blasting</li> <li>damage to property</li> <li>drill rigs outside working hours</li> <li>noise related to exploration drilling rigs</li> </ul> <p>We remained compliant with our consent conditions as 95% of monitored events were under 5mm/s</p>
Macraes	5	<ul style="list-style-type: none"> <li>Access to public roads: resolved</li> <li>Noise for operational activities: agreement under finalisation</li> <li>Fencing: repairs agreed to but not finalised</li> <li>Water quality (2): partially resolved, further works under way.</li> </ul> <p>All complaints have been investigated and are either resolved or currently being addressed</p>
Haile	2	<p>Both complaints are due to blasting and vibration. No seismic data or technical data supports the concern, so the operation is conducting a structural assessment of each of the homesteads using a third-party structural engineer</p>
Didipio	8	<p>Four complaints related to future land purchase agreements. These complaints remain open due to the temporary suspension of operations.</p> <p>Two complaints related to economic displacement. These complaints were both settled and compensated adequately.</p> <p>Two complaints related to environmental aspects around water loss and air pollution. Water supply system and expanded dust suppression to resolve</p>

## Definition of local, national and international stakeholders for each operation

<b>Didipio</b>	<p><b>Local:</b> Host barangay and adjacent barangays as defined in the Social Development Management Plan</p> <p><b>National:</b> All other areas within the Philippines</p> <p><b>International:</b> All other countries</p>
<b>Waihi</b>	<p><b>Local:</b> Within 30 kilometres of the operation</p> <p><b>National:</b> All other areas within New Zealand</p> <p><b>International:</b> All other countries</p>
<b>Macraes</b>	<p><b>Local:</b> Within the Region of Otago</p> <p><b>National:</b> All other areas within New Zealand</p> <p><b>International:</b> All other countries</p>
<b>Haile</b>	<p><b>Local:</b> Kershaw and all other communities within 30 miles of the operation</p> <p><b>National:</b> All other areas within the United States of America</p> <p><b>International:</b> All other countries</p>

**Set definitions for concerns, complaints, grievances and third party (dispute) resolution**

<p><b>Concern</b></p>	<p>General expression of dissatisfaction, where the complainant does not want to formally complain. For data capturing, a concern will be registered as a concern but is treated similarly to complaints. Recording and tracking concerns is a good early warning system to identify emerging issues. In addition, in some contexts, people are reluctant to lodge official complaints but have legitimate concerns that should be known and addressed.</p>
<p><b>Complaint</b></p>	<p>A general expression of dissatisfaction with a situation or the behaviours of the business. Generally, a complaint will be able to be managed within the business and is resolved internally and at the first level.</p>
<p><b>Grievance</b></p>	<p>An escalation of a complaint as it is a serious feeling of wrongdoing. It may be that a complaint was not addressed to the satisfaction of the complainant. Generally, a grievance will be managed with third-party resolution or at least escalated to the corporate level and a remedy will be provided where OceanaGold identifies that it has caused or contributed to harm.</p>
<p><b>Third-party resolution</b></p>	<p><u>Third-party resolution</u>, which is culturally and legally acceptable, is an attempt to affect a peaceful settlement between disputing parties via the facilitation of another independent third party, with all parties and a third party present at the same time. The parties involved in the dispute determine the resolution themselves rather than have it imposed on them.</p>



*Gary and Perry are part of the team developing our Martha Underground Mine at the Waihi Operation.*

## Appendix 5: Additional environment information and data tables

Additional data and information in this section includes:

- environmental governance policies and plans
- significant (level three or above) environmental incidents
- emissions and energy use data
- sources of emissions and conversion factors
- biodiversity data
- protected land and environmental offsets.

### Environmental governance policies and plans

	Didipio	Macraes	Haile	Waihi
Environmental Policy	Y	Y	Y	Y
Environmental risk assessment and Matrix	Y	Y	Y	Y
Environmental Compliance Standard	Y	Y	Y	Y
Energy efficiency and greenhouse management	Y	Y	Y	Y
Water management	Y	Y	Y	Y
Waste and tailings management	Y	Y	Y	Y
Sediment and erosion control	Y	Y	Y	Y
Air quality	Y	Y	Y	Y
Noise, vibration and blasting	Y	Y	Y	Y
Rehabilitation	Y	Y	Y	Y
Acid rock management	Y	Y	Y	Y
Dust management	Y	Y	Y	Y
Mine closure	Y	Y	Y	Y
Emergency management	Y	Y	Y	Y
Artisanal and small-scale mine operators	Y	N	N	N

**Significant (level three or above) environmental incidents: moderate to major environmental spills**

	2019	2018	2017	2016	2015
Didipio	0	0	0	0	0
Haile	0	0	0	0	0
Macraes	0	0	0	0	0
Waihi	0	0	0	0	0
Total	0	0	0	0	0

**Emissions and energy use data**

At our Didipio Mine we saw a decrease in both direct and indirect energy use and greenhouse gas emissions due to the temporary suspension of operations in 2019. Increases at Haile Gold Mine reflect a continued ramp-up of the operation.

**Energy—total direct (fossil fuel in GJ)**

	2019	2018	2017	2016	2015
Didipio	144,400	308,099	502,190	1,052,578	1,673,943
Haile	643,531	472,934	542,218	N/A	N/A
Macraes	977,606	919,075	902,439	820,264	564,246
Waihi	87,816	79,237	101,557	80,531	N/A
Total	1,853,352	1,779,345	2,048,405	1,953,373	2,238,189

**Energy—total indirect (electricity in GJ)**

	2019	2018	2017	2016	2015
Didipio	419,804	492,476	384,927	325,518	48,019
Haile	321,351	251,308	190,700	N/A	N/A
Macraes	722,189	700,807	690,116	706,692	748,171
Waihi	209,664	206,408	195,284	179,416	N/A
Total	1,673,009	1,650,998	1,461,027	1,211,626	796,190

### Greenhouse gas emissions (tCO<sub>2</sub>e)—direct scope 1

	2019	2018	2017	2016	2015
Didipio	10,086	21,525	35,093	73,439	127,301
Haile	44,702	32,832	37,514	N/A	N/A
Macraes	68,040	63,886	62,737	58,076	42,644
Waihi	6,331	5,743	7,243	5,892	N/A
Total	129,160	123,986	142,587	137,407	169,945

### Greenhouse gas emissions (tCO<sub>2</sub>e)—indirect scope 2

	2019	2018	2017	2016	2015
Didipio	61,423	72,056	56,320	47,628	7,890
Haile	25,619	20,035	15,124	N/A	N/A
Macraes	23,872	23,166	22,812	27,090	28,471
Waihi	6,931	6,823	6,455	6,878	N/A
Total	117,845	122,079	100,711	81,596	36,361

### Sources of emissions and conversion factors

- <https://www.environment.gov.au/system/files/resources/5a169bfb-f417-4b00-9b70-6ba328ea8671/files/national-greenhouse-accounts-factors-july-2017.pdf>
- [ecometrica.com/assets/Electricity-specific-emission-factors-for-grid-electricity.pdf](https://www.ecometrica.com/assets/Electricity-specific-emission-factors-for-grid-electricity.pdf)
- <https://www.mfe.govt.nz/sites/default/files/media/Climate%20Change/2016-guidance-for-voluntary-corporate-greenhouse-gas-reporting.pdf>

## Biodiversity data

Metric*	2019 (hectares)	2018 (hectares)
a) Size and location of all habitat areas protected or restored and whether the success of the restoration measure was or is approved by independent external professionals	1,941	1,922
b) Whether partnerships exist with third parties to protect or restore habitat areas distinct from where OceanaGold has overseen and implemented restoration or protection measures	2Ha of area in one partnership	2Ha of area in one partnership
c) Status of each area based on its condition at the close of the reporting period	None in progress	45
<b>Restoration completed</b>	<b>1,941</b>	<b>1,877</b>

\*The success of a restoration measure will be approved by independent external professionals prior to closure.

## Biodiversity data – 2019 operational breakdown

2019	Didipio	Haile	Macraes	Waihi	Total
Size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals. (Ha)	115.50	614.00	1,189.90	21.79	<b>1,941.19</b>
Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures.	2.00	0	0	0	<b>2.00</b>
Status of each area based on its condition at the close of the reporting period. In progress	0	0	0	0.02	<b>0</b>
<b>Completed</b>	<b>115.50</b>	<b>614.00</b>	<b>1,189.90</b>	<b>21.77</b>	<b>1,941.17</b>

## Protected land and environmental offsets

	2019	2018	2017	2016	2015
Number of trees planted in protected areas offsite	42,944	40,695	168,971	225,994	332,969



*Native black-backed gull at the Reefton Restoration Project in New Zealand.*

## Appendix 6: Additional people and culture information and data

Additional data and information in this section includes:

- contractor employment calculation
- new employees hired by gender, age and region
- employee turnover by gender, age and region
- employee breakdown by contract type, gender and region
- employee breakdown by gender and employment type
- leadership development program
- minimum notice periods for significant changes to employment and for employees under collective bargaining.

### How we calculate contractor numbers for this report

To reflect the number of full-time contractor positions across our company (rather than counting part-days as one contractor), we have defined full-time as approximately 10 hours per day, at five days per week, for 48 weeks of the year. Based on this definition, our total contractor hours of 2,785,393 is the equivalent of 1,161 full-time positions.

### New employees hired by gender, age and region

	Philippines/ Singapore		USA/Canada		Australia/New Zealand		Sub-total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Age less than 30	15	9	27	3	49	18	91	30	<b>121</b>
Age between 30 and 50	26	8	81	15	73	20	180	43	<b>223</b>
Age 50 or greater	1	1	37	5	12	13	49	19	<b>68</b>
							320	92	<b>412</b>

## Employee turnover by gender, age and region

	Philippines/ Singapore		USA/Canada		Australia/New Zealand	
	Number	Rate	Number	Rate	Number	Rate
Age less than 30	11	1%	28	7%	30	3%
Age between 30 and 50	24	3%	53	13%	70	8%
Age 50 or greater	3	0%	27	7%	31	3%
Male	28	5%	100	25%	106	12%
Female	10	1%	8	2%	25	3%
Total turnover	38	5%	108	26%	131	15%
Total company turnover	<b>13%</b>					

## Employee breakdown by contract type, gender and region

	Philippines/ Singapore		USA/Canada		Australia/New Zealand		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Permanent	567	135	397	58	773	148	1737	341
Temporary	38	9	5	3	25	12	68	24
<b>Total</b>	<b>605</b>	<b>144</b>	<b>402</b>	<b>61</b>	<b>798</b>	<b>160</b>	<b>1,805</b>	<b>365</b>

## Employee breakdown by gender and employment type

	Male	Female	Total
Full time	1799	347	2,146
Part time	6	18	24
<b>Total</b>	<b>1,805</b>	<b>365</b>	<b>2,170</b>

## Leadership development program

Our leadership development program is designed to improve leadership capacity across our company and foster better relationships between team leaders and their teams. The program comprises three courses: Leading a Team, Leader as Coach and Strategic Leadership Development.

The Leading a Team course is designed to develop or refresh the basic supervisory skills of our leaders so they can lead and support their staff. In 2019 this was made a prerequisite program for the Leader as Coach course and for employees working in a leadership role for the first time. This training is provided by each operation's people and culture team (formerly human resources) and runs across 24–36 weeks. As at 31 December 2019 21 per cent of employees in leadership roles across OceanaGold have completed the course.

The Leader as Coach training course is designed to develop the coaching skills of our leaders so they can empower their people. Each cohort takes 23 weeks and allows leaders to learn and practise their new skills over time and, importantly, to measure their progress. As at 31 December 2019 23 per cent of employees in leadership roles have completed the course.

In 2019 we launched the Strategic Thinking Development program for staff in senior leadership roles (general manager level and above). This program supports senior leaders with a common set of tools and processes and embeds strategic and critical thinking capability. As at 31 December 2019, 30 per cent of senior leaders have completed this program.

### Minimum notice period for significant changes to employment and for employees under collective bargaining

Operation	Significant changes to employment	Under collective bargaining agreement
<b>Didipio</b>	30 days	Not provided in the collective agreement as covered as a general law in the labor code of the Philippines.
<b>Waihi &amp; Macraes</b>	No standard legal requirement in New Zealand. The company is required to consult prior to making any significant changes to employment terms and conditions and the length of the consultation period will depend on the situation and magnitude of the changes proposed. For changes to terms and conditions of employment employees and the company must reach agreement. For restructure or redundancy agreement is not required but the company must genuinely consider all alternatives to redundancy. Under our employment agreement the notice period once a redundancy decision has been made is four weeks.	Under our collective bargaining agreement, all changes to terms and conditions of employment are consistent with conditions for employees not covered by a collective bargaining agreement.
<b>Haile</b>	Seven days	No employees are represented under a collective bargaining agreement.

## Appendix 7: GRI table

The GRI content and report location is consistent with the core reporting standards. Topics labelled with MT are material topics as outlined in our materiality assessment. The disclosures highlighted in green are topics that have been externally assured.

Topic	Disclosure	Title or indicator	Page
<b>Organisational profile</b>	102-1	Name of the organisation	7
	102-2	Activities, brands, products and services	12
	102-3	Location of headquarters	12
	102-4	Location of operations	7,12
	102-5	Ownership and legal form	16
	102-6	Markets served	22
	102-7	Scale of the organisation	16,19,32,40
	102-8	Information on employees and other workers	39
	102-9	Supply chain	22,35
	102-10	Significant changes to the organisation and its supply chain	7
	102-11	Precautionary Principle or approach	8
	102-12	External initiatives	7, 23, 24-25
	102-13	Membership of associations	26
<b>Strategy</b>	102-14	Statement from senior decision-maker	4-6
	102-15	Key impacts, risks and opportunities	9
<b>Ethics and integrity</b>	102-16	Values, principles, standards and norms of behaviour	12-14, 35-36, 39
	102-17	Mechanisms for advice and concerns about ethics	67
<b>Governance</b>	102-18	Governance structure	13,15
	102-19	Delegating authority	13
	102-20	Executive-level responsibility for economic, environmental and social topics	13
	102-21	Consulting stakeholders on economic, environmental and social topics	9,61
	102-22	Composition of the highest governance body and its committees	14

	102-23	Chair of the highest governance body	14
	102-24	Nominating and selecting the highest governance body	15
	102-25	Conflicts of interest	14
	102-26	Role of highest governance body in setting purpose, values and strategy	15
	102-27	Collective knowledge of highest governance body	14-15
	102-28	Evaluating the highest governance body's performance	15
	102-29	Identifying and managing economic, environmental and social impacts	9
	102-30	Effectiveness of risk management processes	21
	102-31	Review of economic, environmental and social topics	9
	102-32	Highest governance body's role in sustainability reporting	7,9,15
	102-33	Communicating critical concerns	63
	102-34	Nature and total number of critical concerns	66
	102-35	Remuneration policies	39
<b>Stakeholder engagement</b>	102-40	List of stakeholder groups	63,95
	102-41	Collective bargaining agreements	45
	102-42	Identifying and selecting stakeholders	63, 96-98
	102-43	Approach to stakeholder engagement	61-62, 63, 96-98
	102-44	Key topics and concerns raised	9-10, 96-98
<b>Reporting practice</b>	102-45	Entities included in the consolidated financial statements	32
	102-46	Defining report content and topic Boundaries	7,9
	102-47	List of material topics	10
	102-48	Restatements of information Percentage of female employees in leadership positions Reporting work hours Land disturbance and rehabilitation	42 50 80
	102-49	Changes in reporting	7,9
	102-50	Reporting period	7
	102-51	Date of most recent report	7

	102-52	Reporting cycle	7
	102-53	Contact point for questions regarding the report	6,8
	102-54	Claims of reporting in accordance with the GRI Standards	7
	102-55	GRI content index	109
	102-56	External assurance	88
<b>Management approach</b>	103-1	Explanation of the material topic and its Boundary	Each Topic
	103-2	The management approach and its components	13
	103-3	Evaluation of the management approach	9,13
<b>Economic performance (MT35)</b>	201-1	Direct economic value generated and distributed	32-35
<b>Market presence (MT24)</b>	202-2	Proportion of senior management hired from the local community	40
<b>Indirect economic impacts (MT31)</b>	203-1	Infrastructure investments and services supported	35,65, 99
<b>Procurement practices (MT25)</b>	204-1	Proportion of spending on local suppliers	35,65
<b>Anti-corruption</b>	205-2	Communication and training about anti-corruption policies and procedures	35
<b>Anti-competitive behaviour</b>	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	zero in 2019
<b>Energy</b>	302-1	Energy consumption within the organisation	75, 103-104
<b>Water and effluents (MT32)</b>	303-2	Management of water discharge-related impacts	76-77
	303-3	Water withdrawal	76,78
	303-4	Water discharge	74, 76-77
	303-5	Water consumption	76-77
<b>Biodiversity (MT33)</b>	304-3	Habitats protected or restored	81,105
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	82
	MM1	Amount of land disturbed or rehabilitated	80

<b>Emissions (MT27)</b>	305-1	Direct (Scope 1) GHG emissions	75,104
	305-2	Energy indirect (Scope 2) GHG emissions	75,104
	306-2	Waste by type and disposal method	79-80
	306-3	Significant spills	74,103
	306-4	Transport of hazardous waste	79-80
	MM3	Overburden, rock, tails and sludges and their associated risks	79
<b>Environmental compliance (MT23)</b>	307-1	Non-compliance with environmental laws and regulations	74
<b>Employment (MT18)</b>	401-1	New employee hires and employee turnover	40,106
<b>Labour management relations (MT16)</b>	402-1	Minimum notice periods regarding operational changes	108
<b>Occupational health and safety (Scope of 'workers' in this Standard) (MT34)</b>	403-1	Occupational health and safety management system	50,53
	403-2	Hazard identification, risk assessment and incident investigation	50,53
	403-3	Occupational health services	51-52
	403-4	Worker participation, consultation and communication on occupational health and safety	47,50, 54
	403-5	Worker training on occupational health and safety	44,52
	403-6	Promotion of worker health	52
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	51-52, 94
	403-8	Workers covered by an occupational health and safety management system	50
	403-9	Work-related injuries	47-57, 92
	403-10	Work-related ill health	51-52, 94
<b>Training and education</b>	404-1	Average hours of training per year per employee	44
	404-2	Programs for upgrading employee skills and transition assistance programs	44
<b>Diversity and equal opportunity (MT22)</b>	405-1	Diversity of governance bodies and employees	14, 41-42

<b>Non-discrimination</b>	406-1	Incidents of discrimination and corrective actions taken	41
<b>Freedom of association and collective bargaining</b>	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	45
<b>Rights of Indigenous Peoples (MT19)</b>	411-1	Incidents of violations involving rights of indigenous peoples	68
	MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities	68.69
<b>Human rights assessment (MT29)</b>	412-1	Operations that have been subject to human rights reviews or impact assessments	23
	412-2	Employee training on human rights policies or procedures	23
<b>Local communities (MT30)</b>	413-1	Operations with local community engagement, impact assessments and development programs	62,65,99
	413-2	Operations with significant actual and potential negative impacts on local communities	66,100
	MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples	66,100
	MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and indigenous peoples, and the outcomes	66-68
<b>Public policy (MT28)</b>	415-1	Political contributions	36
<b>Socio-economic compliance (MT26)</b>	419-1	Non-compliance with laws and regulations in the social and economic area	34
<b>Closure planning</b>	MM10	Number and percentage of operations with closure plans	21,82
<b>Resettlement (MT17)</b>	MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	70

## Appendix 8: IMS compliance certificate



INTEGRATED ENVIRONMENTAL SYSTEMS PTY LTD

### INDEPENDENT STATEMENT RELATING TO THE STATUS OF OCEANAGOLD'S CORPORATE COMPLIANCE WITH OCEANAGOLD'S INTEGRATED MANAGEMENT SYSTEM (IMS) STANDARDS

FEBRUARY 2020

---

#### To the Management and Directors of OceanaGold Corporation:

In December 2019, Integrated Environmental Systems Pty Ltd completed an independent audit against the 2018 OceanaGold Corporation (OGC) Integrated Management System (IMS) Standards and the corporate responsibilities defined within these IMS Standards.

OceanaGold's 2018 IMS Standards were issued on the 4<sup>th</sup> December 2018. In December 2019, these IMS Standards continued to align with and meet the requirements of the international a) ISO14001:2015 Environmental Management System (EMS) Standard and b) ISO45001:2018 Occupational Health and Safety Management System (OHSMS) Standard.

This December 2019 audit was conducted in accordance with the general requirements of ISO 19011:2018 Guidelines for Auditing Management Systems.

The December 2019 IMS Standards audit identified that OGC was able to demonstrate that the OGC corporate responsibilities defined within OGC's IMS Standards have been implemented and maintained to an acceptable standard under ISO14001:2015 and/or ISO45001:2018. A total of 8 of the 22 OGC IMS Standards were agreed to include one or more OGC corporate responsibilities.

In my professional opinion, the OGC corporate office has implemented and maintained its specific responsibilities defined in the OGC IMS Standards to a level that would be acceptable to any JAS-ANZ accredited Certification Body in Australia or New Zealand which is authorised to grant third-party ISO14001:2015 and/or ISO45001:2018 certification.

As a result, as at 1<sup>st</sup> February 2020, Integrated Environmental Systems Pty Ltd has concluded that the OGC corporate office continue to meet the relevant corporate requirements of OGC's IMS Standards and the requirements of JAS-ANZ approved third-party certification to the ISO14001:2015 Standard and/or ISO45001:2018 Standard.

A handwritten signature in blue ink, appearing to read "Kurt Hammerschmid".

**Kurt Hammerschmid** B.App.Sc.(Chem). M.Sc. MEIA  
(JAS-ANZ Approved ISO14001 Certification Auditor)

Integrated Environmental Systems Pty Ltd  
PO Box 662  
Paddington, 2021 Australia

Ph: +61411 724476  
Email : [hammer@cdi.com.au](mailto:hammer@cdi.com.au)

1<sup>st</sup> February 2020