Mining Gold for a Better Future

2020 Sustainability Report

Exploration Core and Field Technician, Nick, and Environmental Advisor, Cassie, from our Waihi Operation.

OCEANAGOLD

We’re mining gold for a better future

Maleiya is a Construction Cost Controller at our Haile Gold Mine in the United States.

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

For 30 years we have contributed to excellence in our industry by delivering sustainable environmental and social outcomes for our communities, and strong returns for our shareholders. Today, we are delivering one of the best organic growth profiles in the industry and our ongoing operations are contributing to sustainable economic growth, providing certainty for community, business and government.

We have four mine assets including the Macraes and Waihi operations in New Zealand; Haile Gold Mine in the United States of America (United States); and Didipio Mine in the Philippines. At each of our operations we contribute to economic growth, employment and skills development and community and environmental partnerships.

Our purpose is mining gold for a better future. The gold, copper and silver we produce help power the global economy, hold important historic and cultural significance and are essential to the renewable energy and transport sectors, life-saving medical devices and the technology that connects communities around the world.

Our vision is to be a resilient and dynamic gold miner, trusted to deliver enduring value through innovation, performance and sustainable growth. That vision is brought to life by our company values – respect, one team, contribute and knowledge – that put the safety and wellbeing of our people, communities and environment at the forefront of every decision we make.

The OceanaGold way

OUR PURPOSE

Mining gold for a better future.

OUR VISION

A resilient and dynamic gold miner. Trusted to deliver enduring value through innovation, performance and sustainable growth.

OUR VALUES

Respect

Act with integrity, communicate openly and listen. We value different perspectives, cultures, communities and the environment.

One team

Care for and support each other to be our best. We are one team.

Contribute

Deliver your best and be accountable for the results. You make a difference.

Knowledge

Be curious, always learning better ways to do things.

A message from our Chair and CEO

Our purpose is mining gold for a better future and it is our pleasure to provide OceanaGold's 2020 Sustainability Report.

The gold, copper and silver we produce help power the global economy, hold important historic and cultural significance and are essential to the renewable energy and transport sectors, life-saving medical devices and the technology that connects communities around the world.

Ian Reid, Chair of the Board of Directors

Michael Holmes, President and CEO

Our commitment to responsible mining is vital to achieving our purpose and our vision to be a resilient and dynamic gold miner, trusted to deliver enduring value through innovation, performance and sustainable growth.

2020 was a year like no other. Across the company we demonstrated our values of respect, one team, contribute and knowledge – a credit to our employees and families, contractors, suppliers, communities and other stakeholders who came together, supported each other and the company through a challenging and uncertain year.

The COVID-19 pandemic changed the way we live and work. For some of us, life is returning to a more normal state, but the pandemic is still impacting communities globally. At all our workplaces, our management of the pandemic has required a fluid and adaptable approach that reflects the local reality.

Following the World Health Organization's declaration of a global pandemic, we adopted common (but jurisdictionally appropriate) intervention and control strategies to protect the health and wellbeing of our workforce and minimise the potential for our workplaces to become a source for transmission of the virus. While we remain focused on our prevention, preparedness and response strategies, we also continue supporting our workforce and the communities in which we live and work.

Our Didipio Mine in the Philippines remained in a state of operational readiness, with the normal operations of the mine suspended throughout the 2020 calendar year. Very sadly, and over a year since we suspended mining, we had to implement two rounds of employee redundancies, directly impacting 584 employees, their families and the cooperatives, communities and suppliers we work with.

We are grateful for the continued overwhelming support we receive from employees and the host and adjacent communities of the Didipio Mine, and for the positive signs we have seen from the government. We remain focused on renewing our Financial or Technical Assistance Agreement (FTAA) and will continue our engagement with the Philippine Government. As a contractor of the Government and a responsible multinational miner, we are ready and waiting to restart the Didipio Mine quickly and safely, re-employ our workforce and to contribute to the Philippines' post-COVID-19 recovery.

While 2020 had its challenges, we remained driven to deliver our responsible mining commitments. We made strides towards full compliance with the World Gold Council's Responsible Gold Mining Principles (RGMPs), receiving independent external assurance of our progress towards RGMP compliance by September 2022.

We led our peer group and took climate action, releasing an updated Statement of Position on Climate Change, Energy Use and Greenhouse Gas and setting the goal to achieve net zero GHG emissions by 2050. As part of our journey to understand our greenhouse gas emissions footprint, we commenced our first assessment of Scope 3 emissions and in 2021 we will set interim 2030 GHG emissions targets.

Over US$4 million was invested in social programs, donations, in-kind support and community infrastructure. We continued to prioritise local procurement and benefits, investing over US$99 million in local procurement, and US$135.8 million in employee wages and benefits.

The company also strengthened its corporate governance, ethics and compliance. We commenced a responsible supply chain program of work, including scoping a governance framework and mapping our supply chain in preparation for supply chain risk assessments in 2021. We also commenced the development of a Responsible Supply Chain Framework designed to address a range of third-party risks.

We reissued corporate governance documents that reflect additional requirements to meet globally benchmarked performance expectations. These included a new Speak Up Policy (formerly known as the Whistleblower Policy); an updated External Affairs and Social Performance Manual with additional human rights and sponsorship performance requirements; and in 2021, an enhanced Statement of Position on Tailings Storage Facility (TSF) Management aligned to the Global Industry Standard on Tailings Management (GISTM).

Our approach to Human Rights and Modern Slavery was bolstered during 2020. Having undertaken a Human Rights Impact Assessment (HRIA) at our Didipio Mine in 2019, we completed a HRIA at our Haile Gold Mine in 2020 and commenced HRIAs at the Waihi and Macraes operations in New Zealand. We will publish a report outlining the results of our HRIAs and our work program to continue improving our performance in December 2021.

In 2018, Australia passed the *Modern Slavery Act 2018,* requiring entities based, or operating, in Australia, which have an annual consolidated revenue of more than $100 million, to report annually on the risks of modern slavery in their operations and supply chains, and actions to address those risks. We have released our first Modern Slavery Statement, detailing our assessment of our potential modern slavery risks, the work we delivered in 2020, how we measure effectiveness and our planned actions for 2021.

In 2020, we updated our corporate strategy to support company-wide performance, organic growth and investment goals that are underpinned by our purpose, vision and values. Our strategy is built on five key pillars: investment, growth, management, capability and delivery. Under the strategy we commenced five execution plans: delivering organic growth in New Zealand; realising the Haile Gold Mine's full potential; connecting the right talent to achieve growth and performance targets; planning, accountability and resourcing for delivery; and delivering sustainability and environmental and social governance (ESG) outcomes.

Our focus shifted from expansion to targeted resource development and exploration opportunities in existing gold deposits within our current mining footprint and we undertook extensive technical studies to investigate project development potential. We also continued to look at ways to automate our business to improve performance, safety and reduce our social and environmental impacts.

We cemented our purpose, vision and values – known as The OceanaGold Way. Following consultation with our workforce, we identified the elements of our culture that were most meaningful to our people and refreshed our purpose, vision and values, giving them greater clarity and connection.

Our approach to health and wellbeing was enhanced, delivering a significant update of our Occupational Exposure Management Guideline. This in turn generated a review of occupational hygiene exposure management at each of our operations.

We developed a framework to measure the success of initiatives undertaken to support mental and physical health. In New Zealand, our Macraes Operation won the Minerals Sector Health and Safety award for its Healthy Employees Make Safer Employees Program. The program is being delivered over five years and supports employees to make proactive health choices. It was developed following studies including research into fatigue/sleep, Vitamin D levels, hydration, physical activity, injury management and return to work plans.

New standards were set to foster consistent, open and respectful relationships with our stakeholders. We mapped our corporate stakeholders and reviewed their expectations and launched a revamped corporate website – a vital platform for our communication with stakeholders including employees, shareholders and industry.

In November 2020, we celebrated OceanaGold's 30th anniversary and the people, history and legacy that make OceanaGold what it is today. From our beginnings at Macraes in the South Island of New Zealand, we expanded to develop the Globe Progress Mine and Didipio Mine and acquired the Waihi Operation and Haile Gold Mine.

For 30 years, we have been contributing to excellence in our industry by delivering innovative solutions, sustainable environmental and social outcomes and strong returns. With one of the industry's leading organic growth profiles, we look forward to seeing what the future brings for our company.

While 2020 was a challenging year, 2021 will be a transformational year for our company. We are delivering one of the industry's best organic growth profiles which brings certainty and opportunity to our employees, host communities and host government. Our commitment to responsible mining is central to the way we plan, develop and deliver our operations now and into the future.

You will find more information about our performance in 2020 and commitments for 2021 in this report and on our website oceanagold.com. We welcome any feedback or questions at info@oceanagold.com or +61 3 9656 5300.

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ABOUT THIS REPORT

Our purpose is mining gold for a better future

Brooke is an Exploration Field Technician at our Macraes Operation.

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.

We are a member of the United Nations Global Compact and support the ten principles on human rights, labour, environment and anti-corruption. This report forms our third 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 support Transparency International's work and continue to report all aspects of our financial performance and commitments.

Bureau Veritas has independently assured all data relating to core disclosures and our material topics in this sustainability report. A copy of the assurance report is provided in Appendix 1 of this report. Our GRI index, in Appendix 3 of this report, lists our core and material disclosures. All assured topics are highlighted green in our GRI index.

This report is made available on our website and in the GRI Sustainability Disclosure Database. We also provide interactive ESG data on our website.

Gemmalyn is an Occupational Health Nurse at our Didipio Mine.

Scope and limitations

In this report, 'OceanaGold' refers to OceanaGold Corporation and its subsidiaries unless explicitly stated otherwise.

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.

This Sustainability Report is reviewed by responsible operational and corporate management, General Managers, Executive General Managers and the Executive Committee. It is then reviewed and approved by the Board Sustainability Committee.

All financials are reported in US dollars (US$) unless otherwise stated. We include our payments to government in this report. Details in relation to the regulatory obligations, including licensing application fees, amendments application fees, annual renewals and general compliance costs are also fully disclosed in the financial statements on our website and in our Extractive Sector Transparency Measures Act (ESTMA) report.

We publish an externally assured sustainability report annually. This Sustainability Report was published on 21 June 2021. This follows our 2019 report released on 19 June 2020 and provides information and data from our four mine assets during the period 1 January 2020 to 31 December 2020. 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.

Brownfield exploration and project development (capital works) data is included in the operational data for each of these operations.

We temporarily suspended mining operations at our Didipio Mine in the Philippines in July 2019, and processing in October 2019. The operation remained suspended for the whole reporting year in 2020. As of the date of publication of this report (21 June 2021), the operation remains suspended. As a result of the ongoing suspension throughout the 2020 year, the data for the Didipio Mine is significantly different when compared to previous years. Material changes to data resulting from the change in operational status are outlined in each section throughout this report. More information about the status of our Didipio Mine in 2020 is available on page 59 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, Resource and Reserves statement, quarterly and annual financial and performance results, quarterly webcasts, corporate presentations, media releases and performance case studies.

Your feedback on this Sustainability Report is always welcome and may be provided to us at info@oceanagold.com or by calling +61 3 9656 5300. We are also available at our head office: Level 3, 99 Melbourne St, South Brisbane, Queensland 4101, Australia.

Precautionary approach

We are committed to minimising the environmental and social impact of our operations. We abide by robust performance standards and at a minimum strive to exceed, or at a minimum meet, the regulatory requirements of the countries that host our operations.

Our approach is aligned to the Precautionary Principle and centres on adopting a mitigation hierarchy in relation to any impacts during the lifecycle of our operations. Environmental, cultural and social impact assessments underpin our management and control processes and if incidents occur, we investigate the cause and take action to remediate and prevent a recurrence.

In addition, we:

- Conduct robust environmental, health and safety, external affairs and social performance impact and risk assessments
- Conduct extensive monitoring and reporting against site-specific permit conditions relating to environment, health and safety, social performance and finance
- Develop and implement management plans for key environmental material risks: water, biodiversity, closure and rehabilitation, tailings storage facilities, cyanide and greenhouse gas emissions
- Develop and implement external affairs and social performance management plans and systems, including human rights, land access, communities, government and civil society and complaints and grievances
- Conduct internal and external audits to measure compliance with internal standards and regulatory requirements
- Engage independent experts to review and provide feedback on our systems and processes
- Benchmark our health and safety, environmental and social governance frameworks, policies and standards against world leading practice initiatives.

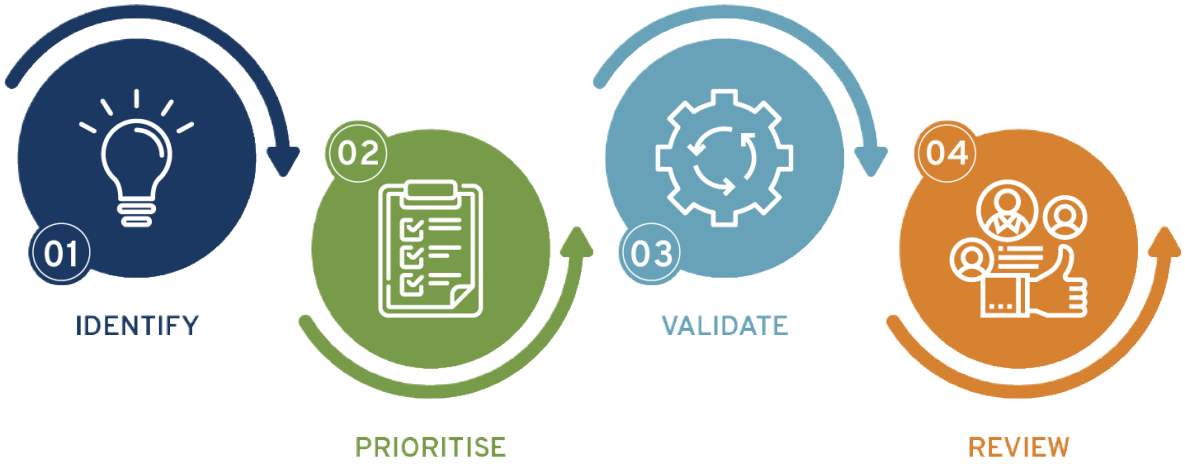
The top of the former Union Creek waste rock stack at the Reefton Restoration Project was planted with native Beech and Manuka trees in 2014.

Our material topics

We assess and present materiality for this report based on the Global Reporting Initiative (GRI) guidance for reporting materiality for the mining and metals sector. In line with the GRI Standards, our functional leaders and subject matter experts annually review the GRI disclosure 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 during the 2020 calendar year. Our GRI index is provided in Appendix 3 of this report and includes definitions of the boundaries of each material topic.

In determining material topics for our 2020 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 2020 materiality assessment process:

- OceanaGold Responsible Mining Committee representatives convened to undertake a review and then an assessment. This group comprised health and safety, environment, finance, people and culture, social performance, communication, investor relations, project and technical services and legal. Three executive-level committee members were included – the Executive Vice President Sustainability, Head of Health, Safety and Environment and Executive General Manager for the Philippines and New Zealand.
- The group assessed sustainability risks and opportunities through a range of sources (including environmental and social effects assessments, stakeholder engagement and complaints registers, corporate risk registers, operational reports, board reports and our Responsible Mining Committee). Feedback from our ongoing engagement with internal and external stakeholders was considered.
- The Materiality Assessment, in the context of the full report was reviewed by the OceanaGold Executive Committee (EXCO) and the Board Sustainability Committee.

In determining group members to complete the materiality review, we ensure a diversity of business areas, employment levels and geographies are represented. Each member of the review group also engages with internal and external stakeholders and is involved in receiving, reporting and providing information to respond to feedback. Each member also understands how our performance could potentially impact stakeholders.

We collect and assess formal and informal feedback from each operation and at the corporate level. This includes feedback from employees, business partners, industry peers and advocates, contractors, independent experts, investors, media and non-government organisations (NGOs). A summary of the stakeholders with whom we engage is provided on page 124 of this report.

In our 2020 report we have included two additional material topics: waste and security practices. The addition of waste reflects a change to the GRI reporting criteria to include tailings storage facility (TSF) management under waste. We have always reported our TSF management practices in the environment section of our report and on our website. The addition of security practices reflects the delivery of emergency backup fuel to the Didipio Mine in 2020. More information about this event is provided on page 61 of this report.

We removed one material topic in 2020: diversity and equal opportunity. This change reflects the establishment of a global Diversity Committee, work done over previous years to understand our diversity barriers and promote inclusion, and progress against our diversity targets. Diversity and inclusion remain a key focus for our company and our ongoing program of work is discussed on page 87 of this report.

New topics included in our 2020 materiality assessment were: tax, materials stewardship and emergency preparedness. Tax is a new GRI disclosure topic. Materials stewardship is an additional mining and minerals industry-specific sector disclosure topic that we have included in line with our enhanced focus on our supply chain. We have always reported our management of materials as part of our environmental reporting. Emergency preparedness is also an industry-specific disclosure topic we added, as it is fundamental to managing our potential impacts to communities and to supporting communities and government in emergency scenarios such as extreme weather events and earthquakes.

A summary of our material topics in 2020, and why they are material to our company is provided in Appendix 2 of this report.

Courtney is a Process Systems Administrator at the Haile Gold Mine in the United States.

MATERIALITY ASSESSMENT 2020

Economic	Environmental	Social	Mining specific

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

The OceanaGold way

For over 30 years OceanaGold has been built on people and performance.

Together we're mining gold for a better future, and it's something we're proud of.

Our company is a resilient and dynamic gold miner, trusted to deliver enduring value through innovation, performance and sustainable growth.

Each of our decisions are driven by our values to respect, contribute, seek knowledge and work as one team.

This is more than a commitment. This is the OceanaGold Way.

Grant is an Environmental Officer at our Waihi Operation.

Performance in brief: Megan's getting it right at Reefton

Environmental and Restoration Technician Megan Williams is one of our team at the Reefton Restoration Project – the site of the former Globe Progress Mine – collecting and reporting on thousands of water samples and huge amounts of monitoring data, day after day, year after year, to give back the rehabilitated land on completion of the Project.

"There's no second chances when you're closing a mine – you have to get it right. We owe it to the environment and to the community to restore this beautiful landscape to the best of our ability," Megan said.

"I love working with people and a company that share these values and beliefs. That's what has kept me going since starting at OceanaGold in 2017," she said.

Living locally and working on-site over the past three years, there's not one square inch of the project's 260-hectares she isn't familiar with.

Her role involves tagging and measuring trees as part of the project's rehabilitation and replanting program. Given OceanaGold plans to plant approximately one million native species across the site, that is no mean feat.

Apart from her day-to-day environmental role, Megan and the team directly engage with stakeholders by hosting events such as planting days with local schools, and site tours that provide an opportunity for the community to see first-hand the progress being made.

"Reefton is a small and closely-connected community. So many locals have either worked on the mine or have had relatives that did. Mining is a big part of the culture and history here," Megan said.

"It's part of my job to educate and inform the community about what the closure process involves, and it's important to take them on the journey. When I host site tours, people are often so pleasantly surprised to see what the former mine looks like now," she said.

"For example, Fossicker's Lake attracts native bird life, you can see we've got a new ecosystem establishing and it's incredibly rewarding to be part of it.

"One day, when people come to the site, I hope they will be able to appreciate the rehabilitation work and enjoy the area as much as I do.

"More than anything, I hope people will look at Reefton and say it was a world-class example of mine closure. And that mining and the environment can coexist when there's investment in people and technologies to get it right from the outset."

Read the full story here.

Our approach to responsible mining

Sustainability is fundamental to the way we do business. As a global leader in responsible mining, it shapes our purpose, vision and values, and guides our individual and collective actions every day.

Our culture reflects our commitment to responsible mining, managing our impacts and, more broadly, contributing to the communities in which we work and live.

Every day we approach sustainability performance as an opportunity to build a positive legacy and deliver 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.

Earning the right to operate long into the future means always building on our performance and working closely with communities, governments and global organisations. To support ongoing improvement, we play an active role in international, national and regional industry organisations, multi-stakeholder groups and events that allow us to share our experience and help us better understand and embed leading practice.

The team at our Didipio Mine in the Philippines preparing food packages to support families in Didipio and adjacent communities while in COVID-19 lockdown.

Responsible Mining Framework

Our holistic approach to responsible mining is guided by a Responsible Mining Framework and supported by a board-level Sustainability Committee and company-wide Responsible Mining 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. The framework is implemented through an Integrated Management System (IMS), aligned with ISO 14001 (environment), ISO 45001 (safety) and ISO 31000 (risk) and supports our commitment to the World Gold Council's Responsible Gold Mining Principles (RGMPs). We received our most recent certificate of compliance for OceanaGold's corporate offices against our IMS standards in March 2021.

In September 2020, we received independent external assurance that confirms our progress towards RGMP compliance by 2022. This assurance required us to demonstrate an internal assessment against the RGMPs and work plans that identify how we will reach full compliance at our offices and at each of our operations. More information about our commitment to the RGMPs is available on page 24 of this report. In 2020, we released one new corporate governance document under the Sustainable Mining Framework and reissued another three documents, reflecting additional requirements to meet globally benchmarked performance expectations. These included:

- New Speak Up Policy (formerly known as the Whistleblower Policy) to: encourage and promote a culture of openness and acceptance in reporting misconduct within OceanaGold; encourage individuals to report any concerns about misconduct without fear of victimisation; and set out our framework for managing reports of misconduct in a lawful, fair, consistent and timely manner.
- A climate change statement of position that sets a net zero operational greenhouse emissions goal by 2050 and establishes a roadmap of strategic actions to help reduce the company's carbon footprint and improve energy management.
- Updated External Affairs and Social Performance Manual, with additional performance requirements included in the Human Rights and Sponsorship and Donations Standards. We aligned our Human Rights Standard to better-reflect the mining lifecycle before and after operations, and our Sponsorship and Donations Standard to reflect a new internal compliance process for evaluating and awarding any donations or sponsorships across the company.

Responsible Mining Committee

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. The Committee is supported by a Responsible Mining Working Group, made up of functional leaders across the business who deliver the Responsible Mining Committee workplan and lead our annual materiality assessment.

In 2020, the Committee held three meetings (the fourth was cancelled soon after the start of the COVID-19 pandemic so work teams could focus on our response). The Committee's focus for the year was how our company will continue to adapt to our changing environment. This included a strategic review of how we manage material risk across the company. As a result, the Committee delivered an overview of company targets and how we continue to align our common frameworks to deliver on strategic objectives. The Committee also continued to lead our readiness for our first RGMP external assurance process in 2022.

In 2020, members of the Committee responsible for social performance, environment, health and safety, communication and investor relations met monthly to better understand environmental and social governance (ESG) stakeholder expectations and ensure our sustainability performance and data accessibility continues to meet global and industry initiatives. In 2021, the Committee will review the Responsible Mining Committee Charter and align the Committee's focus around full RGMP compliance in 2022.

Governance, ethics and compliance

Upholding high ethical standards is central to how we deliver enduring value and sustainable practices across our business – from exploration through to operations and closure. In 2020, we focused on our responsible supply chain program of work, including scoping a governance framework, mapping our supply chain and preparation for supply chain risk assessments in 2021. More information about our responsible supply chain program of work is available on page 26 of this report.

In late 2020, we also engaged an experienced ethics and compliance resource to support our compliance and governance program. This work includes re-assessing our ethics and compliance program to align our ongoing work with our new purpose, vision and values, and our commitment to the World Gold Council's Responsible Gold Mining Principles (RGMPs).

In 2020, we released a new Speak Up Policy (formerly known as the Whistleblower Policy), under our Corporate Governance Policies to: encourage and promote a culture of openness and acceptance in reporting misconduct within OceanaGold; encourage individuals to report any concerns about misconduct without fear of victimisation; and set out our framework for managing reports of misconduct in a lawful, fair, consistent and timely manner.

In June 2021, we released our first Modern Slavery Statement under Australia's *Modern Slavery Act 2018.* In 2021, we also intend to develop a refreshed Code of Conduct for implementation in 2022 and conduct a high-level compliance program review including consideration of key regulator expectations, the RGMPs and organisational culture and values.

For more information about our approach to corporate governance, you will find our documents and policies on our website.

Our commitment to the RGMPs

OceanaGold is a member of the World Gold Council and our President and CEO sits on the World Gold Council's Board.

Earning the right to operate long into the future means always enhancing our responsible performance and working closely with communities, governments and global organisations.

In 2019 the World Gold Council released the Responsible Gold Mining Principles (RGMPs) – 10 principles that set clear expectations about what constitutes responsible gold mining across key environmental, social and governance issues in our sector.

OceanaGold made a commitment in 2019 that our company would implement the RGMPs at all mining and processing operations we directly control by the end of 2022.

In 2020, we continued to make progress against this commitment. We have:

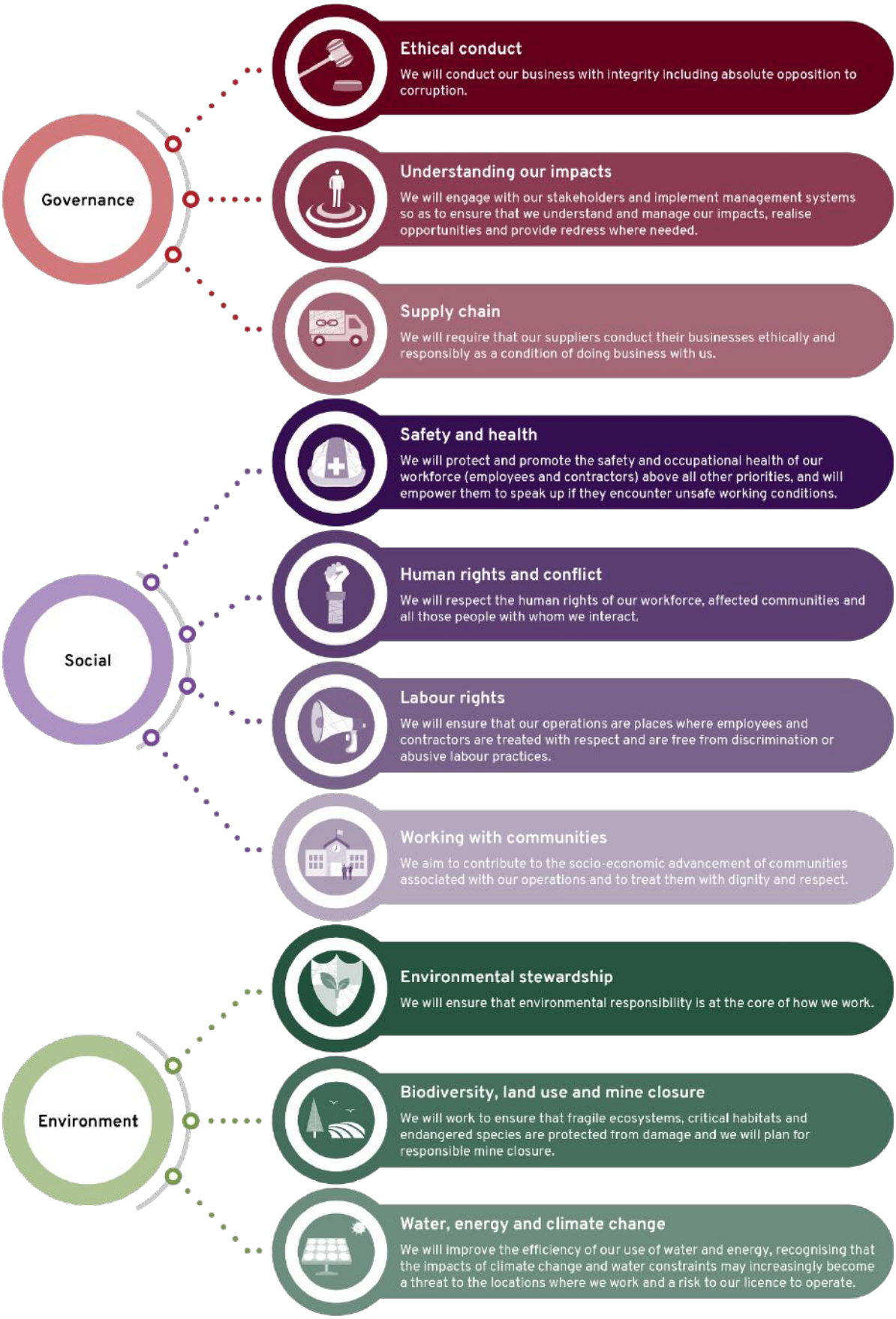
- Developed a compliance assessment tool and undertaken a readiness review at each of our operations to determine current conformance and required corrective action plans against each of the 10 principles
- Commenced development of corrective action plans at each operation to address conformance gaps (including identification of accountable persons at each operation)
- Completed independent external assurance to confirm our progress towards full compliance by 2022
- Developed a detailed assurance program for commencement in 2021.

To address the findings of the 2020 readiness review, detailed work commenced in 2020 to strengthen our policies, statements of positions and standards to meet the RGMP requirements and other international standards (for example the Global Industry Standard on Tailings Management). Updating our governance documents and processes requires a revision of the management systems at both corporate and operational levels and this work will continue throughout 2021. We are also reviewing training processes and programs to support awareness and capability across our workforce.

In 2021 each operation will complete their corrective action plan and work through the actions so that they are ready for full RGMP compliance by the end of 2022. A pre-compliance audit will be conducted at the Haile Gold Mine in South Carolina to test the compliance assurance process in late 2021.

Snow tussock artwork, Macraes Village, New Zealand.

RGMP commitments



Responsible supply chain

Our Group-wide Procurement Standard provides minimum requirements for procurement processes, which includes a strong commitment by suppliers to health and safety and compliance with applicable laws.

Our major contract and tender process includes a pre-qualification assessment. Our due diligence procedures can include consideration of various issues including anti-bribery and anti-corruption, health and safety and environment. Local knowledge and expertise are vital and, accordingly, we consider the experience and local knowledge of the suppliers we engage.

We also require contractors who commence working at our operations to undertake onboarding training. This can include provision of various responsible mining policies and standards and our Corporate Governance Policies.

In 2020 we reviewed our existing governance, procurement and supply chain controls to identify opportunities to enhance our approach. We also commenced the development of a Responsible Supply Chain Framework designed to address a range of third-party risks. This is a long-term program of work, with a focus on practical implementation and effectiveness. It is intended to include the ongoing enhancement of our policies, codes and practices.

More information about our supply chain is available in our first Modern Slavery Statement.

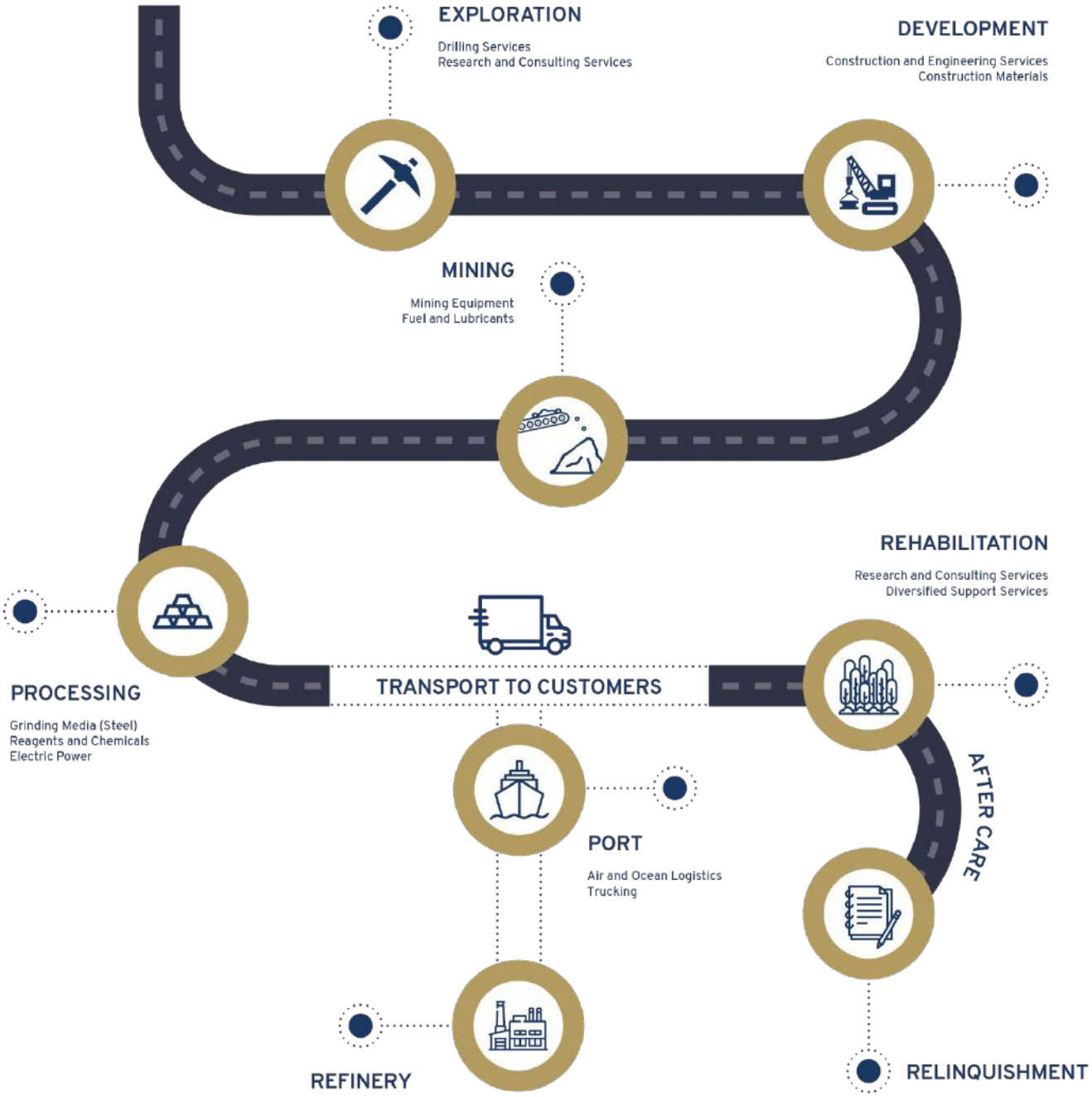
Our product and customers

Each of our operations produces gold doré bars (containing gold and silver), that are stamped with the mine of origin. Gold produced from our Philippines and New Zealand operations goes to the Perth Mint, and gold produced in the United States of America goes to Metalor. The gold doré is refined and cast into London Bullion Market Association Good Delivery Standard bars and marked with the refiner stamp. Gold is sold to financial institutions and/or refineries. We have a commercial offtake with Trafigura for the copper-gold concentrate produced in the Philippines. The Perth Mint, Metalor and Trafigura are all committed to socially responsible and conflict-free metals sourcing and their policies are available on their websites.

Gold pour at our Macraes Operation in New Zealand.

Our supply chain road map

The below outlines the principal elements of the mining life cycle in relation to our supply chain.



How we respect human rights

Our Human Rights Policy details our commitment to understanding and respecting the human rights of everyone impacted by our activities, at all stages of the mining lifecycle. This includes our employees, individuals in the communities we operate in, workers in our supply chain and all other stakeholders.

Our performance in 2020

In 2020, we continued implementing the commitments and requirements outlined in the Human Rights Policy and Standard and included in the External Affairs and Social Performance Management System (launched in 2019). The system aligns to the World Gold Council Responsible Gold Mining Principles. This included an internal audit to measure the implementation of standards at each operation (the Didipio Mine was not included in 2020 as the operation was suspended, but it will be audited following the resumption of mining). This audit included a check of the effectiveness of human rights aspects in our grievance mechanisms.

Our Human Rights Policy and Standard commit us to respecting the human rights of everyone impacted by our business and throughout our value chain, in line with the UN Guiding Principles on Human Rights, UN Declaration of Human Rights and other international frameworks.

Modern slavery

Modern slavery exploits vulnerable people and abuses their basic human rights. It goes against our values and our commitment to respecting the human rights of everyone impacted by our business and throughout our value chain.

Earning the right to operate long into the future means understanding our broader societal impact and working closely with suppliers, communities, governments and global organisations to maintain our high standards and continue to enhance our practices over time.

Our approach to assessing and addressing modern slavery risks is incorporated within our broader responsible mining programs, in particular our:

1. Human Rights impact assessment program: led by the External Affairs and Social Performance function
2. Responsible supply chain management program: led by a cross-functional working group and sponsored by an Executive Steering Committee.

In 2018, Australia passed the *Modern Slavery Act 2018*. The Act requires entities based, or operating, in Australia, which have an annual consolidated revenue of more than $100 million, to report annually on the risks of modern slavery in their operations and supply chains, and actions to address those risks. Other entities based, or operating, in Australia may report voluntarily.

In June 2021, we released our first Modern Slavery Statement and it details our assessment of our potential modern slavery risks, our actions in 2020, how we measure effectiveness and our planned actions for 2021.

In 2020, our Responsible Supply Chain Steering Committee and Working Group progressed a body of work in preparation for the release of OceanaGold's First Modern Slavery Statement. Addressing potential modern slavery risks is complex and we are in the early stages of our work. However, across all areas of our responsible mining performance, we are always committed to continuously learning and improving our approach.

In 2021, we will complete an inherent risk assessment of our tier one suppliers and a residual risk assessment on a sample of suppliers identified as having potentially high or medium inherent risk for modern slavery. We will also continue to progress our work in developing the Responsible Supply Chain Management Framework, which will include enhancing related policies, codes and practices and human rights training.

Across our company we respect the human rights of everyone impacted by our activities, at all stages of the mining lifecycle.

Business and Human Rights training

Since 2018, we have implemented business and human rights training for the Board of Directors and senior leadership teams. This training has been conducted by independent experts from Article One, an advisory firm with expertise in business and human rights.

In 2020, we commenced the development of an online training module (launched in May 2021), that will be rolled out to employees in roles that could potentially affect the human rights of internal and external stakeholders; e.g. people and culture, commercial, legal, health and safety and social performance (among others). In 2020, we also conducted iwi (Maori) cultural awareness training for the Board of Directors and Executive Committee (EXCO). This training introduced key concepts and principles important to iwi groups in New Zealand.

Training program	Participants	Total representatives in category	Number that completed training in 2020	Percentage that completed training in 2020
Business and human rights****	Boards of Directors*	7	6**	85.7%
	Executive Committee	6	6	100%
	Senior Leadership***	40	30	75%
Iwi (Maori) cultural awareness	Boards of Directors	7	5	71.4%
	Executive Committee	7	4	57.1%

**President and CEO included in Board of Directors*
***Sandra Dodds was appointed to the Board of Directors in November 2020, and after the 2020 Human Rights training was conducted. Ms Dodds completed Human Rights training in early 2021.*
****Senior leadership is defined as all people in a general manager or manager role across the company*
*****In 2020, 43 people completed a two-hour Human Rights training session, equating to a total of 86 hours of human rights training.*

Human Rights Impact Assessments

Human Rights Impact Assessments (HRIAs) are the due diligence tool we are using to identify how our activities could potentially cause harm or contribute to a breach of human rights. We conduct HRIAs with independent experts from Article One.

The process begins by assessing our performance against the full set of internationally recognised human rights benchmarks, to determine the most salient human rights risks for our employees, contractors, supply chain workers, communities and other key stakeholders. Guided by the UN Guiding Principles on Business and Human Rights, the severity and likelihood of a potential adverse impact are assessed, considering the scale, scope and if an adverse impact can be remediated if it were to occur.

Article One implements the HRIAs using a desktop review of documentation, interviews and focus groups with rightsholders and stakeholders which may include OceanaGold and vendor employees, management, contractors, community groups, government agencies and civil society.

Once a HRIA is complete, the respective teams review any gaps to establish actions. In 2020, we established a corporate key performance indicator (KPI) for implementation in 2021 to track implementation of the actions to close the gaps.

Article One implemented the HRIA at our Didipio Mine in 2018 and 2019. In 2020, the Didipio team conducted deep research to reconstruct the 23 years of land access negotiations at Didipio and better understand community sentiment and identify potential impacts on human rights. An action plan to close gaps identified in the Didipio HRIA and the land access review is in place, however, full implementation has been delayed due to the suspension of the Didipio Mine.

Article One implemented the HRIA at the Haile Gold Mine in 2020 and continued to guide a New Zealand wide HRIA process which will be completed in 2021.

On 10 December 2021 (International Human Rights Day), we will release a report outlining the results of our HRIAs across the company and our work program to continue improving our performance.

Performance in brief: Human Rights Impact Assessment at Haile

A Human Rights Impact Assessment (HRIA) undertaken at the Haile Gold Mine identified opportunities to strengthen the operation's human rights risk mitigation measures. The team is implementing an action plan that is designed to safeguard employees and stakeholders from human rights impacts.

In keeping with its Human Rights Policy, each of OceanaGold's operations is required to conduct a HRIA every two years to identify how their activities could potentially cause, contribute or are directly linked to a breach of human rights. The Policy reflects the requirements of the UN Guiding Principles on Business and Human Rights, the UN Declaration of Human Rights and other international frameworks.

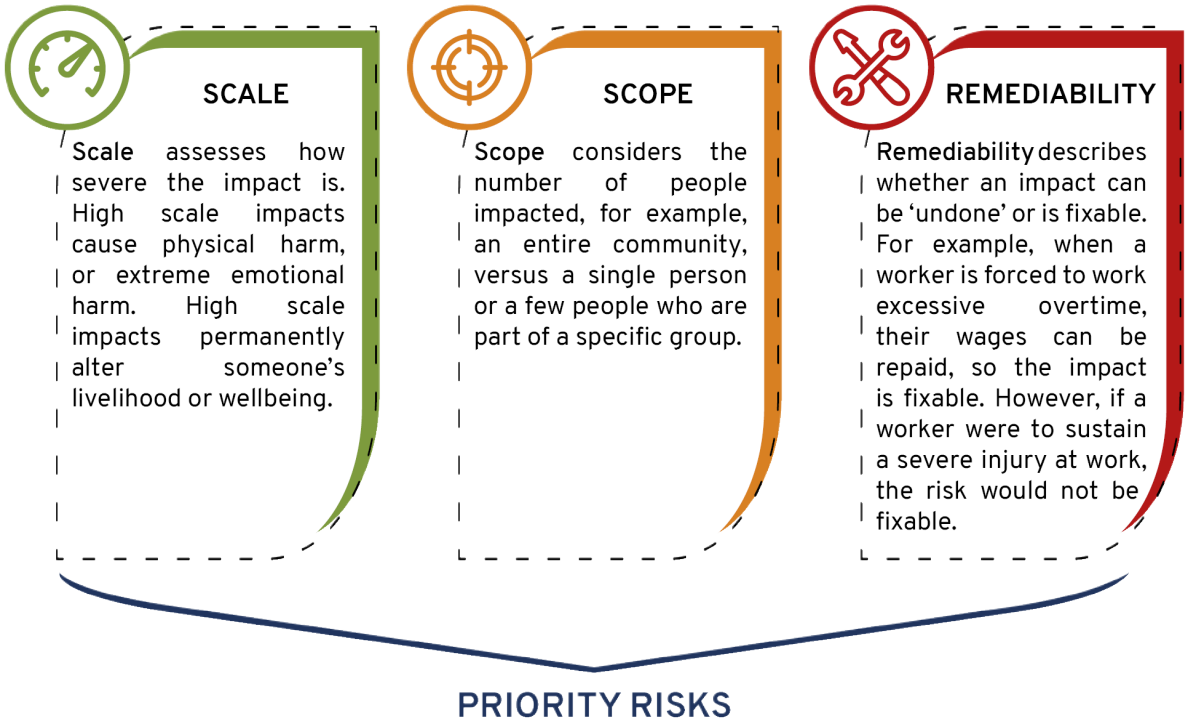
The assessment was conducted with the assistance of independent human rights experts, Article One, and involved a desktop review of documentation, interviews and focus groups with rightsholders and stakeholders.

Human rights risks are mapped highlighting the causal relationship between the company and the risks to people, and then they are prioritised based on their actual or potential impact. Where HRIAs identify any human rights risks, an action plan is developed to either eliminate or mitigate those risks.

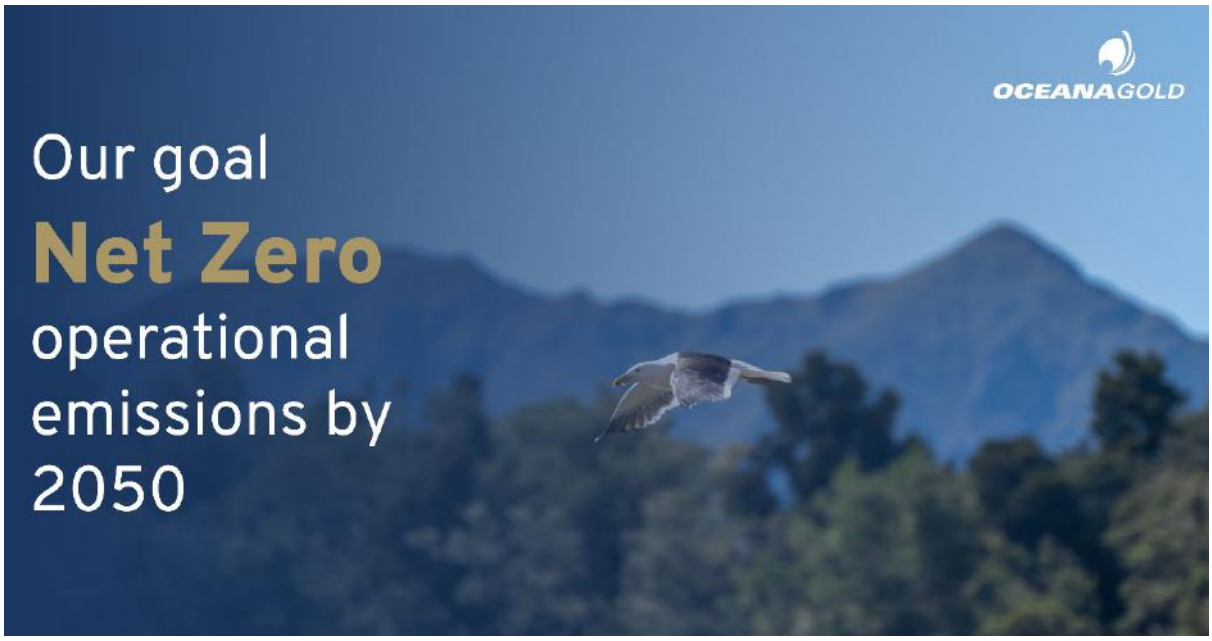
The action plans are monitored and reported to OceanaGold's Executive Committee as they form part of our global External Affairs and Social Performance key performance indicators.

The Haile HRIA Action Plan includes remediating actions such as enhancing family benefits for employees, engaging staff in 360 feedback processes, updating policies around the hiring of security personnel, and formalising relationships with local law enforcement agencies as part of regular security risk assessments. All contracted workers will operate under contracts with embedded human rights expectations and human rights due diligence processes will be strengthened when hiring contractors and suppliers.

Read the full story here.



Our commitment to climate change



In November 2020, we made a commitment to immediate climate action, releasing a new statement of position on climate change that sets a net zero operational greenhouse emissions goal by 2050.

With increasing concerns about the industry's impact on climate change and a growing ESG focus from investors around the world, we are planning for a just process to move to a net zero economy and society.

Climate change also presents a financial risk to the global economy, as a result of the physical risks climate change causes and the transition risks faced when transitioning to a lower-carbon economy. The Task Force on Climate-Related Financial Disclosures (TCFD) provides a framework to help organisations effectively report on climate-related risks, as is the benchmark for ESG reporting on climate risk management and performance. In 2021, each operation will complete a climate change physical risk assessment. This work, aligned to our statement of position on climate change underpins our reporting against the TCFD framework from 2021. This reporting will commence in our 2021 Sustainability Report (published in 2022).

OceanaGold has established a roadmap of strategic actions to help reduce the company's carbon footprint and improve energy management, including:

- Setting the goal to achieve net zero GHG emissions by 2050
- Establishing milestone interim emission targets by the end of 2021
- Establishing a climate change Technical Coordinating Committee to identify opportunities to reduce GHG emission intensity, and identify risks, opportunities, priorities and associated costs
- Undertaking climate change management and reporting to meet the requirements of the TCFD.

We understand the source and extent of our current greenhouse gas emissions. In 2020, we produced 0.766 tonnes of CO_2e per ounce of gold produced, lower than the global industry average. This figure includes the Didipio Mine in the Philippines, however, we temporarily suspended mining operations at our Didipio Mine in the Philippines in July 2019, and processing in October 2019. The operation remained suspended for the whole reporting year in 2020. More information about our Didipio Mine in is available on page 59 of this report.

There is a long way to go, and our journey to net zero emissions won't be linear. It will vary depending on production cycles, national infrastructure constraints and company growth opportunities.

However, we will achieve the carbon reduction goal through the implementation of four key strategic areas:

1. Improved energy efficiency and energy reduction
2. Decarbonisation of electrical energy supply
3. Decarbonisation of mobile equipment fuel
4. Carbon sequestration.

In 2021 we will finalise and launch short-term (2030) emissions targets and develop an internal reporting and visualisation tool (dashboard) that will allow us better track our emissions in close to real time, support operational decision-making and maintain a focus on the performance of each operation.

Scope 3 emissions

In 2020, we commenced our first assessment of Scope 3 emissions. This forms part of our journey to understand climate change risks and associated adaptation opportunities by having a more holistic view of the company's emission profile.

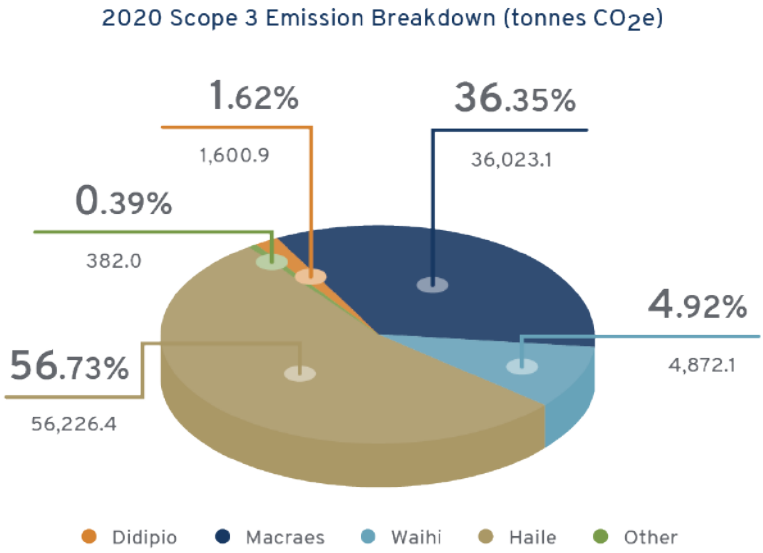
Scope 3 emissions are very broad and in completing our assessment we considered specific emission streams in line with the guidance for voluntary greenhouse gas reporting by the New Zealand Ministry for Environment.

These emission streams were quantified by directly obtaining the amounts of goods and services from respective companies we worked with in 2020. Emission factors were applied to these emission streams to obtain a total amount of CO_2e emitted.

These emission factors and calculation methods were obtained and cross checked from various companies and governments sources including the Australian National Greenhouse Accounts Factors, US Environmental Protection Agency, Australian National Greenhouse and Energy Reporting Determination, International Association of Maritime Economists, US Energy Information Administration, Intergovernmental Panel on Climate Change, Perth Mint, Orica, Yara, Orbit and others.

Scope 1	Scope 2	Scope 3
Fuel combustion	Purchased electricity	Purchased goods and services
Company vehicles		Business travel
		Employee commuting
		Waste disposal
		Use of sold products
		Transportation and distribution (up and downstream)
		Leased assets and franchises

In 2020, our Scope 3 emissions totalled approximately 99,110.9 tonnes of CO_2e, which equated to 29.9 per cent of our annual emissions. Our largest Scope 3 emissions in order are: chemicals, explosives and upstream fuel emissions. The Haile Gold Mine and Macraes Operation are the largest Scope 3 emitting operations due to their scope and size (including multiple ore bodies) and the additional consumables each operation requires to operate.



During 2020, approximately 82.4 per cent of New Zealand's electricity generation was from renewable sources. In Luzon in the Philippines, 14 per cent of electricity came from renewable sources. In South Carolina in the United States, 6.6 per cent of electricity came from renewable sources and 54.6 per cent of electricity came from nuclear.

We are on an exciting journey of innovation and transformation in an industry which is vital to us all as we transition to a low-carbon world. Since 2018, we have been implementing a company-wide program of automation, digital and process transformation, called ADAPT, which is helping our company define the journey to operate the mines of the future.

Our industry is a leader in environmental and social performance and the adoption of new technologies. Rapid advances in technology and innovation, including electrification, are central to the mining industry's commitment to reducing its environmental impact. More information about our ADAPT program is available on page 56 of this report.

New Underground Loader, a Sandvik LH517i, at the Macraes Operation in New Zealand. This machine has a low emission engine and onboard intelligent control system.

Responding to COVID-19

The outbreak of the COVID-19 pandemic in 2020 was unprecedented and unpredictable, and despite the commencement of vaccination programs globally, it remains so.

OceanaGold's management of COVID-19 requires a flexible and adaptable approach that reflects the local reality at our offices and operations. The local reality is considerate of national and regional response requirements, local workforce demographics and resources and the physical aspects of each workplace.

Our priority first and foremost is the health and wellbeing of our workforce and the communities in which we live and work. We are in regular communication with the regulatory agencies in each operational jurisdiction, subscribe to the advice of the World Health Organization, and are consistently reviewing industry best practice to assess opportunities to reduce our exposure to the virus. In February 2021, we released our COVID-19 Vaccination Statement of Position, outlining our commitment to the equitable global distribution of vaccine programs in line with jurisdictional government strategies, programs and goals.

Our focus is prevention, preparedness, response and recovery for all our workplaces and community activities, and our management measures fall into three key areas:

Minimise the risk of employees contracting or spreading COVID-19 at work or during transit to or from work.

Have a well-informed workforce that can self-manage to reduce exposure risks to themselves and their families.

Development of specific and stringent operational continuity plans that reflect the specific requirements at each of our offices and operations and prevent the workplace from becoming a potential source of transmission in each jurisdiction.

At our Waihi Operation in New Zealand, the Waihi Mines Rescue Team worked with the Waihi Salvation Army and local schools to deliver more than 240 food packages to families in need.

COVID-19 protocols

We continue working with our business partners, including contractors, suppliers, banks and customers to keep them up to date with our planning and operational status, including the precautions we are implementing across the company. We live and work in the communities that host our operations. We are part of the community and it is critically important we get involved and build and maintain meaningful relationships.

Across the company we continued to support communities through the global pandemic by donating time and goods and helping local economies by forming partnerships. Find out more about the ways our workforce supported communities through the pandemic on our website.

COVID-19 vehicle wash-down bay to sanitise goods coming in to the Didipio Mine in the Philippines.

COVID-19 impacts across jurisdictions

Across our operational locations there are varying risks and responses associated with COVID-19. Each operational management team has developed a Trigger Action Response Plan (TARP) that considers detailed response planning, including the key pandemic risks for that location, its potential impacts and our response for operations, resources, reputation and financial health.

2020 confirmed COVID-19 cases in our operational jurisdictions

United States:
64

New Zealand:
0

Philippines:
5

COVID-19 responses in our operating jurisdictions

Operation	Description
Corporate Offices	In response to various government lockdowns, office-based employees worked remotely in line with government requirements. Where jurisdictional restrictions have eased, we made hygiene and physical distancing practices more permanent, to ensure a safe working environment for returning employees. Attendance at corporate events or business travel is undertaken in strict compliance with government advice and guidelines.
Haile Gold Mine, United States	In March 2020, South Carolina was placed under a state of emergency, however, the Haile Gold Mine continued operating in line with strict protocols and controls under State Guidelines. In line with our protocols, any employees displaying symptoms or feeling unwell must self-quarantine. The Governor ordered a lockdown of all non-essential businesses and executed a work from home order in April 2020 - in accordance with Executive Order No.2020-21 Haile Gold Mine was classified as an essential business. These restrictions were progressively lifted in May and June 2020. Throughout the pandemic, strict protocols and measures were implemented to ensure the safety of our employees, including working from home, temperature checking, physical distancing, wearing facemasks, enhanced hygiene precautions, virtual meetings, regular COVID-19 management meetings and goods, vehicles and surfaces cleaned and disinfected between shifts. It total, as at 21 June 2021, 772 of our workforce has spent time in precautionary isolation and there have been 119 positive cases.
Waihi and Macraes operations and Reefton Restoration Project, New Zealand	New Zealand has a four-level alert system with a focus on reducing the risk of community transmission. In April 2020, New Zealand went into Level 4 restrictions for five weeks, which required all non-essential businesses and services to temporarily close. Essential businesses were classified as those concerned with the preservation of life. At the Waihi Operation and Reefton Restoration Project we were given limited authority to maintain a site presence, where required for minimum health, safety and environmental purposes. Both sites were operating under a COVID-19 Management Plan (lodged with our regulators), which suspended 90% of business activities. The Macraes Operation continued with minimal operational activity, with less than 15% of the workforce on-site. Macraes needed to maintain a minimum level of activity to preserve the processing plant. Completely shutting down the processing plant and its autoclave would have required a larger number of staff and far greater complexity than continuing to operate it using isolated teams drawn from a skeleton crew.
Didipio Mine, Philippines	In line with National Government directives, the Didipio Mine was placed in lockdown from mid-March to end April in 2020 to minimise the risk of community transmission. We reopened the site in May 2020 and worked in strict alignment with the directives of various levels of government and our regulators. Throughout the pandemic, strict health protocols and standards have been in place, including physical distancing, wearing facemasks, a daily health symptom checks, temperature checks and a disinfection process for all goods and vehicles entering the site. Any employees who have COVID-19 symptoms are required to quarantine and are closely monitored by the occupational health team. As of 21 June 2021, there have been 71 positive cases across our Didipio Mine workforce.

Performance in brief: The power of giving

We assisted communities through the global pandemic by donating time and goods and helping local economies by forming partnerships.

At our Waihi Operation, 30 volunteers established the Waihi Mines Recue Team and assisted in emergency responses across the local community. During COVID-19, the volunteer team worked with the Waihi Salvation Army and local schools to deliver more than 240 essential food packages to families in need. They also raised over $20,000 for Leukaemia and Blood Cancer New Zealand in the Auckland Sky Tower Challenge.

In South Carolina where COVID-19 continues to be a challenge, our team (and their families) at the Haile Gold Mine dug deep to support the local community. Jacob Clark, the nine-year-old son of Haile's Senior Health, Safety & Security Training Coordinator, and member of Haile's Mine Rescue Team, Russell Clark, helped to serve warm meals to elderly residents across Kershaw and Heath Springs. Other team members made protective masks for the elderly and supported local nursing homes by supplying treats, games, art suppliers, greeting cards, murals, sidewalk art, stamps and food and drink deliveries.

At the Didipio Mine, our team earmarked approximately PhP6-million Social Development Management Program funding to provide COVID-19 relief for the mine's host and adjacent communities. The team packed and distributed relief goods, including food and medical supplies, to almost 19,000 households, and donated more than 4,300 face masks, 4,000 surgical masks, 80 gallons of sanitising alcohol and other personal protective equipment (PPE).

The Macraes Operation donated two unused respirator fit test kits to the Dunedin Hospital to help ensure frontline heath workers were properly protected. And IT Engineer Gerard Hyland took part in the ShieldsUpNZ movement – a crowdsourced stopgap initiative for PPE in the early phases of the pandemic – which involved members of the community helping to make shields for doctors and other health professionals using 3D printers. Gerard worked around the clock, producing 12 shields every 24 hours.

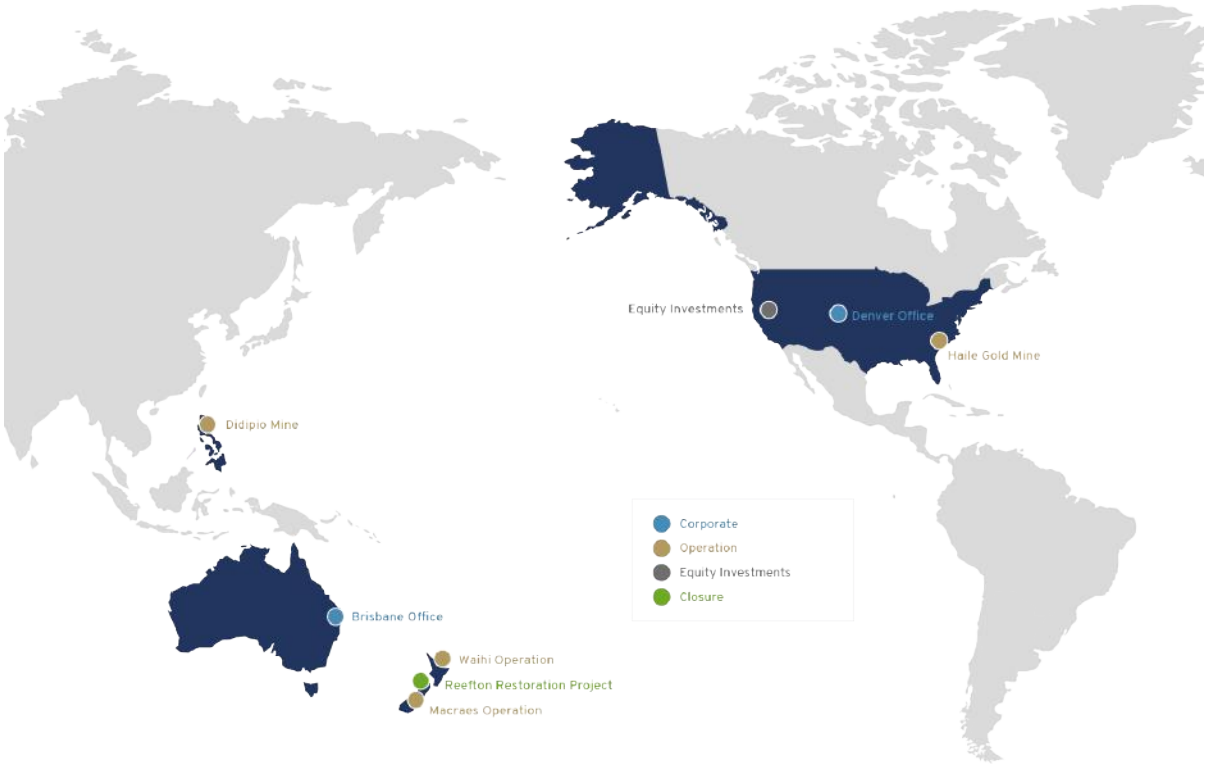
Read the full story here.

OUR COMPANY

Our corporate strategy supports company-wide performance, organic growth and investment goals and is built around a culture underpinned by a strong purpose, vision and values – known as the OceanaGold Way.

Macraes Operation, New Zealand.

OceanaGold at a glance



OceanaGold is a Canadian corporation, listed on the TSX and ASX under “OGC”.

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

Our operations are supported by corporate offices located in Brisbane, Australia (our headquarters), and Denver, United States of America.

Our full year 2020 consolidated production was 301,675 ounces (oz) of gold and our full year All-In Sustaining Costs (AISC) were US$1,278/oz on sales of 310,531 ounces of gold.

Our full year 2020 revenue was $500 million and our adjusted Earnings before Interest, Depreciation and Amortisation (EBITDA) was US$165 million.

We expect a 2021 production range of 340,000 to 380,000 oz gold at an AISC of $1,050 to $1,200 per oz gold sold, reflecting an approximate 20% increase in production from 2020 at approximately 12% lower AISC. This guidance excludes the Didipio Mine, which remained suspended at the time the formal guidance was provided to the market.

You will find more information about our company, our assets and our financials on our website.

	Didipio	Macraes	Waihi	Haile
Mine type	Gold and copper mine	Gold mine	Gold and silver mine	Gold mine
Location	Luzon Island, Philippines	South Island, New Zealand	North Island, New Zealand	South Carolina, United States of America
Leadership	**David Way**, Executive General Manager			**James Whittaker**, Executive General Manager
	Joan D. Adaci-Cattiling, President of OceanaGold Philippines and General Manager Legal and Corporate Affairs **Glen Duncan**, Senior Manager – Operations	**Kieran Rich**, Acting General Manager **James Isles**, Acting General Manager	**Matthew Hine**, General Manager	
Employees	189	609	291	527
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
Website	oceanagold.com	oceanagold.com	oceanagold.com waihigold.co.nz	oceanagold.com hailegoldmine.com
Proven and Probable Reserves	1.28 Moz gold 2.70 Moz silver 0.15 Mt copper	1.3 Moz gold	0.63 Moz gold 1.95 Moz silver	2.84 Moz gold
Measured and Indicated Resources	1.43 Moz gold 2.93 Moz silver 0.17 Mt copper	3.61 Moz gold	1.84 Moz gold 6.92 Moz silver	3.18 Moz gold 4.17 Moz silver
Inferred Resources	0.4 Moz gold 0.6 Moz silver 0.04 Mt copper	0.7 Moz gold	1.41 Moz gold 5.35 Moz silver	1.1 Moz gold 0.3 Moz silver
2020 production*	Production suspended	144.4 koz gold 6.2 koz silver	19.7 koz gold 38.5 koz silver	137.4 koz gold 123.1 koz silver
2021 production guidance	N/A**	155-165 koz	35-45 koz	150–170 koz
Current mine life	2032+	2028+	2028+	2033+

Production figures as at 31 December 2020 and reported in the 2020 Annual Information Form. Guidance figures are as released in the 19 February 2021 multi-year outlook. Resources and Reserves figures are as at 31 December 2020 as reported in the Annual Mineral Resource and Reserve Statement on 31 March 2021.

***Mining was temporarily suspended at the Didipio Mine in 2019 and there was no production in 2020. Guidance for 2021 does not include the Didipio Mine and will be updated when the mine returns to operation.*

Performance in brief: Our 30-year anniversary and a future full of opportunity

November 2020 marked 30 years since we poured our first gold bar at the Macraes Operation in New Zealand.

Back then, the company was called Macraes Mining Company Ltd. and the operation had a mine life of seven years. Macraes has gone on to be the lifeblood of the company and today, stands as New Zealand's largest active gold producing mine.

President and CEO, Michael Holmes, said that for 30 years, OceanaGold had been contributing to excellence in the industry by delivering innovative solutions, sustainable environmental and social outcomes and strong returns.

"This was a milestone that celebrated not only where OceanaGold started, but the history and legacy of each of the operations that make up OceanaGold today; the Macraes and Waihi Operations in New Zealand, the Didipio Mine in the Philippines, the Haile Gold Mine in the United States and our former Globe Progress Mine, now known as the Reefton Restoration Project, in New Zealand," Michael said.

"Today, we are mining gold for a better future and have a strong and sustainable future ahead of us. Our organic growth pipeline represents decades of opportunities for our company and is one of the best in the gold industry," he said.

"I'm most proud of our people. Our company is built on the passion, resilience, progressive thinking and expertise each member of the OceanaGold team brings to our world-class operations every day."

"Driven by strong values, we continue to explore new opportunities at each operation, with a focus on sustainability and contributing to the communities who host each mine."

See the full story here.

Having commenced operations with only seven years of mine life, the Macraes Operation in New Zealand has poured over 5.2 million ounces of gold.

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.

In 2020, Sandra Dodds joined our Board of Directors. Mick McMullen and Paul Benson joined our Board of Directors in May 2021 and have not yet been elected to Board Committees. That election will take place following our Annual General Meeting on 30 June 2021.

More information about our Board of Directors, including biographies for each, is available on our website and in our AGM Circular. Our Board Charter, outlining the role, structure, election, activities, performance and any conflicts of interest is also available on our website.

Board member*	Board committees	Tenure
Ian Reid, Chairperson	Audit and Financial Risk Management Committee Remuneration, People and Culture Committee Sustainability Committee Governance and Nominations Committee	Joined April 2018 Commenced as Chair June 2019
Paul Sweeney Non-Executive Director	Audit and Financial Risk Management Committee (Chair) Remuneration, People and Culture Committee Governance and Nominations Committee	Joined July 2014
Geoffrey W. Raby Non-executive Director	Audit and Financial Risk Management Committee Sustainability Committee (Chair) Governance and Nomination Committee	Joined August 2011
Craig Nelsen Non-executive Director	Remuneration, People and Culture Committee (Chair) Sustainability Committee	Joined February 2019
Catherine Gignac Non-Executive Director	Audit and Financial Risk Management Committee Sustainability Committee Governance and Nominations Committee (Chair)	Joined August 2019
Sandra Dodds Non-Executive Director	Audit and Financial Risk Management Committee Sustainability Committee	Joined November 2020
Paul Benson Non-Executive Director	None until after the AGM in June 2021	Joined May 2021
Mick McMullen Executive Director	None until after the AGM in June 2021	Joined May 2021
Michael Holmes, President and CEO	NA	Appointed CEO March 2020 and as a Director of the Board April 2020

**All board members are 50 or over.*
***Two (or 28.6 per cent) of the Board in 2020 were female: Catherine Gignac and Sandra Dodds*

2020 Board and Committee meetings

With COVID-19 travel restrictions in place from March 2020, our Board of Directors held shorter and more frequent virtual meetings, accommodating varying time zones and avoiding screen fatigue.

	Director	Ian Reid	Paul Sweeney	Geoff Raby	Craig Nelson	Catherine Gignac	Sandra Dodds
Board of Directors 21 meetings held	Number Attended	21	21	21	21	21	3
Audit and Financial Risk Management Committee 4 meetings held	Number Attended	4	4	4	Non-member	4	0
Remuneration, People and Culture Committee 4 meetings held	Number Attended	4	4	Non-member	4	Non-member	Non-member
Sustainability Committee 4 meetings held	Number Attended	4	Non-member	4	4	4	1
Governance and Nomination Committee 4 meetings held	Number Attended	4	4	4	Non-member	4	Non-member

**Sandra Dodds was appointed to the Board of Directors in November 2020 and no Audit and Financial Risk Committee meetings were held following her appointment in the 2020 financial year. Only one Sustainability Committee meeting was held. Sandra Dodds attended all three (100 per cent) of the 2020 Board of Director meetings held following her appointment.*

The Board delegates certain responsibilities and authorities to the Chief Executive Officer (CEO) and the Executive Committee (EXCO) 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
- Remuneration, People and Culture Committee
- Sustainability Committee
- Governance and Nominations 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. This includes environmentally sound and responsible resource development and social performance, a healthy and safe work environment and our relationship with stakeholders and governments.

The Board receives quarterly reports, which include all material operational matters and stakeholder feedback. Where new or emerging material events occur, the Board is advised immediately. 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 2020, as a response to the COVID-19 pandemic, the Board held shorter and more frequent Board meetings. Instead of quarterly meetings, the Board held 21 meetings in 2021.

In November 2020, one new Board member (Sandra Dodds) was appointed, and participated in human rights training in February 2021.

Processing plant at the Haile Gold Mine in the United States.

Executive Committee

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.

Our Executive Committee (EXCO) comprises six Executive Vice Presidents (EVPs). In addition, two Executive General Managers (EGMs) report to our CEO on operational performance and development. David Way is the EGM for Asia-Pacific, with responsibility for the Operations in the Philippines and New Zealand. James Whittaker is the EGM for the Haile Gold Mine. Biographies for each of our Executive Committee members and our Executive General Managers are available on our website.

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 2020 we developed a risk heat map, integrating quarterly corporate and operational risk reviews. We also completed risk reviews and social risk assessments at our Haile Gold Mine and Didipio Mine. More information is available in the communities section of this report.

In line with our Integrated Management System requirements, we will review and refresh our Risk Management Policy in 2021. The review will enable the policy to remain current to our business as it changes. In 2020, we allocated an owner to each of our corporate risks. From the start of 2021 these risk owners report on any changes, additional controls and the effectiveness of those controls to the Executive Committee each month and to the relevant Board Committee each quarter. We will continue quarterly corporate risk reviews, ensuring the senior leadership across the company is more regularly updated on all corporate risks and any changes.

A summary of the company's key risks is reported in our Annual Information Form.

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 (20 per cent), mainland Europe (13 per cent) and Australia (11 per cent), with 704.0 million shares outstanding as of 31 December 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 2020 were:

1. Van Eck Associates Corporation (11 per cent)
2. Blackrock Inc. (9.5 per cent)
3. Ingalls & Snyder LLC. (3.6 per cent)
4. Dimensional Fund Advisors LP (3.5 per cent)
5. Condire Investors, LLC (3.4 per cent).

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.

ESG ratings performance

Our overall environmental, social and governance (ESG) performance has been recognised by the major ESG rating agencies. In 2020 we maintained our "A" rating with MSCI and "outperformer" ranking by Sustainalytics, putting us among the elite ESG performers in the mining industry. We are also ranked fourth overall in the mining industry through the Vigeo Eires third-party reporting methodology.

Our focus is to ensure that we remain on the forefront of global best practice when it comes to sustainability performance and reporting.

Corporate strategy

OceanaGold's corporate strategy supports company-wide performance, organic growth and investment goals and is built around a culture underpinned by a strong purpose, vision and values – known as The OceanaGold Way.

In developing the new corporate strategy in late 2020, the company looked inward to ensure its values and mission reflected the organisation's performance drivers to strengthen focus on a growth mindset.

The five pillars of the corporate strategy – investment, growth, management, capability and delivery – are robust and all support the company's organic growth and performance objectives. Key to our success is ongoing collaboration, innovation and focus.

In executing the strategy, we are focused on clear targets, measurable outcomes and rapid delivery. To achieve this, the Executive Team (EXCO) is leading five strategy execution plans:

1. Delivering organic growth in New Zealand
2. Realising Haile's full potential
3. Connecting the right talent to achieve growth and performance targets
4. Planning, accountability and resourcing for delivery
5. Delivering sustainability and ESG outcomes.

Exploration, investments, technical services and project execution

Exploration

Callum, Coban and Rory work in the exploration team at our Waihi Operation in New Zealand.

We are strategically placed in world-class gold belts in the Americas and the Asia-Pacific region where we leverage our experience to identify opportunities that sustainably grow our business.

In 2020, we shifted focus to organic growth through targeted resource development and exploration opportunities within our current mining footprint. This approach is outlined in our five-year corporate strategy which aims to create additional value for shareholders through prudent capital investments in organic growth opportunities including the Haile Underground, the greater Waihi District and targets along the Hyde-Macraes Shear Zone within the Macraes footprint.

In 2021, our drilling programs will continue to focus on discovery and sustained resource conversion at each operation to replace or exceed what we mine and ultimately extend the operations beyond their current life of mine.

We have a Resource and Reserve Steering Committee and Resource and Reserve Technical Committee that provide governance and guidance around technical and legal aspects of external reporting for Resources and Reserves. We also abide by a Resources and Reserves Charter, aligned to NI 43-101 and JORC 2012 guidelines as well as any applicable listing rules, laws and regulations.

More information about our exploration program and our Resources and Reserves is available on our website, in our Annual Information Form and Resource and Reserve (R&R) statement.

Investments

We are disciplined in our approach to investments, merger and acquisition opportunities and have strict criteria around due diligence, financial and other entry hurdles, and various potential risks.

As of 31 December 2020, we have equity positions in two exploration companies.

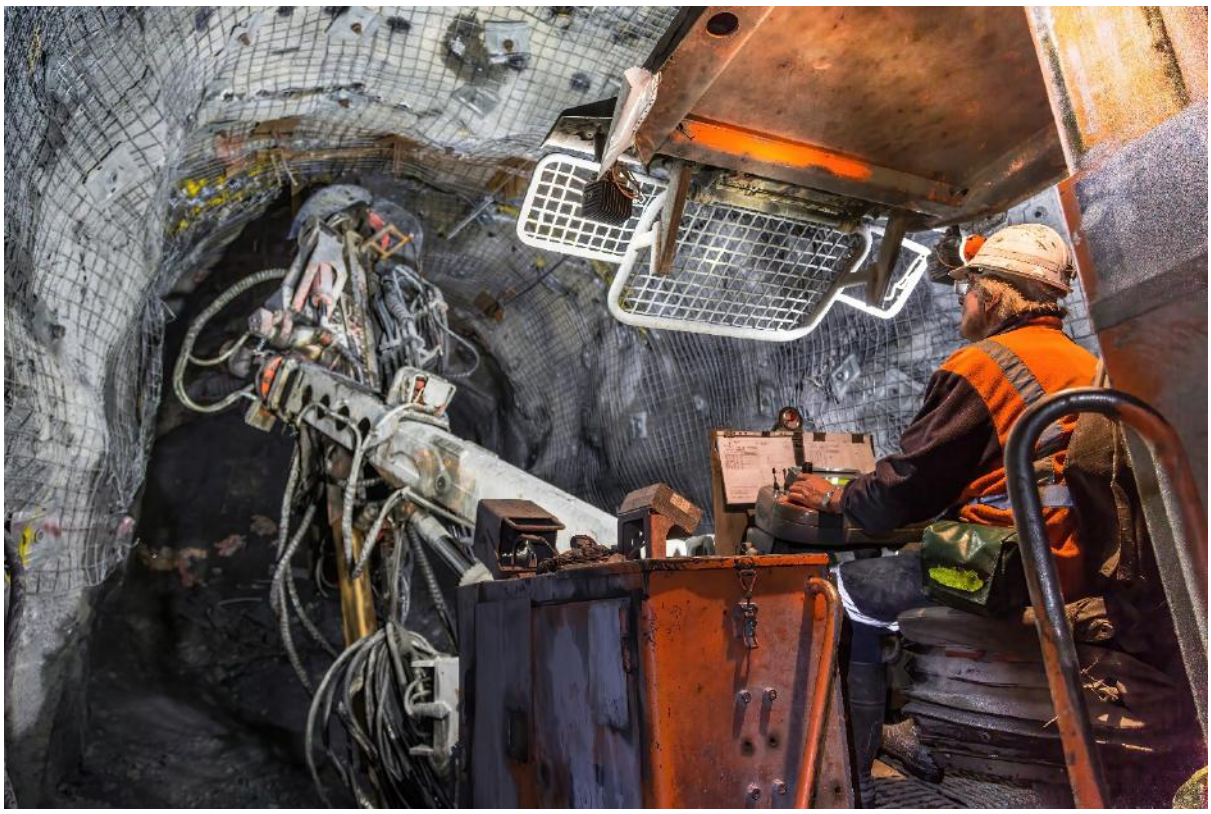
Company	Ownership as at 31 December 2020
NuLegacy Gold Corporation	12.22%
TDG Gold Corporation	3.67%

**As at the date of publication of this report (21 June 2021) the company holds 8.5% of NuLegacy Gold Corporation*

We also have investments that include active options and joint venture agreements in Australia and New Zealand.

Company	Projects
Sandfire Resources Ltd.	Sam's Creek, South Island, New Zealand (18.47%)
Newcrest Mining Ltd./Barrick Australia Ltd.	Junction Reefs Project, New South Wales, Australia (16.83%)

More information about our strategic and project investments is available in our Annual Information Form.



Development of the Golden Point Underground Mine at the Macraes Operation in New Zealand.

Technical services and project development

We have an in-house technical services team comprising mining specialists who undertake our major project technical studies.

The team of underground and open pit mining engineers, metallurgists, geologists and project managers, provide linkages across the operational and corporate areas of our company and group-wide governance, peer review, technical support and due diligence.

In 2020 the technical services team delivered:

- Preliminary Economic Assessment and NI 43-101 Technical Report for the Waihi District Study. This study indicated strong value-creating potential through a series of projects including an expansion of the Martha Underground, Wharekirauponga (WKP) Underground, Martha Open Pit Cutback and Gladstone Open Pit. The base case scenario extends the mine life at the Waihi Operation to at least 2036, from multiple sources of mill feed, assuming an initial 2.2 million ounces of gold produced.
- An extension to the mine life at the Macraes Operation, assistance with initial Mineral Reserves and Mineral Resources for the Golden Point Underground and a NI 43-101 Technical Report. These indicated the Macraes Life of Mine would extend to at least 2028, producing 1.1 million ounces of gold at an AISC of $1,025 per ounce sold, with the inclusion of Golden Point Underground along with new open pit opportunities including Deepdell and Frasers West.
- A NI43-101 Technical Report for the Haile Gold Mine. This indicated a life of mine extended to 2033, producing 2.5 million ounces of gold at a life of mine AISC of $800 per ounce sold and demonstrating long-term value and significant organic growth opportunity for the operation.

Project execution

We have an in-house project execution team, responsible for designing, planning and delivering our mine and infrastructure construction, upgrading our existing infrastructure and delivering closure outcomes for the business.

The team comprises experienced project delivery professionals including, project managers, civil, electrical, process and mechanical engineers, project controls and field construction leadership.

In 2020, the project execution group worked with the operational teams across the company on multiple projects to directly deliver or support the delivery of:

- Reefton Restoration Project
- Martha Underground development, including underground and surface infrastructure
- Waihi Operation processing plant SAG mill upgrade
- Wharekirauponga Underground Project and Project Quattro technical studies
- Golden Point Underground development, including surface works
- Macraes Deepdell culvert design and construction
- Macraes Operation road realignment
- Macraes underground Infrastructure relocation
- Haile Underground project infrastructure execution plans, construction and procurement schedules
- Didipio Underground pump station
- Didipio gold gravity circuit upgrades.

Closure and rehabilitation

Closure and rehabilitation are critical phases in the mining lifecycle. They underpin the final legacy of the operation within the host community and are critical in maintaining 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.

Our mines are designed with rehabilitation and closure in mind from the outset and each has a closure plan. Our Statement of Position on Closure and Rehabilitation Management outlines our commitment to the delivery of long-term positive legacies to communities that host our operating facilities. This means, leaving a legacy of lasting and sustainable benefits well beyond mining.

We also undertake progressive rehabilitation as soon as we complete mining in certain areas of an operation to minimise our effects on the landscape during operations and provide for productive end of mine life closure activities.

In 2020, we participated in the Cooperative Research Centre (CRC) Transformations in Mining Economies Project. Funded by the Australian Government, the project involves over 75 participants, including mining companies, service providers, regulators, community and research groups. It was established to identify the current industry mine closure decision-making (evaluation and valuation) practices and highlight any gaps that may exist. This research intends to increase understanding with regards to current mine closure related decision-making processes and identify future research opportunities.

In 2020, we also continued our closure and rehabilitation projects at Junction Reefs in Australia, and at the Reefton Restoration Project (formerly the Globe Progress Mine) in New Zealand. More information about our closure programs is available in the Environment section of this report.

At each of our operations we have bonds in place with the regulators to ensure they have the funding available to close and rehabilitate the asset if the company fails. We report our bonding obligations in our Consolidated Financial Statements.

The tailings storage facility at the Reefton Restoration Project in New Zealand has been transformed and is now a shallow lake and wetland.

Performance in brief: The birds and the bees and the flowers and the trees

When the Buller District Council's Socio-Economic Development Officer Rachel Fifield first stepped into Reefton's Broadway Team Rooms and spotted a jar of the small town's famed Browkins Honey, she had an idea.

We had planted 250-hectare at the Reefton Restoration Project with manuka and beech varieties to boost pollination of native species and increase biodiversity at the site. Rachel saw the link.

Her job is to connect people and develop solutions that safeguard an economically diverse future for Reefton, post-mining. And this was too good an opportunity to pass up: a small, local honey producer who could potentially expand his business through accessing the lush landscape at Reefton, which also met the project's environmental objectives.

Browkins Honey, OceanaGold and the Reefton Visitor Centre entered a formal partnership through a Memorandum of Understanding to produce, bottle and sell the special manuka honey blend – aptly named 'Reefton Gold'.

Browkins Honey introduced around 50 hives in 2020 and will eventually sell the honey through the local I-site and West Coast markets, generating income and providing yet another diversified revenue stream to the region.

Long-term, with the bee population doing its job, Reefton's native species will self-generate and the site will return to its natural state much faster than it would have without the hives.

This is responsible mining in practice.

Read the full story here.

Installing beehives at the Reefton Restoration Project.

Automation, digital and process automation (ADAPT)

Since 2018, we have been implementing a company-wide program of automation, digital and process transformation we call ADAPT, which is helping us define our journey to operate the mines of the future. ADAPT is designed to identify and integrate leading technologies and innovations that will improve the way we plan, operate and evolve our mining operations.

This is not just a change for our business – the mining industry is one of the most transformative and we are always evolving to improve performance, safety and reduce our social and environmental impacts.

ADAPT focuses on three areas:

1. Analytics – turning data into information to improve decision-making
2. Automation – digital control of equipment and processes
3. Digital – hardware and software that generates, stores, processes and transmits data.

All our stakeholders expect more from us and we need to produce more, waste less and protect our people and the environment. Better data means less waste, so less rock needs to be mined, stored and processed. That also means less waste rock and tailings. Data collection is also used to mitigate potential risks. New technologies are connecting our people with each other and improving situational awareness capabilities, protecting them from the typical hazards associated with the mining environment. We are training, developing and recruiting employees who want to be empowered to improve performance with better information and analysis.

ADAPT has already changed the way we operate. Jobs are becoming more dynamic, as repetitive work is removed and we are collectively being empowered to enhance our roles.

The Macraes Operation has been a leader in efficient mining performance for over 30 years and is building on that legacy by deploying new technologies that reduce emissions. The Haile Underground Project is being designed to take the learnings from the automation and remote underground operation at the Didipio Mine and continue to improve our underground mine operating model. At the Waihi Operation, we have established a smart centre that acts as a control room for the Martha Underground Mine.

All the data and experience we gain across these operations is being incorporated into the technical studies for the Wharekirauponga Underground Project, where we are designing the responsible mine of the future.

Find out more about ADAPT on our website.

Performance in brief: Partnering for sustainability at the Macraes Operation

Modern mining requires equipment that offers high levels of productivity, low emissions and ease of operation and maintenance.

At OceanaGold we're partnering with equipment suppliers to future-proof our new and upgraded fleet and increase safety and comfort levels to reduce operator fatigue. We also want to be sure our equipment is responsibly manufactured, with sustainability and productivity a key focus for our business partnership.

In New Zealand, our Macraes Operation has purchased two Sandvik Toro™ TH551i underground trucks to meet these requirements. Macraes Operation Underground Mine Manager James Isles said the company was looking for a machine that could integrate technology, safety and productivity, backed up with ongoing training, service and support.

"We needed to be sure the machine we put underground today could be future-proofed for the changes coming with tomorrow's mines. We achieved that through partnering with Sandvik," James said.

"The new trucks carry more ore in each load and have a higher transport speed and less downtime. This greater availability means better production," he said.

The low emission engine on the TH551i runs more cleanly, producing less nitrogen dioxide (NO_2) and reduced Diesel Particulate Matter (DPM). The onboard fire suppression equipment is the world's first fluorine-free suppression system for mobile equipment, designed to suppress onboard fires while minimising any environmental effects.

The 'My Sandvik' app provides data in real time, monitoring critical functions to identify problems before they happen, making it possible to schedule maintenance and replacement activities before something breaks down. Wi-Fi capability allows the machine to be operated remotely, with the potential for autonomous operation.

"The mines of the future will be digitised, autonomous and generate reduced emissions. These are the foundations on which we will continue to develop a sustainable and increasingly productive operation at Macraes," James said.

"Everything is focused on improving availability, utilisation, performance and safety. Our relationship with Sandvik allows us to work together and help shift mindsets in the constantly evolving world of modern underground mining. For our industry, this is the 'new normal'," he said.

The new TH551i runs more cleanly, producing less nitrogen dioxide (NO_2) and reduced Diesel Particulate Matter.

Memberships, associations and awards

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. Our memberships and associations in 2020 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
- Kershaw County Soil and Water Conservation District
- Lancaster County Soil and Water Conservation District
- Lancaster County Council of the Arts
- 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.

Fog clearing at sunrise at the Macraes Operation in New Zealand.

OUR DIDIPIO MINE IN THE PHILIPPINES

Allen and Rodeth work at our DIdipio Mine in the Philippines.

A summary of our activities at the Didipio Mine in 2020, including the Financial or Technical Assistance Agreement (FTAA) renewal, impact of restrictions on our operations, two rounds of employee redundancies and our engagement with the host communities. Our 2019 summary is available in our 2019 Sustainability Report.

Following the suspension of mining operations in July 2019, and of processing operations in October 2019, and pending the renewal of our FTAA, the normal operations of the Didipio Mine in the Philippines remained suspended throughout the 2020 calendar year (1 January – 31 December).

Our Didipio Mine FTAA became renewable for another 25 years in June 2019. In preparation we lodged the application for the renewal in March 2018. This is the first FTAA contract being renewed in the Philippines and was subsequently reviewed and endorsed by the responsible government agencies and Secretaries, requiring the approval of the President of the Philippines to finalise the renewal process.

Throughout 2020 we continued proactive engagement with the responsible government agencies, including the Department of Environment and Natural Resources (DENR), the Mines and Geosciences Bureau (MGB), the Department of Finance (DOF), the National Commission on Indigenous Peoples (NCIP) and the Office of the President.

In December 2020, we were notified that the Office of the President of the Philippines had instructed the DENR to engage with us and DOF to finalise the renewal of the FTAA. The FTAA was subsequently re-endorsed by DENR and DOF in early 2021, and as at the date of this report being published (21 June 2021), the FTAA is awaiting the final approval by the Office of the President. There is no specific timeline for this process.

We are engaged in detailed planning and consultation with the MGB in preparation for recommencement of operations at the Didipio Mine, subject to final approval of the FTAA.

The Didipio Mine was built and operated in line with world's best practice responsible mining standards. As a contractor of the Philippine Government and a responsible multinational miner, we are ready and waiting to restart the Didipio Mine so we can continue contributing to the Philippines' post-COVID-19 economic recovery.

Asset Protection Department morning meeting at the Didipio Mine in the Philippines.

Restriction of supply

In July 2019, the Governor of Nueva Vizcaya directed the local government units (including Barangay Didipio) to restrain any operations of OceanaGold at the Didipio Mine. Following the Governor's order, Barangay Didipio set up road checkpoints preventing road access to the mine – preventing the delivery of mining supplies to the mine and transportation of the processed minerals for shipment. Upon receiving notice of the Governor's closure order, and the closure of road checkpoints to company supply vehicles, we voluntarily ceased all trucking in and out of the mine to prevent any potential for escalation.

In December 2019, the Department of Interior and Local Government (DILG) sent a letter to the Governor of Nueva Vizcaya informing him that the checkpoint being used as a restriction of access to the Didipio Mine requires a permit which has not been granted, and therefore the checkpoint should be removed. The Governor replied and argued that the Mine's FTAA had not been renewed and the DILG sent a second letter to the Governor reiterating their position on the unauthorised status of the checkpoint. The checkpoint remained closed throughout 2020 and continues to be so as at the time of publishing this report (21 June 2021).

Emergency back-up fuel deliveries

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

The Didipio Mine has an advanced underground dewatering system (pumping station) that removes groundwater from the underground mine. The system is safe and reliable but requires constant power to continue operating. If the power supply at the mine is disrupted and there are not sufficient diesel reserves on hand to generate back-up power, the underground pumping station will not operate, and the underground mine will flood. If the underground mine floods there is a significant risk of environmental damage. There is also risk of substantial material loss of existing underground infrastructure and a national asset.

During normal operations the mine always had a sufficient supply of diesel to operate the dewatering pumps if the overhead power supply was down. However, due to the prolonged blockade of supplies (including diesel) into the mine, the operation did not have the ability to replenish emergency back-up diesel and the critical diesel supply continued to be a serious concern.

Since July 2019 we have engaged closely with the Office of the President, the Department of Environment and Natural Resources (DENR), Mines and Geosciences Bureau (MGB) and local government units about the potential community and environmental risks associated with not having backup power supply for the dewatering system.

In January 2020, the Office of the President of the Philippines instructed the DENR to ensure the safe transport and delivery of fuel to the Didipio Mine for the dewatering activities. In April 2020, at the direction of the DILG, the Philippine National Police (PNP) escorted fuel trucks carrying 100,000 litres of diesel through the road barricade and into the Didipio Mine.

Prior to the delivery, the Provincial Director of the Nueva Vizcaya PNP engaged with the Governor of Nueva Vizcaya, who approved the passage of the fuel trucks under certain conditions, including that fuel use would be monitored by the Didipio Barangay Council. Before the fuel trucks arrived in Didipio, the Chief of Police of Kasibu PNP, had a dialogue with the Didipio Barangay Captain who agreed to the delivery on the grounds it had been approved by the Governor of Nueva Vizcaya and the Mayor of Kasibu.

OceanaGold did not participate in the fuel delivery, but we did engage with the PNP beforehand and shared our common interest for a peaceable delivery given the road blockade. According to reports from the PNP and community members, approximately one dozen local individuals occupied the road to prevent the passage of the fuel trucks, and the PNP moved those individuals off the road in accordance with Police Operational Standards. The PNP engaged with the group and did not prohibit individuals taking videos of their engagement. The PNP did not issue a formal statement around the delivery, however, they did make a statement to the Sun Star newspaper in the Philippines. That statement is available online.

By late October 2020, following heavy rain events including Typhoons Rolly and Ulysses, significant grid power outages, and our efforts to support the government's clearing of landslides and debris to open up roads in the region, we had to use our emergency back-up fuel, which had reached a critical low. On 26 November 2020, an additional 100,000 litres of fuel was delivered to the Didipio Mine.

In November 2020, the Mining Industry Coordinating Council, co-chaired by the DENR and the DOF, passed a Resolution urging the Provincial Government of Nueva Vizcaya to allow the provision of critical supplies for the maintenance of the Didipio Mine. Subsequently, an additional 100,000 litres of fuel was delivered to the Didipio Mine, without any protest or blockade at the road checkpoint.

Prior to the fuel delivery, the mine engaged with the Philippine National Police (PNP), who escorted a peaceful fuel delivery. The Philippine National Police engaged with the Governor of Nueva Vizcaya, who accepted the fuel delivery would take place and asked the PNP to inform the Didipio Barangay Captain to *negotiate the fuel delivery with the* Didipio Barangay Council. We also wrote to the Commission of Human Rights in the Philippines advising them of the delivery and inviting them to be an independent observer. They replied and advised their representatives were impacted by flooding and would not be able to attend.

In December 2020, following productive engagement with the Didipio council, an additional 160,000 litres of fuel was delivered. Some of the fuel was used for repair and remediation of community roads that had been blocked by the heavy rain event associated with the typhoons.

None of the fuel delivered has been used to conduct mining activities. We are committed to maintaining our environmental and safety standards and protecting the underground mine. Additional information about the underground dewatering system, the requirement for emergency back-up fuel and the police-escorted fuel delivery are detailed in our 2020 response to the UN OCHCR and our 2020 response to the Business and Human Rights Resource Centre.

In early 2021, the Governor of Nueva Vizcaya created a task force composed of representatives from the Nueva Vizcaya Provincial Legal Office, Provincial Environment and Natural Resource Office (PENARO), The Nueva Vizcaya PNP, and local officials from Kasibu and Didipio to monitor the transport to the Didipio Mine of fuel and other critical supplies for dewatering activities (such as ventilation system parts, chlorine for water treatment and motor parts for our dewatering pumps). We are continuously engaging with the task force and have had approval from the Governor of Nueva Vizcaya for the critical supply deliveries to the mine.

Monitored and facilitated by the taskforce and the PNP, 700,000 litres of fuel and critical supplies were safely and peacefully delivered to the Didipio Mine in May of 2021.

COVID-19 response

In March 2020, in response to the global COVID-19 pandemic, the Philippine National Government declared a state of calamity and ordered enhanced community quarantine (lockdown) for Luzon Island. To support and maintain the Didipio Mine during the period of community quarantine provisions, the mine implemented a Trigger Action Response Plan (TARP), which included a temporary lockdown of staff at the mine and appointing an interim managerial team. The mine retained a skeleton workforce to ensure continuity of environmental safeguards, emergency medical support and operational readiness. All expatriate employees returned to their country of residence and only employees occupying essential roles could enter or exit the mine. Where possible, all employees who could conduct their roles from home did so.

To reduce the economic impact of the quarantine on the employees, we extended calamity leave (normally six days under the Philippines labour laws) to our employees through to the end of the lockdown period in April 2020.

Following the easing of restrictions in April 2020, additional employees returned to work, however, they did so under enhanced COVID-19 protocols to ensure the safety and wellbeing of employees and the Didipio and adjacent communities. Those protocols continued throughout 2020, in line with national and provincial government advice. In total, five employees tested positive for COVID-19 at the Didipio Mine in 2020. All have fully recovered.

In addition to the response at the mine, we committed over PhP6-million in Social Development Management Program funding to provide COVID-19 relief for the mine's host communities. The team packed and distributed relief goods, including food and medical supplies, to almost 19,000 households in Didipio and adjacent barangays, and donated more than 4,300 face masks, 4,000 surgical masks, 80 gallons sanitising alcohol and other PPE such as goggles, full body coveralls and disposable gloves.

There was a second outbreak of COVID-19 in the Philippines in March 2021 and the Provinces of Nueva Vizcaya and Quirino returned to a state of enhanced community quarantine. This was quickly managed using the COVID-19 TARP, which was enhanced to include: additional testing for employees prior to returning to work and on their return to work; mandatory quarantine inside the mine camp; and additional protocols while undertaking tasks at work and inside the residential camp. In total, 64 employees in 2021 have tested positive for COVID-19 (as at 21 June 2021). All have fully recovered.

Donation of personal protective equipment (PPE) for frontline workers at the Nueva Vizcaya Provincial Hospital.

Employee redundancies

The decision to make employees redundant at the Didipio Mine was not an easy one, nor was it taken lightly. In 2020, we had to make the decision to make 584 employees redundant – a decision that had a very real impact on our employees, their families and the cooperatives, communities and suppliers who we work with in the Philippines. At the time of the redundancies, the mine had not operated under normal conditions for over one year due to the restriction of mining supplies and consumables. The employees of our contractors and service providers were similarly affected.

In August 2019 we issued Notices of Temporary Lay-Off, meaning impacted employees would be stood down until operations could recommence, but for a maximum period of six months, which would take effect in September 2019. However, given overwhelming support from employees, the host communities and various stakeholders, we decided to defer the implementation of the lay-offs for 7 months, until March 2020.

In September 2020, more than one year since the temporary suspension of our mining operations, we issued the notices for permanent termination of employment to 496 employees impacted by the temporary lay-offs. The termination became effective in October 2020, given the ongoing restraint on operations. We implemented a second round of permanent lay-offs in November 2020, which affected a further 88 employees.

To support employees through these changes, we worked with those impacted to mitigate the financial impact. This included extending the period of calamity leave due to the COVID-19 lockdown, allowing employees to draw down all days in lieu, sick leave and annual leave, extending medical benefits to employees and their families and providing allowances, advances and deferring any loan deductions.

In addition to the impact this had on our employees, and their colleagues who have continued to work at the mine, these terminations will impact the expected timeline to resume full operations at the mine while we recruit and re-train our workforce. This could result in a delay of up to 12 months for some parts of the operation to resume at full capacity.

Our current reduced workforce of 189 employees at the Didipio Mine are responsible for environmental controls, safety, community engagement, regulatory engagement, corporate services and maintaining the equipment and infrastructure during our operational standby.

Indigenous Peoples and the communities that host the Didipio Mine

We are committed to ongoing engagement on an effective and genuine basis with all Didipio Mine stakeholders. This includes a commitment to respect the human rights of all stakeholders, including those voicing concerns.

In 2020, we provided a substantive response to the Business and Human Rights Resource Centre (BHRRC) about allegations around the environmental and Human Rights performance of the mine, its operation, the FTAA renewal and the delivery of emergency back-up fuel.

Our focus remains on working in partnership with all our stakeholders and listening to the views of the local community. Consequently, we experience significant local support from the majority of the Didipio and adjacent communities.

In February 2020, the Didipio Mine was the venue of a public hearing by the Philippine Congressional Committee on Indigenous Cultural Communities and Indigenous Peoples to explore environmental and human rights allegations made against the operation. The Secretary of the Congressional Committee invited participation from all the concerned parties. More than 1,000 people attended the hearing, representing all stakeholder groups. This hearing was public, and open to anybody who wanted to attend.

In February 2021, the Philippine Commission of Human Rights led a social dialogue with our company and various stakeholders of the Didipio Mine to discuss their views and concerns around community development, livelihoods and environmental protection.

The Philippine National Government passed the Indigenous Peoples Rights Act (IPRA) in October 1997, establishing formal processes for recognising the right to customary land tenure and self-governance. While this was established after the commencement of our FTAA, the Philippines Government requested we confirm the FTAA boundaries did not overlap any ancestral domain.

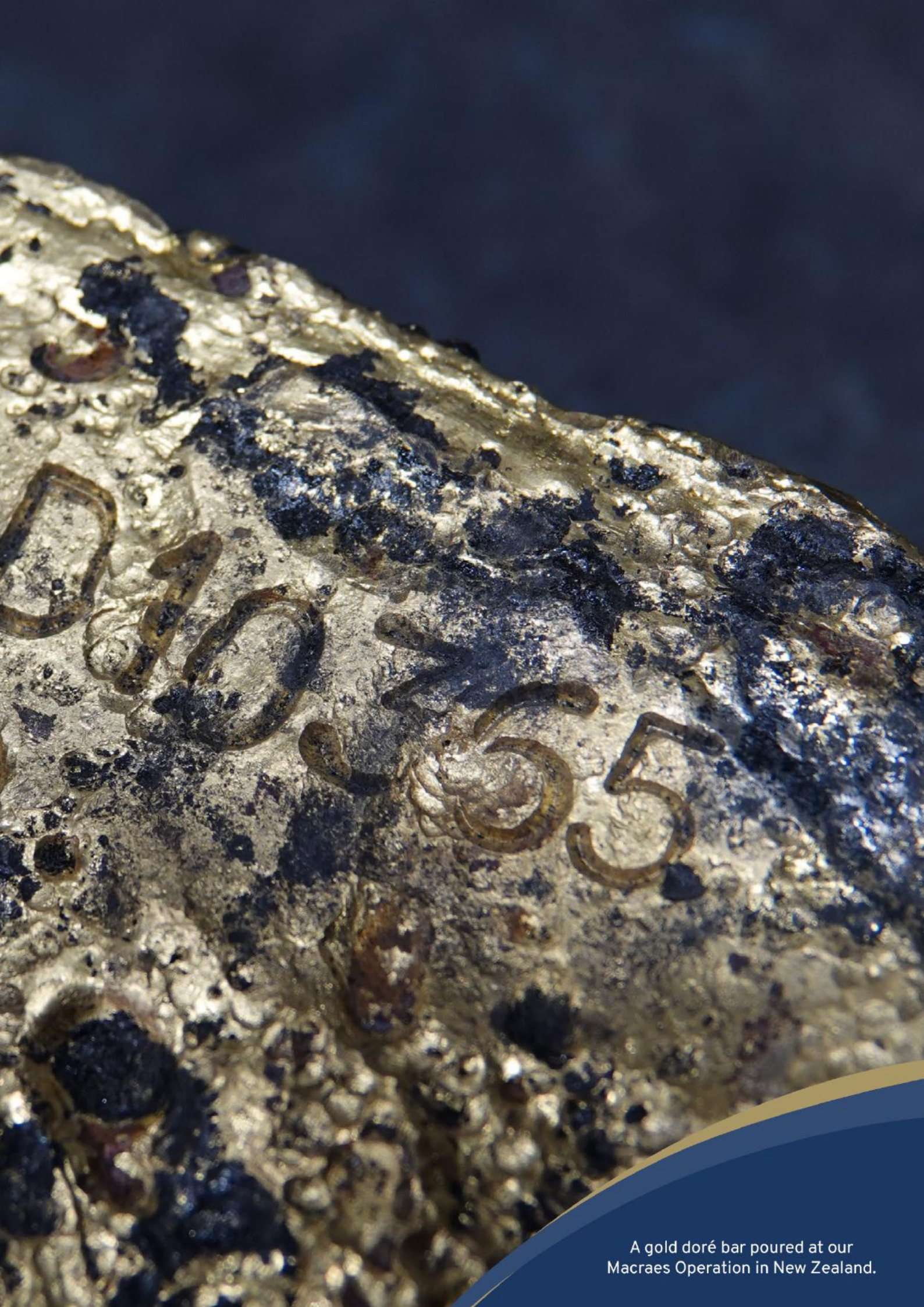
The Bugkalot tribe has an area of ancestral domain located near the Didipio Mine. In 2012, the Bugkalot tribe applied to expand their ancestral domain over an extensive area of land, including the FTAA area. The Bugkalot expansion application was assessed by the NCIP and they determined there was not sufficient evidence to justify the expansion. Based on the NCIP's determination, the NCIP issued the company with a certificate of non-overlap in November 2020. This certificate confirms our FTAA boundaries do not overlap with any ancestral domain of Indigenous Peoples.

At all times throughout this renewal process, we have continued to look after the best interests of all our stakeholders – employees, the host community, business partners, regulators and shareholders.

To support front line medical staff to conduct mass testing in the host municipality of Kasibu, we donated much-needed medical supplies, including rapid-antigen test kits.

ECONOMIC PERFORMANCE AND CONTRIBUTION

Our operations contribute to sustainable economic growth, providing certainty for community, business and government.



A gold doré bar poured at our Macraes Operation in New Zealand.

2020 financial and production results

We have a strong production asset base and one of the best organic growth profiles in the industry. Our focus is on making long-term decisions, in line with our purpose, vision and values, 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 performance of our company.

Consolidated gold production for full year 2020 was 301,675 ounces, a 36 per cent decrease on 2019. The year-over-year decrease in gold production reflects COVID-19 related lockdowns in New Zealand, ongoing operational suspension at the Didipio Mine for the full year and the temporary shutdown of processing at the Waihi Operation in the second and third quarters as development of the Martha Underground progressed.

Our full year revenue in 2020 was US$500 million and our AISC were US$1,278 per ounce on sales of 310,531 ounces of gold.

In 2020, we also established a new US$250 million revolving credit facility, with a maturity date of December 31, 2024.

As at 31 December 2020, the company had total immediate available liquidity of $229 million, including $179 million of cash and $50 million in undrawn credit facilities. Net debt decreased to $133.9 million.

All financials are reported in US dollars (US$) unless otherwise stated. Further details regarding entities included in our consolidated financial statements are available on our website.

Processing plant at the Macraes Operation in New Zealand.

Financial summary

US$ million	2020
Revenue	$500
Adjusted EBITDA	$165
Adjusted net profit/(loss)	$(39)

Production and cost results summary

Full year 2020 results

		Haile	Didipio	Waihi	Macraes	Total
Gold produced	*koz*	137.4	0	19.8	144.5	**301.7**
Silver produced	*koz*	124.3	0	38.6	6.2	**169.1**
Gold sales	*koz*	138.5	6.8	21.0	144.2	**310.5**
Cash costs	*US$/ounce*	940	443	641	848	**866**
All-in sustaining costs (AISC)*	*US$/ounce*	1,349	444	583**	1,204	**1,278**

**Our all-in sustaining cost (AISC) incorporates all our operating costs. A breakdown of our AISC is available in our Annual Information Form on our website*
***The lower AISC (relative to Cash Costs) at Waihi reflects the inclusion of some proceeds from the sale of sustaining assets during the periods and the associated low sales volume.*

Exchange rate summary

All financial figures in this report have been converted to United States dollars using a weighted average.

2020 annual average rate

AUD/USD	0.6907
NZD/USD	0.6505
PHP/USD	0.0202
GBP/USD	1.2838
SGD/USD	0.7252
CAD/USD	0.7463

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 additional to payments to government, our operations create jobs and purchase goods and services from local, national and international providers.

In 2020, the economic value of wages and benefits distributed to OceanaGold employees was US$135.8 million.

Our total economic contribution distributed to local, national and international suppliers was US$488.4 million. Ninety per cent of this procurement (over US$443.1 million) was invested within the countries that host our operations and projects.

We also invested $4,095,891 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.

Payments (US$)

	Fines and penalties	Legal settlement payments*	Payments to capital providers	Payments to governments	Total
Haile	$111,200*	0	0	$2,368,800	**$2,480,000**
Didipio	$101**	0	0	$5,829,899	**$5,830,000**
Waihi	0	0	0	$4,590,000	**$4,590,000**
Macraes* **	0	0	0	$24,170,000	**$24,170,000**
Group-wide	0	0	Dividends paid to shareholders $0	$210,000	**$33,210,000**
			Repayments of lease liabilities $21,600,000		
			Interest expense and finance costs $11,400,000		
Total	**$111,301**	**0**	**$33,000,000**	**$37,168,699**	**$70,280,000**

**The fines paid at Haile were for a short-term exceedance of thallium level in water leaving site from water treatment plant ($11,200) and for 2018 and 2019 exceedances of permitted level of mercury in air emissions from the processing plant ($100,000).*
***The fine paid at Didipio was an administrative charge for late filing of a regulator report.*
****Payments to government listed under Macraes includes the Reefton Restoration Project and Dunedin office.*

Payments to government breakdown (US$)

	Income tax paid	Royalties	Other payments*	Total
Haile	0	0	$2,368,800****	**$2,368,800**
Didipio	$20,000	0	$5,809,899***	**$5,829,899**
Waihi	$2,110,000	$990,000	$1,490,000	**$4,590,000**
Macraes**	$19,930,000	$2,800,000	$1,440,000	**$24,170,000**
Group-wide	0	0	$210,000	**$210,000**
Total	**$22,060,000**	**$3,790,000**	**$11,318,699**	**$37,168,699**

**Includes excise, local business, property, payroll, taxes, duties, levies, permits, licence and other fees paid to government bodies. Also includes community and social investment programs. Payments to Governments shown in this report differ from the Company's ESTMA Report for which we are required to disclose reportable payments based on nature, threshold by payee and rounding. Consumption taxes and employer payroll related taxes are excluded from the ESTMA report.*
***Payments to government listed under Macraes includes the Reefton Restoration Project and Dunedin office.*
****Under the Mining Act in the Philippines, OceanaGold is required to invest 1.5% of its operating costs incurred to pay for a range of social development and community related programs. In accordance with a Memorandum of Agreement, OceanaGold made payments to the account of the Quirino Provincial Development Fund which shall be utilised exclusively for the community development projects of the Province.*
*****OceanaGold is required to provide financial support to a Heritage Trust program in the form of an annual endowment payment over a 14-year period in accordance with its agreement with South Carolina's Department of Natural Resources.*

More information about our payments to government is available in our annual Extractive Sector Transparency Measures Act (ESTMA) under our annual financial disclosures on our website.

Brendon is a Jumbo Operator at our Waihi Operation in New Zealand.

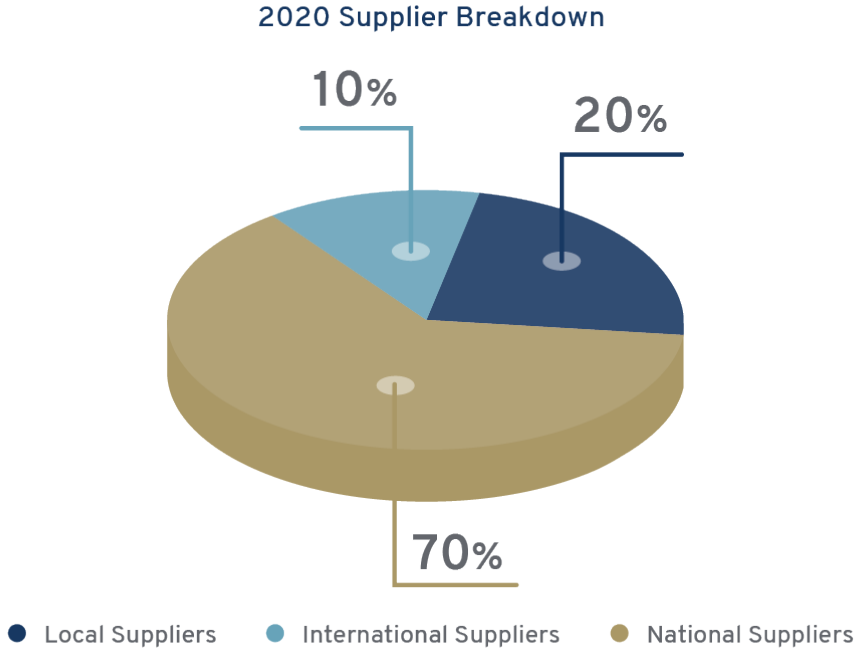
Procurement

Our total procurement expenditure in 2020 was US$488.4 million, US$10.8 million lower than 2019. This reflects the significant procurement reduction at the Didipio Mine, from US$81.3 million in 2019, to US$19.5 million in 2020. We temporarily suspended mining operations at our Didipio Mine in the Philippines in July 2019, and processing in October 2019. The operation remained suspended for the whole reporting year in 2020. More information about our Didipio Mine in is available on page 59 of this report.

As the Macraes and Waihi operations and Haile Gold Mine are all developing growth projects, we saw an increase in procurement expenditure at each operation.

Spend with suppliers (US$)

	Local suppliers	National suppliers	International suppliers	Total
Haile	$30,934,675	$195,966,561	$4,009,682	**$230,910,918**
	13%	85%	2%	**100%**
Didipio	$5,242,564	$11,272,198	$3,030,870	**$19,545,632**
	27%	58%	16%	**100%**
Waihi	$26,375,152	$49,206,301	$12,444,981	**$88,026,434**
	30%	56%	14%	**100%**
Macraes	$37,047,856	$87,101,248	$25,785,168	**$149,934,272**
	25%	58%	17%	**100%**
Total	**$99,600,247**	**$343,546,308**	**$45,270,701**	**$488,417,256**
	20%	**70%**	**10%**	**100%**



Definition of local, national and international supplier for each operation

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

Financial contributions (US$)

	Haile	Didipio	Waihi	Macraes	Reefton *	Total
Donations and community investments	$1,233,356	$2,131,928 **	$40,542	$119,196	$41,307	**$3,566,329**
Value in-kind donations and community investment	$4,330	$131,169	$24,979	$17,640	0	**$178,118**
Community programs and infrastructure investment	$17,000	$165,322	$65,050	$23,036	$81,036	**$351,444**
Total	**$1,254,686**	**$2,428,419**	**$130,571**	**$159,872**	**$122,343**	**$4,095,891**

**For the 2020 reporting year we are reporting the contributions from the Reefton Restoration Project (formerly Globe Progress Mine) which is now in closure and rehabilitation. All other Reefton-related financial contributions are captured in the Macraes Operation data.*
***OceanaGold made payments totalling US$2 million to the account of the Quirino Provincial Development Fund which shall be utilised exclusively for the community development projects of the Province.*
****Includes the annual endowment payment (not included in this table in the 2019 Sustainability Report).*
*****At the Haile Gold Mine, we have included our sponsorships, donations and a payment made to the South Carolina Community Foundation, who serve as a fiscal agent for five local environmental NGOs.*

Anti-bribery and anti-corruption

OceanaGold prohibits all forms of bribery and corruption at all levels of our company. Our Anti-Bribery and Anti-Corruption Policy and Standard state the responsibilities of all OceanaGold directors, employees and associates and are 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.

Our online in-house training aligns to our Code of Conduct and supporting Anti-Bribery and Anti-Corruption Policy and Standard. Relevant employees and Board members are required to undertake anti-bribery and anti-corruption training every two years.

The planned review and revision of OceanaGold's Code of Conduct in 2020 was impacted by the COVID-19 pandemic and other operational priorities and was deferred to 2021. It is intended that a revised code will be developed in consultation with our operations, with implementation in 2022. As part of our commitment to the Responsible Gold Mining Principles (RGMPs) and focus on continuous improvement, we also intend to commence a review of our anti-bribery and corruption compliance program in late 2021.

Gifts and conflicts register

Under our Anti-Bribery and Anti-Corruption Policy and Standard, all staff, contractors and consultants 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.

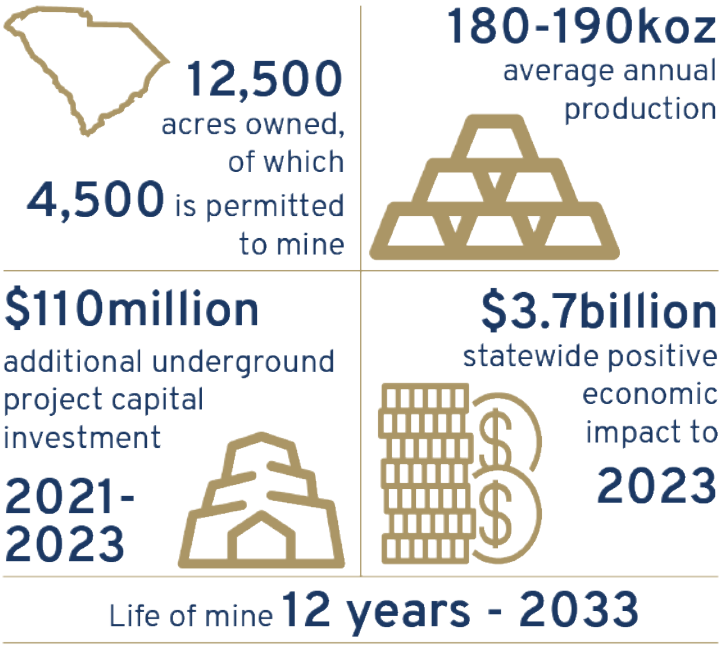
General managers at each operation may impose a lower limit for the value of gifts, benefits or entertainment that are required to be registered or approved through our online gifts and conflicts register, considering the specific situation at each site.

All sponsorships and donations made to external parties are required to comply with our sponsorship and donation compliance standard and our Anti-Bribery and Anti-Corruption Standard and are also required to be recorded in the gifts and conflicts register.

We made no political donations in 2020.

In 2020, 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 semi-annual basis.

Performance in brief: Modern Haile Gold Mine brings economic renewal to the region



With more than 800 people (including contractors) working at the 24-hour operation, the Haile Gold Mine is at the heart of Kershaw's economic renewal. Families are moving back to the area, new businesses are opening, and renewed hope for the small town has sprung forth.

We commissioned an Economic Impact Analysis, which concluded that the Haile Gold Mine generates US$87m each year in positive economic impact to Lancaster County, South Carolina where the mine is located. This impact corresponds to 367 jobs and US$26m in labour income that would not exist otherwise.

When expanding the analysis parameters to include the surrounding four-county region (Lancaster, Kershaw, York, and Richland counties), the economic impact of the Haile Gold Mine increases to $162 million annually – which is associated with 684 jobs and US$48 million in labour income.

Since 2007, we have invested more than US$1b at Haile. In that same timeframe, the total payroll has topped US$200 million. That figure does not include the number of indirect jobs generated by the Haile Gold Mine which University of South Carolina researchers estimate is sizeable.

Our employees and contractors are shopping at local stores, buying homes and revitalising the area. That same influx of economic activity has continued during the past four years of commercial operation at Haile, including during the 2020 global pandemic. In 2021, the Haile team is looking ahead at the possibility of an expanded operation and additional investment.

OceanaGold has submitted an application to commence underground mining at Haile. If approved by federal and state regulators, underground mining would generate an additional 200 direct jobs on-site and capital investment of US$110 million – further growing the Haile Gold Mine's economic impact in the region and its significant place in history.

See the full story here.

PEOPLE AND CULTURE

We invest in careers to develop the experience and capability required to support growth.

H'joze and Aimee work in our Exploration Department at our Waihi Operation in New Zealand.

Targets and objectives

2020 objectives	Progress towards achievement	Comments	2021 objectives
Build the diversity and inclusion brand communication—success stories and thought leadership	Completed	Monthly internal newsletter, social media, website, blogs	Develop a Fair Employment Strategy to enhance talent attraction, managing performance and reward and engaging, growing and retaining talent
Increase female workforce representation to 20% by end 2021	Ongoing	18% as at 31 December 2020 (1% increase from 2019)	Increase female workforce representation to 20% by end 2021
Maintain female leadership representation above 20%	Ongoing	26% as at 31 December 2020 (3% increase from 2019)	Maintain female leadership representation above 20%
Finalise gender pay equity review for like-for-like roles	Completed	Equitable pay, regardless of gender, across most role types. Female managers across the board payed marginally higher than their male counterparts	Develop a remuneration strategy
Review and revise the Code of Personal Conduct	Deferred to 2021	Included in broader governance and ethics work program	Develop a refreshed Code of Conduct
Commence review of people and culture policy, standards and operating procedures	Completed	Review completed in 2020 and People and Culture Common Framework published in early 2021	Deliver anti-bias training to hiring managers and People and Culture teams in New Zealand
			Deliver the second phase of the Gold Leadership Program and a leadership playbook
			Conduct bi-annual surveys to measure leadership effectiveness impact on culture
			Roll out OceanaGold Way training across the company

Our approach

Our people and culture approach is guided by our Fair Employment Policy and aligned to our purpose, vision, and values of respect, one team, contribute and knowledge.

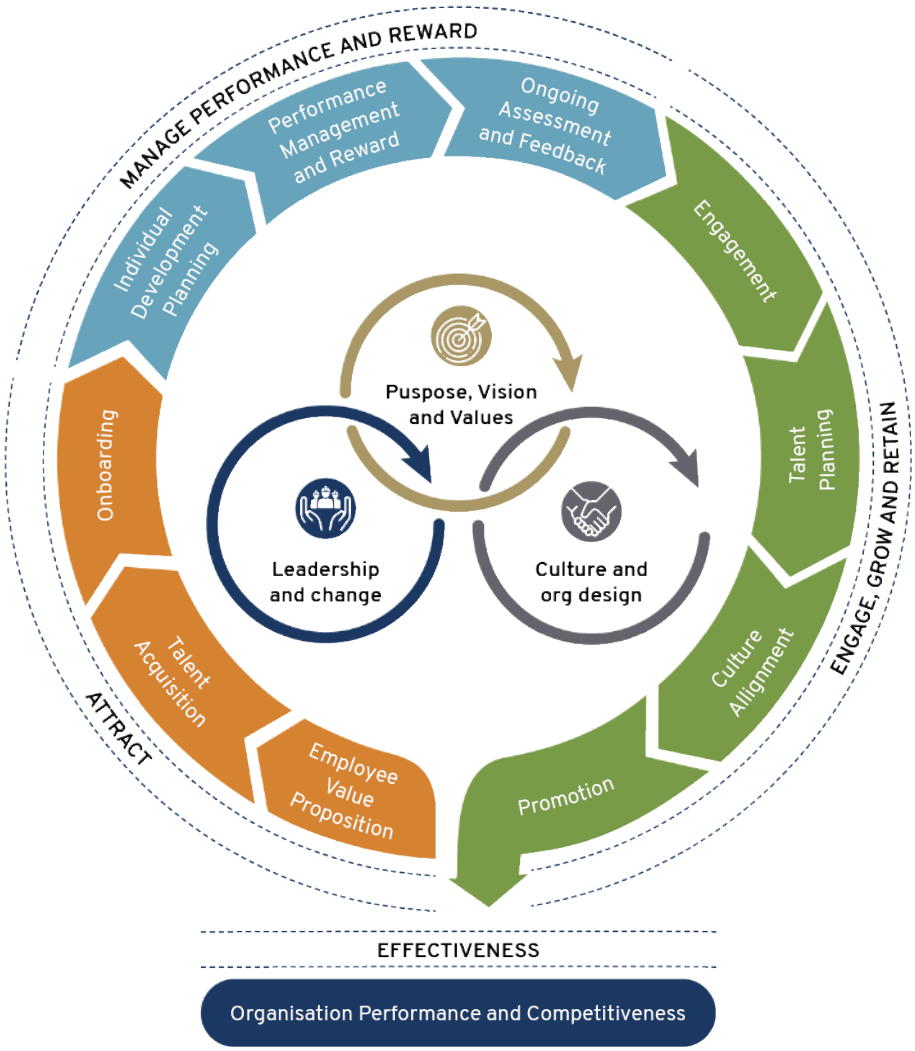
The policy is reflective of our culture – where we are values driven and integrate our values through our decisions, processes and behaviours, and where leaders care, provide support and encouragement.

We operate under a People and Culture Common Operational Framework, which was launched in 2020 to provide a set of principles and processes to be followed by people and culture teams across our company.

The common framework establishes core systems of work and consistent metrics to be applied to measure performance and effectiveness across the following people and culture areas:

- Attracting talent
- Managing performance and rewarding talent
- Engaging, growing and retaining talent.

People and Culture Common Framework model



Attracting talent

We seek a diverse and inclusive workforce, that values collaboration, innovation and teamwork to drive positive solutions. In turn, we strive to be a preferred employer in the gold mining industry through reputation and branding, communicating our value proposition and to provide a candidate experience that is exceptional from initial contact through to onboarding.

We provide competitive compensation and benefits, opportunities for career experiences and growth, and an attractive culture based on our values, working with constructive leaders and effective teams.

Managing performance and reward

We invest in careers to develop the experience and capability required to support individual development. We understand what roles and tasks are critical to our business strategy and focus employee development opportunities to align with our strategy delivery. At the same time, we want to retain, grow and develop our workforce so they have long and successful careers within our company.

Our approach to enabling performance is to ensure our leaders have the skills to engage in constructive conversations when they are necessary and understand the power of regular positive and constructive feedback on performance. It is vitally important managers understand how to set goals that are aligned to business strategy and support their employee's performance.

In addition to base salary and superannuation (pension), employees across OceanaGold may also receive a variety of benefits and entitlements including health insurance, parental leave, service awards, accommodation and company vehicles as applicable in each of our operating jurisdictions. Performance bonuses and performance rights grants are also administered to support an incentivised workforce to deliver the required outcomes and realise the OceanaGold strategy and vison. A minimum period of notice applies to any significant changes to employment, detailed on page 96 of this report.

Engaging, growing and retaining

We strive to attract and retain people through our constructive company culture and ensure everyone has the support they need to be their very best. By constructive company culture, we mean a culture which balances achievement focused behaviour with an encouraging and humanistic approach in the way that we engage with each other.

By providing quality support and ongoing connection with our employees at OceanaGold, we will:

- Attract employees who thrive working in a leading constructive culture
- Provide a strong foundation for growth and a workplace living its values
- Improve organisational agility, productivity and problem-solving
- Work with employees to grow and develop them in the eight critical competencies which form part of their job description
- Allow employees to feel comfortable and safe making decisions and support them to act
- Focus on outcomes and supporting the achievement of OceanaGold's vision.

In addition, the identification, growth and development of employees who demonstrate the potential for more senior roles is imperative to strengthening the talent risk profile and building the resilience of the company.

Redefining our purpose, vision and values

Our refreshed purpose, vision and values, known as The OceanaGold Way, was launched in 2020, after a company-wide consultation process. Following consultation, the Executive Committee (EXCO) asked themselves and members of the Senior Leadership Team three strategic questions:

1. Why are we here?
2. Where are we going?
3. How do we get there?

Based on the key themes from these discussions, EXCO defined a new purpose (why we are here) and vision (where we are going). The existing values (how we will get there) were simplified and refreshed to directly reflect the new purpose and vision. By refreshing the values, rather than selecting new values, the team took the elements that were most meaningful to people across our company and gave them greater clarity and connection.

Our Vision A resilient and dynamic gold miner. Trusted to deliver enduring value through innovation, performance and sustainable growth.

Our employees

In 2020, OceanaGold provided employment for 1,703 employees, with 95.9 per cent employed on a permanent basis and 99 per cent employed in a full-time role.

Employees by location

Employee numbers at the Haile Gold Mine and Macraes and Waihi operations remained stable from 2019 to 2020. The overall decrease of 21.5 per cent represents two rounds of redundancies at our Didipio Mine. We temporarily suspended mining operations at our Didipio Mine in the Philippines in July 2019, and processing in October 2019. The operation remained suspended for the whole reporting year in 2020. More information about our Didipio Mine in is available on page 59 of this report.

	2020	2019	2018	2017	2016
Australia	55	50	53	35	37
Canada	1	2	2	5	6
New Zealand	923	908	858	741	741
Philippines	189	745	779	752	752
Singapore	4	4	3	0	0
USA	531	461	357	358	292
El Salvador	0	0	0	0	39
Total	**1,703**	**2,170**	**2,052**	**2,068**	**1,867**

Didipio Mine management representation

Our Didipio Mine in the Philippines is our only fly-in, fly-out (FIFO) operation and is the only significant location where we hire a larger percentage of expatriate (non-citizen or permanent resident) employees.

Since the commencement of operations, the Didipio Mine has had a policy to train and develop a local workforce and reduce the number of expatriates across the operation. In 2020, expatriates were required to leave the Philippines during the COVID-19 enhanced community quarantine and were impacted by two rounds of redundancies.

At the end of the 2020, we had 106 leadership positions at the Didipio Mine (defined as executives, general managers, managers, superintendents, supervisors and senior professionals). Of these 106 positions, 36 (34 per cent) were held by local employees from the host and adjacent barangays; 58 (55 per cent) were held by Filipinos from the host provinces on Nueva Vizcaya and other regions of the Philippines and 12 (11 per cent) were held by expatriates.

Employee turnover

Turnover decreased from 13 per cent in 2019 to nine per cent in 2020.

We take pride in being an employment destination with real growth potential. Twenty-nine per cent of our employees have been with the company for five years or longer.

Voluntary turnover

	2020	2019	2018	2017	2016
Rate of turnover	9%	13%	23%	15%	12%

Non-voluntary turnover

Our non-voluntary turnover was the outcome of two rounds of redundancy (lay-offs) at our Didipio Mine. We temporarily suspended mining operations at our Didipio Mine in the Philippines in July 2019, and processing in October 2019. The operation remained suspended for the whole reporting year in 2020. More information about our Didipio Mine in is available on page 59 of this report.

	Philippines
Age less than 30	124
Age between 30 and 50	432
Age 50 or greater	28
Male	501
Female	83
Total non-voluntary turnover	**584**

Pay equity

We recognise fairness of pay is important to attract, retain and motivate the right people. We also recognise the complexity involved in managing salaries and governance across various jurisdictions, especially when employees have expectations about themselves, market pay changes and the required degrees of experience.

In 2020, we employed a Group Manager - Reward and Performance, who is responsible for leading internal salary and benefits benchmarking across the company. In 2020, we embarked on a position harmonisation program to review our approach to job titles and accountabilities and how we benchmark salaries against the market, and in doing so, identify any pay gaps.

As part of the 2020 Annual Salary Review, many roles were evaluated and benchmarked to assess pay equity relative to market and to identify any potential gender pay gaps. Broadly, the outcomes of our pay equity analysis reflected equitable pay, with no significant disparities among male salaries when compared to female Compa Ratios (the salary relative to the market median of the incumbent's role), for like roles, across our various job levels.

On average, female managers were paid marginally higher than their male counterparts, at 102.6 per cent Compa Ratio, compared to males at the same position level, at 101.8 per cent. Compa Ratio imbalances for like roles were correlated to factors such as job type and related market data, the individual's years of experience and/or the period for which they have held their respective positions, not gender pay bias.

An appropriately structured performance management program, linked to an effectual, transparent and equitable reward framework, will support further employee engagement across the organisation. In 2021, we will develop a remuneration strategy and provide firmer processes to hiring managers to guide them on how to manage promotions and the relevant market percentiles to pay new hires (skilled or unskilled).

Contractors

While we report and measure data against the number of OceanaGold employees in this report, we also provided employment for approximately 877[1] contractors in 2020, bringing our total employee and contractor workforce in 2020 to 2,580.

We employ contractors to undertake specialised activities. In 2020, this included activities such as processing plant shutdown and maintenance, road construction, rehabilitation earthworks and infrastructure development and tailings storage facility construction.

Armela and Josephine work for DiCorp at our Didipio Mine in the Philippines.

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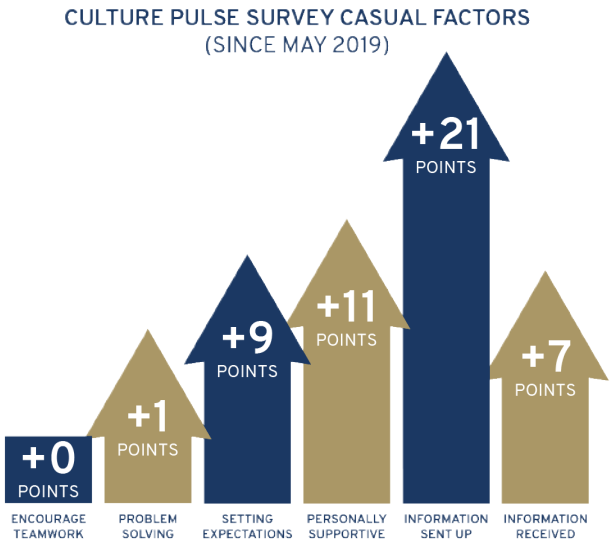
[1] How we calculate contractor numbers for this report: To reflect the number of full-time contractor positions across our company (rather than counting part-days as one contractor), we have defined full-time as approximately 10 hours per day, at five days per week, for 48 weeks of the year. Based on this definition, our total contractor hours of 2,105,568 is the equivalent of 877 full time equivalent (FTE) positions.

Culture and Development Strategy



To support the growth of our constructive culture across the company we developed a three-year Culture and Development Strategy in 2020.

We introduced a network of culture leaders, who employees can turn to for guidance and ask questions. In turn, culture leaders provide our people and culture teams with feedback on cultural initiatives and location-specific strategies that support our vision, purpose and values.

In early 2021 we will roll out OceanaGold Way training across all our operations and offices. Where possible, face-to-face sessions will be held in all locations, offering employees at all levels, the opportunity to learn about The OceanaGold Way and make a personal connection to our purpose, vision and values. Making a personal connection between the work that people do every day and the purpose, vision and values drives better outcomes for individuals and the company. The OceanaGold Way training will continue as a component of our corporate and operational onboarding program.

In 2021, as part of engaging and growing our people and supporting the company's cultural aspirations, each employee will be encouraged to develop a growth and development plan. For employees in leadership roles – or those aspiring to be leaders – we will introduce a leadership portal on our internal SharePoint site (intranet) that establishes clear and transparent expectations of constructive leadership, provides access to training and education, and opportunities to self-assess leadership capabilities using an online tool.

To continuously measure our approach and outcomes, we partnered with Human Synergistics on a world-first approach that focuses on our six most important causal factors (between leadership and culture).

We conduct biannual pulse surveys with about one-third of our workforce, to understand how leaders across the organisation are impacting the things that matter most for achieving our cultural aspiration, which in turn enables the achievement of our purpose, vision, values and of course our strategy.

Overall, for 2020, the survey results show strong progress across four of our six leadership factors – downward communication (information received), goal emphasis (setting expectations), consideration (personally supportive) and upward communication (information sent up). These results demonstrate the impact our leaders have on our culture and organisational effectiveness.

Throughout 2021, we will build on these results by bringing The OceanaGold Way to life, and through the introduction of a new, simplified and achievement-oriented performance management approach.

Following the development of an OceanaGold Leadership Capability Framework in late 2020, we will continue to focus on building our leadership capability, in alignment with the delivery of our strategy. In 2021, we will build on our leadership strategy by delivery additional leadership training and a Leadership Playbook across the company.

Performance in brief: Constructive culture and strong leadership

We have leveraged decades of research in organisational behaviour and worked closely with our management teams to renew a focus on a culture to drive performance. This is supporting the company to become more resilient and dynamic – and in turn, more successful.

In 2020, as OceanaGold celebrated 30 years of people and performance, we recognised an opportunity to build on a culture that was authentic and capable by setting clearer expectations and redefining the purpose, vision and values to better-reflect where the company is today, and our vision for the future.

Global research has found the most successful companies achieve sustainable results by focusing on their purpose and values to build constructive culture.

To support these outcomes, OceanaGold developed a three-year Culture and Development Strategy, including a consistent and evidence-based leadership development approach. The first step was to redefine the key ingredients that make great leadership at OceanaGold.

Our leaders need to be values driven, constructive and capable and in doing so, we ask them to balance a strong achievement orientation (focus on delivering high quality results) with a humanistic encouraging approach (supporting the growth and development of people).

In 2020, to support leadership development, we embarked on the bespoke development of an interactive, gamified e-learning training series. To continuously measure our approach and outcomes, we partnered with Human Synergistics on a world-first approach that focuses on our six most important causal factors (between leadership and culture). And, we conduct biannual pulse surveys to understand how leaders across the organisation are impacting the things that matter most for achieving our cultural aspiration.

We are committed to maximising opportunities for people to build their careers at OceanaGold and we recognise the need to support people at an individual level.

Read the full story here.

Rhys, David and David work in the processing plant at our Macraes Operation in New Zealand.

Diversity, equity and employment

An inclusive culture and diverse workforce 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 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.

We strive to achieve a balanced workforce and in doing so, we aspire to be as diverse as the communities in which we live and work. We prioritise local employment and training opportunities to ensure the communities that host our operations can participate and benefit from our operations. In 2020, females represented 26 per cent of our leadership team and 18 per cent of our global workforce.

In 2020, we conducted a Diversity and Inclusion Committee self-assessment that considered the Committee's role in supporting targets and program development and the company's goals in 2021. In 2021 the Committee will be broadened to represent the various elements of the Fair Employment Policy, will be named the Fair Work Committee and will be chaired by our Executive Vice President and Chief Officer – People, Culture and Technology. The committee will develop a Fair Employment Strategy that addresses three key questions:

Attract	To increase diversity in the workforce, what changes do we need to make and what programs do we need to implement to enhance the way we recruit?
Engage, grow and retain	To improve our retention rate in a diverse workforce, what changes do we need to make and what programs do we need to introduce to enhance employee career pathways?
Effectiveness	To improve our market position as a work destination of choice for a diverse workforce, what measures do we need to implement across regions to enhance our position as a work destination of choice for minority groups?

There were two cases of bullying and harassment across the company in 2020, one at the Macraes Operation and one at the Haile Gold Mine. In each circumstance these events were investigated in line with the operation's Bullying and Harassment Standard Operating Procedure (which could include a disciplinary process, mediation or termination) and resolved, with appropriate representation for each employee involved. The investigations were conducted and finalised in 2020.

Process Systems Administrator Courtney and Metallurgist Reilly at our Haile Gold Mine in the United States.

Diversity data

Employees by gender and age

	2020	2019	2018	2017	2016
Number of males	1,404	1,805	1,710	1,731	1,462
Number of females	299	365	342	335	293
Total number of employees	1,703	2,170	2,052	2,066	1,755
% male	82%	83%	83%	84%	83%
% female	18%	17%	17%	16%	17%
% of female employees in leadership positions*	26%	13%	14%**	15%	6%
% of male employees in leadership positions*	10.1%	9%	10%	12%	NA
% age under 30	17%	20%	19%	19%	NA
% age 30–50	56%	60%	60%	60%	NA
% age over 50	27%	20%	21%	21%	NA

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

Employees by employment classification and gender

	Male	Female	Total	% of all employees	Male %	Female %
Executive	4	2	6	0.35%	67%	33%
Executive General Manager	2	0	2	0.12%	100%	0%
General Manager	11	1	12	0.7%	92%	8%
Manager	21	7	28	1.6%	75%	25%
Superintendent, Supervisor and Senior Professional	104	41	145	8.5%	72%	28%
Professional	225	53	278	16.3%	81%	19%
General staff	1,037	195	1,232	72.3%	84%	16%
Total	**1,404**	**299**	**1,703**	**100%**	**82%**	**18%**

Employee turnover by gender, age and region

	Philippines/ Singapore		USA/Canada		Australia/New Zealand	
	Number	Rate	Number	Rate	Number	Rate
Age less than 30	2	0%	13	3%	26	3%
Age between 30 and 50	8	2%	42	8%	45	5%
Age 50 or greater	0	0%	21	4%	26	3%
Male	8	2%	70	14%	75	8%
Female	2	0%	6	1%	22	2%
Total turnover	**10**	**2%**	**76**	**15%**	**97**	**11%**
Total company turnover						**9%**

Turnover data represents voluntary separation.

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	0	0	40	8	39	11	79	19	**98**
Age between 30 and 50	0	1	90	13	58	16	148	30	**178**
Age 50 or greater	0	0	38	3	21	12	59	15	**74**
Total	**0**	**1**	**168**	**24**	**118**	**39**	**286**	**64**	**350**

Malachy is a Project Engineering Intern with the Project Execution team in Brisbane, Australia.

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	122	60	451	65	782	153	**1,355**	**278**
Temporary	10	1	10	6	29	14	**49**	**21**
Total	**132**	**61**	**461**	**71**	**811**	**167**	**1,404**	**299**

Employee data by gender and employment type

	Male	Female	Total
Full time	1401	285	**1686**
Part time	3	14	**17**
Total	**1404**	**299**	**1703**

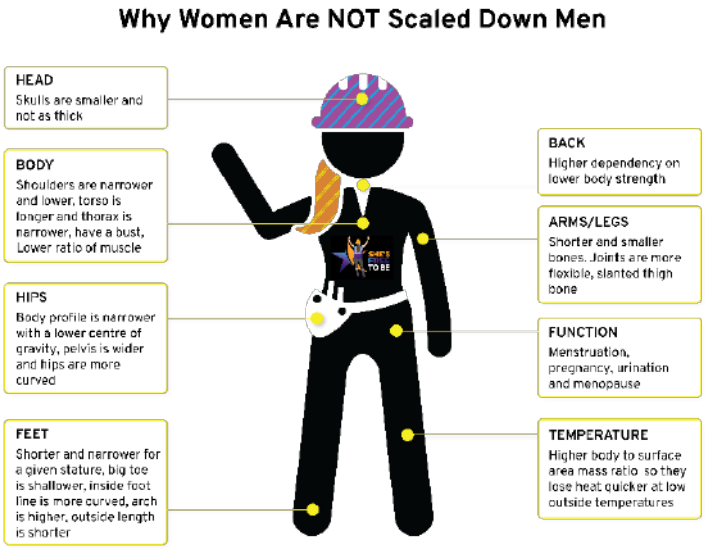
Female employees and contractors at the Didipio Mine in the Philippines celebrating International Women's Day.

Performance in brief: A day in her life

With low turnover and a predominantly male underground workforce, our Waihi team has commenced a journey to increase female participation through enhanced diversity, equity and inclusion practices, especially in roles traditionally perceived to be 'male only', such as underground operations.

Modern mining workplaces are based on male centred design because, in the past, predominantly only males were employed for such labour-intensive work. This contributes to a strong perception in our community that underground roles are only suitable for men.

We have set out to change the perception, but first, we needed to better understand how our environment can adapt to ensure we attract and retain females in operational roles. We engaged female inclusion experts at Shesfreetobe to undertake a Workplace Design Assessment called 'A Day in Her Life.'



The assessment reviewed both the surface and underground layouts at Waihi (including job design, equipment design and facilities), PPE (personal protective equipment) provisions and site policies against the health, safety and wellbeing needs of female employees.

As an immediate outcome of the assessment, we took a closer look at the role of a 'nipper' – an entry-level position that supports a jumbo operator. The career progression from nipper sees employees advance to a truck driver, service crew, bogger and then a jumbo operator. The role is quite physical in nature, which could potentially discourage women to apply. We have introduced a 'trainee mine operator' role, which gives all applicants a 10-week opportunity to work as both a nipper and truck driver.

While the findings may have challenged traditional thinking, we have embraced the recommendations globally and will incrementally implement them in 2021 as part of a strengthened focus on workplace diversity and inclusion, including:

- PPE – ensuring a size-inclusive women's range is readily available (not just offering a men's range in smaller sizes, for example), offering a maternity range and changes to harnesses to avoid pressure on the chest
- Facilities – increasing sanitary provisions in underground environments
- Flexible work provisions – assessing opportunities to accommodate different roster patterns
- Policy – introduction of the Fair Employment Policy.

Read the full story here.

Training and development

In 2020, 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 24.61 hours of training in 2020. The reduction from 37.52 hours per employee in 2019 was a result of the COVID-19 global pandemic and a suspension of a significant number of in-person training packages as part of precautionary measures across our jurisdictions. It was also a result of the reduction in employee training hours following two rounds of redundancies relating to the ongoing suspension of operations at our Didipio Mine.

At the Haile Gold Mine and at our corporate and support offices, we delivered an anti-bias training package for people hiring new employees, supporting our focus on inclusion and diversity. This will be rolled out across New Zealand in 2021.

We also delivered 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 training.

	2020	2019	2018	2017
Total hours	43,207	81,631	71,422	87,497
Hours/employee	24.61	37.52	34.89	42.45

Leadership programs

We consider leadership effectiveness to be a key ingredient for driving our cultural and strategic outcomes. Our Culture and Development Strategy, launched in 2020, includes a consistent and evidence-based leadership development approach across all our corporate and operational sites.

In 2020, to support leadership development across our global operations, we developed a bespoke and interactive, gamified e-learning training series to take leaders through all the key elements needed for great leadership at OceanaGold.

In 2021, we will continue to invest in technology platforms to rollout future programs, with a strong focus on providing practical tools, including a Leadership Playbook, that leaders can use to support their people and will focus on feedback and coaching to build future leaders.

An image from the gamified Gold Leadership Program training.

Talent planning

Talent planning is critical to ensuring OceanaGold has the capability it needs to support growth, special projects and natural attrition.

In 2020, we developed a Global Talent and Succession Framework and processes, commenced succession planning for critical leadership roles, a talent matching skills database, and mobility and transfers (transfers/ promotions across our various mine sites). In 2021, we will implement the succession planning framework more broadly across the organisation and capture employee experience and skills to ensure better talent matching. We will also develop assessment tools and a coaching program for employees in our talent pipeline. This will involve a curated range of on-the-job experiences that build skills to meet an individual's career aspirations.

In 2020 we accredited the first group of people and culture managers and general managers in the Human Synergistics LSI (Life Styles Inventory). In 2021, a second group will undergo the program with the goal of increasing the number of leaders with the accreditation and increasing the amount of coaching available to employees across the company.

In 2020, we also developed a new Performance and Contribution Enablement (P.A.C.E) Program, focused on establishing a shared understanding between a manager and their employee through aligned goal setting and continuous feedback and recognition. The program will be rolled out across the company in 2021. The program features three steps:

1. Setting goals
2. Checking in regularly
3. Completing an end-of-year review.

While the global COVID-19 pandemic impacted international recruitment, we initiated a substantial change to our talent acquisition strategy in 2020. We engaged specialist recruiters in the United States and New Zealand to enable a more proactive and targeted recruitment approach and make better use of social media platforms like LinkedIn and to reach out to operational networks.

Performance in brief: Building a career at the Didipio Mine

A 10-year career in community relations at our Didipio Mine in the Philippines has turned into the operational role that local Didipian, Reynaldo Pugong Jr, has always dreamed of.

After initially commencing as the mine's Community Relations Assistant in 2011, through learning on-the-job opportunities and close mentorship from his senior peers, Rey's career has forged ahead.

First promoted in 2013 to a more senior role in the Community Relations Team, Rey contributed to developing and delivering the region's first ever local capacity-building program, which included providing more than 10,000 hours of pre-employment training each year across the region. In the process, he developed invaluable and life-long relationships with residents in the host community of Didipio and in adjacent barangays.

Rey understands Didipio in ways only a local can. His energy, determination, and passion for improving people's lives was channelled into our programs that provided educational opportunities and built local capacity that otherwise wouldn't have happened in this agricultural landscape.

While Rey worked to build the skills of people in the community, we worked with Rey on building his career. In 2017, his career path verged a little to the left as he started to explore the idea of moving into an operational role. With no technical experience, the company supported his career aspirations and developed him into an operator at our paste backfill plant – the first of its kind in the Philippines. He was again promoted in 2018 to Paste Plant Supervisor.

Rey's valuable community relationships greatly benefit his new operational role – and our company more broadly – as he is trained to consider the mine's potential impacts, mitigations and most importantly, its legacy.

Now raising a family of his own in Didipio, Rey is determined to continue building leadership skills to foster his career growth at OceanaGold.

Read the full story here.

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.

Thirty per cent of all OceanaGold employees were covered by collective bargaining agreements in 2020. This is a decrease from 42 per cent in 2019 and represents two rounds of employee redundancies at our Didipio Mine in the Philippines. The redundancies are a result of a continuation of an operational standby throughout the reporting year. More information about our Didipio Mine is available on page 59 of this report.

Each collective agreement includes consultation and negotiation periods.

We strive to work in partnership with all unions. In 2020 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.

Employees under collective bargaining agreements

	2020	2019	2018	2017	2016
Number of employees under a collective bargaining agreement	519	906	737	850	842
% of employees under a collective bargaining agreement	30%	42%	36%	41%	45%

Jazz and Blake in the Martha Underground at our Waihi Operation in New Zealand.

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

Operation	Significant changes to employment	Under collective bargaining agreement
Didipio	30 days	Not provided in the collective agreement as covered as a general law in the labour code of the Philippines.
Waihi & Macraes	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.
Haile	Seven days	No employees are represented under a collective bargaining agreement.

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 2020, we did not have employees under 18 years of age at any of our operations. Our youngest employee in 2020 was 18 years old and employed as a QA/QC Drill Technician at our Haile Gold Mine in the United States.

More information about how we are implementing the requirements of the Australian *Modern Slavery Act 2018*, is available on page 29 of this report.

Engaging with our workforce

Employee engagement has a direct impact on our performance and our ability to retain talent.

OceanaGold uses survey data from our culture surveys and exit interviews to design strategies to improve employee engagement. Likewise, the Fair Employment Committee makes recommendations that supports people and culture and communication professionals to develop engagement channels and collateral.

Communication also plays a key role in engaging and retaining our workforce. In 2020, we significantly enhanced employee communication across OceanaGold to ensure employees remained connected and could retain access to information during the COVID-19 pandemic.

Our communication included special editions of our global employee newsletter, *The Portal*, emails and videos from our CEO and senior leadership team to all employees and regular leadership employee wellbeing checks. We also used our intranet (SharePoint) pages to share articles and tips for working at home, the Employee Assistance Program and to share employee contributions to their community.

To ensure new working arrangements didn't negatively impact our culture, we provided guidelines for people working from home and resources for leaders managing remote teams. We used three key tactics to effectively focus on inclusion when working remotely:

1. Trust: transparency, expectation-setting, protocols for communication
2. Belonging: check-ins, team goals, flexibility
3. Psychological safety: results orientation as opposed to strict office presence, involvement in virtual meetings, connecting your work back to business needs.

In 2020 we celebrated OceanaGold's 30-year anniversary which showcased our responsible approach to mining and the company's evolution from small gold miner to high-performing, responsible and modern mid-tier miner. A 30-year anniversary visual identifier was created to complement the OceanaGold brand and was used across published materials. As part of the campaign, we created an online 'memory vault' including historic images and videos, and stories from some of our longest serving employees.

With 11 editions per calendar year (from February to December), *The Portal* continues to be our main source of employee communication and engagement. We include regular stories featuring our growth and performance across each area of our sustainable performance and a strategic message from our CEO. In 2020, the average open rate was 57 per cent. In addition to the corporate newsletter, we continued to publish monthly site-based newsletters at each of our operations.

In 2020, we launched a revamped website, which provides a key source of information and news for our employees including market announcements, and News and Insight blogs.

Our OceanaGold LinkedIn page continues to attract new followers, including employees, with over 60 per cent of our employees connected to the page in 2020.

In 2021, we will continue to enhance employee engagement with the development of additional communication channels and collateral ensuring all messaging, channels, processes and systems reflect The OceanaGold Way, supports the sharing of engaging information to inform and empower employees and enable strong performance, and to support the continued performance of our company. The corporate strategy will investigate new ways of communicating and engaging the workforce and our operational strategies will support the delivery of each operation's Balanced Business Plan.

HEALTH, SAFETY AND WELLBEING

Our safety performance is aligned to our core values to achieve workforce health, safety, hygiene and wellbeing.

Marj is a Communications and External Affairs Superintendent at our Didipio Mine in the Philippines.

Targets and results

	2020 targets	2020 outcome	Notes	2021 targets
Lag indicators	Target: TRIFR<4 Outstanding: TRIFR<3.30	3.3 per million hours worked		Target: TRIFR 3 Outstanding: TRIFR<2.8
Frequency rate of high severity incidents	Target: Cat 4* IFR <0.5 Outstanding: Zero Cat 4 incidents	1 Cat 4 incident	Back injury while carrying heavy object	Target: Cat 4* IFR 0.4 Outstanding: Zero
Lead indicators	Health and Safety audit compliance rating of >80%. This will include changes to the internal audit schedule and updated Health and Safety Standards	78%	increased focus on quality Principle Hazard Management Plan documentation	Health and Safety audit compliance rating of >80%.
	More than 90% of the leadership team to achieve the target Gold Standard Leadership safety activities	90%	90% achieved or overachieved	More than 90% of the leadership team to achieve the target Gold Standard Leadership safety activities
	High Potential Incidents* (HPI) actions completed. Target: >80%. Outstanding: >95%	100%		Complete 90% of all HPI actions and actions identified through the 2020 corporate audit
Corporate safety projects	All incidents and HPI actions to be tracked using balanced scorecard	Achieved		Review critical controls associated with principle hazards utilising bowtie analysis and shared learnings across operations
	Review health risk assessments at Macraes and Waihi Operations	Achieved		Align similar workplace exposure groups across all operations and complete baseline exposure studies to internationally recognised standards

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

Our approach

The health, safety and wellbeing of our employees, contractors and local communities is paramount. We continuously strive to improve and enhance our health and safety systems through employee engagement, performance assessments and industry benchmarking against the highest standards and performance.

Our safety performance is aligned to our core values of respect, one team, contribute and knowledge, to achieve workforce health, safety, hygiene and wellbeing. Every person is essential in supporting, embracing and promoting our safety performance across the company.

Policies and standards

Our Health and Safety Policy outlines our commitment to protect and promote the safety, and occupational health of our workforce (employees and contractors) and local communities through the implementation of a management system and structure.

Operational safety

Continuing to improve our health and safety performance is always a priority and we strive to create a mindset in which every employee believes that an incident and injury-free workplace is achievable. Management of workplace hazards through the implementation of hard controls and effective training and education are critical to supporting this positive mindset and underpin the principle that all incidents and injuries are preventable. More information about how we implement occupation safety is available in our Safety Performance Standards Manual.

Health and wellbeing

We care about creating an environment where the health and wellbeing of our workforce is monitored and reviewed proactively as part of the operational management process. We have implemented a global system for reporting and tracking both occupational health exposures and the effectiveness of controls at all our operations. The system enables us to apply a consistent, best practice approach across our operations enabling us to eliminate harmful workplace exposures and potential chronic illnesses. More information about how we implement health and wellbeing is available in our Health Performance Standards Manual.

Troy, Josh, Shay and Jamie are members of our Mines Rescue Team at the Waihi Operation in New Zealand.

Our performance

Our results demonstrate a continued focus on a strong safety culture at all levels of OceanaGold.

As at 31 December 2020, our total recordable injury frequency rate (TRIFR) was 3.3 per million hours worked compared to 3.6 per million hours worked at the end of 2019. There were no fatalities at our operations in 2020, and no new cases of occupational disease were recorded.

In 2020, there were:

- Twenty total recordable injuries (TRIs), compared to 27 in 2019
- Three restricted work injuries (RWIs), with two out of the three injuries relating to rolled ankles
- Eleven medical treatment injuries (MTIs) across the business. Eight of these injuries were lacerations to the hand that required medical treatment.

In 2021, we will continue to focus on education and training around wearing suitable gloves for tasks, using appropriate tools for the job, and awareness of energy sources.

2020 workforce expose hours

2020 total work hours	OceanaGold staff	Casual staff	Contractors
6,053,166	3,947,598	0	2,105,568

Safety

	2020	2019	2018	2017	2016
Lost time injury (LTI)	6	7	9	11	6
Lost time injury rate (LTIR)	0.99	0.92	1.10	1.13	0.57
Total recordable injuries (TRI)	20	27	37	39	42
Total recordable injury frequency rate (TRIFR)*	3.30	3.57	4.53	4.00	3.99
Fatalities	0	0	0	0	1

**Based on one million worked hours.*

Our balanced safety scorecard 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 monitoring key lead indicators 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 an outstanding performance.

Performance indicators

	1 - unacceptable	2 - passable	3 - target	4 - outstanding
Fatalities	One or more	Nil		
Total Recordable Injury Frequency Rate	TRIFR > 4	4 > TRIFR > 3.3		TRIFR<3.3
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%	>95%	>95%

In 2020, we commenced tracking all incidents and high potential incident (HPI) actions 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 also developed and launched 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.

Following potential energy isolation events (disconnecting or making the equipment safe to work on) in 2020, we updated our global process for energy isolation. In 2021, we will deliver training across each of the operations.

In 2021, we will continue to enhance our safety performance by continuing to improve our ICAM (incident cause analysis method) investigations and speed up the investigation timeline for any HPIs. We will also continue to develop our data capture and reporting systems, building on the balanced scorecard approach.

Additionally, we will continue to improve health and safety team collaboration and support across our operations and launch a corporate guideline around positive communication across our operational sites.

Year-on-year injury analysis

	2020	2019	2018	2017	2016
Nature of injury	• Laceration (50%) • Fracture (25%) • Sprain or strain (20%) • Other (5%)	• Laceration (48%) • Fracture (22%) • Sprain or strain (19%) • Other (11%)	• Laceration (51%) • Sprain or strain (22%) • Fracture (11%) • Other (16%)	• Laceration (33%) • Sprain or strain (26%) • Fracture (21%) • Other (21%)	• Laceration or cut (55%) • Fracture (14%) • Sprain or strain (7%) • Other (24%)
Mechanism of injury	• Struck by moving objects (25%) • Hitting objects with a part of the body (20%) • Falls on the same level (including trips and slips) (15%) • Other (40%)	• Struck by moving objects (30%) • Caught in equipment (26%) • Muscular stress (11%) • Other (33%)	• Struck by moving object (27%) • Hitting object with body (19%) • Caught in equipment (16%) • Other (38%)	• Struck by moving object (31%) • Caught in equipment (15%) • Muscular stress (15%) • Other (38%)	• Struck by moving object (41%) • Caught in equipment (19%) • Trip or fall from same level (12%) • Other (28%)
Body part injured	• Hands and fingers (45%) • Feet and toes (20%) • Face (10%) • Other (25%)	• Hands and fingers (44%) • Arms and wrist (30%) • Head—other than eye, ear and face (11%) • Other (15%)	• Hands and fingers (41%) • Hips and legs (16%) • Head—other than eye, ear and face (11%) • Other (32%)	• Hands and fingers (44%) • Hips and legs (18%) • Feet and toes (10%) • Other (28%)	• Hands and fingers (41%) • Face and head (24%) • Hips and legs (12%) • Other (23%)

Performance in brief: A journey of continuous health and safety improvement at Haile

In our industry, safety improvement and innovation are an ever-changing practice and we are always looking for opportunities to improve and do better.

Each year OceanaGold audits the key risk areas that have the potential to cause fatalities or permanent disabling injury. Principal Hazard Management Plans (PHMPs) reflect how the site manages these risks so we always identify opportunities for continuous improvement.

At our Haile Gold Mine in South Carolina, an internal audit in 2019 identified several opportunities. This included improvements to align with corporate best practice standards. The site team embarked on a rigorous journey to improve documentation to reflect the robustness of their existing controls and improve their systems and processes where needed.

This involved strengthening safety policies and processes relating to occupational health practices and ground control.

A subsequent audit in 2020 showed a significant improvement, an 11 per cent increase in health (68 per cent in 2019 to 79 per cent in 2020) and a 15 per cent increase in safety (69 per cent in 2019 to 84 per cent in 2020).

Health and safety is everyone's responsibility and when you have people willing and open to improve, forward thinking leadership and a genuine care for all, this enables the team to function safely and productively.

The Haile Gold Mine is a great example of how a collective effort to drive higher standards of hazard management is achieving strong safety outcomes across the operation.

Members of the Haile Health and Safety team, Cindi, John, Rusty, Russell, Genalee, Mary and John.

Occupational health and hygiene

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.

In 2020, we delivered a significant update of our Occupational Exposure Management Guideline, which generated a review of occupational hygiene exposure management at each of our operations.

The validity and integrity of historical data was reviewed, and a comprehensive risk assessment performed at each site. Any gaps in the data and exposure management were revealed, with all sites requiring considerable focus and resources in 2021 (and beyond) to align with the updated corporate guideline.

The top three health risks recorded at each of our operations in 2020 were:

	Haile Gold Mine	Macraes Operation	Waihi Operation
1	Respirable Crystalline Silica (c)	Noise	Respirable Crystalline Silica (c)
2	Noise	Respirable Crystalline Silica (c)	Noise
3	Thermal Stress / Vibration (c)	Diesel Particulate Matter (c)	Diesel Particulate Matter (c)

In 2021, we will employ full time and dedicated occupational hygiene technicians at our Waihi and Macraes operations in New Zealand.

Occupational health and hygiene programs

Our occupational health and hygiene requirements are supported by the Health Performance Standards Manual and the corporate Occupational Hygiene Exposure Management Guidelines. These documents set clear expectations on how we manage occupational health and hygiene hazards and help prevent occupational illness.

In 2020, our corporate team analysed occupational hygiene data at each operation to determine the top three health risks at each, and to develop the three-year strategy. We developed an InHealth database to capture and report this data. This data is also being presented, captured and reported internally each month.

The correlation between occupational hygiene and the biological impacts on worker health were managed manually in 2020. In 2021, we will expand our InHealth system to more efficiently record and report data.

Our short-term occupational hygiene targets are focused on improving education, awareness and communication about occupational hygiene, and the signs and symptoms of exposure.

Management of worker health will continue to improve in 2021, we will enhance the collaborative approach between each site's occupational hygienist, site nurse and occupational physician.

We employ registered nurses at our operations to preventatively identify any health and wellness issues within our workforce. All of our operations 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 have also implemented employee health groups that focus on occupational hygiene stressors in the workplace.

In 2020 most of our operations engaged independent, external occupational hygienists to oversee operational health risks and undertake monitoring programs. In 2021 this will be provided by in-house occupational hygienists at our New Zealand operations to ensure better controls over the sampling schedule and accuracy of the data collated.

Occupational hygiene data registration

OceanaGold captures occupational hygiene data via two primary methods – biological (urine and blood sampling) and personal devices that employees wear to measure their exposure to noise and airborne contaminants. Data is then used to understand the risks of certain roles within our operations so that improvements and control measures can be applied.

A risk-based approach to occupational hygiene is used in the same way safety risk is analysed i.e. assess, control, monitor and review. Data collected in 2020 highlighted the need to review and update our workforce groups, known as SEGs (similar exposure groups).

The work has enabled us to better understand the group exposures and accurately monitor where risk profiles indicate a greater need to improve control measures and mitigate risks to our employees.

A reporting requirement in our incident notification system was added to include any exposures that were 50 per cent of the occupational exposure level to ensure a proactive approach could be taken. This has improved the visibility of health and the quality of data by ensuring field sheets are comprehensively filled in by the worker.

This focus will continue across OceanaGold in 2021 to ensure we are completing the workplace exposure monitoring schedule and compliance to the risk-based monitoring plan. In addition, fit testing for hearing and respiratory protection will be undertaken to ensure the worker is adequately protected.

Jill is a process technician at our Macraes Operation in New Zealand.

Performance in brief: Protecting the long-term wellbeing of our people

We've strengthened our focus on occupational health monitoring by routinely monitoring and managing employees' potential exposure to harmful workplace environments. This includes airborne and biological contaminants generated by mining practices – such as inhalable dust, respirable silica and Diesel Particulate Matter as well as physical mining conditions such as noise and vibration.

The monitoring program is part of a three-year Occupational Hygiene Management Plan, developed in 2020, after a review and update of the company's Occupational Exposure Management Guideline.

Following best practice global guidelines, each operation conducted a risk review of occupational hygiene exposure using an independent Certified Occupational Hygienist. The review identified opportunities to make the data collection and management process more robust by collecting additional data and changing the frequency of monitoring at each site.

Our goal is to ensure all staff, no matter their location, have access to the same understanding of exposure risks and controls to protect their long-term health. We have employed dedicated occupational hygiene technicians across our operations in New Zealand and the United States.

The monitoring program involves looking at biological stressors (bacteria, virus, fungi, and mould, and blood-borne pathogens), chemical stressors (acids, bases, heavy metals, solvents, particulates, vapours, fumes), and physical stressors (noise, heat, cold, vibration).

Through targeted and statistically valid workplace exposure monitoring and the implementation of high order controls (longer-term solutions), the company can more effectively manage exposures to our workforce and remove potential affects to their long-term health.

See the full story here.

Occupational hygienists Le-recca and Leah joined at our Waihi and Macraes Operations in early 2021.

Health and wellbeing

Occupational health and wellbeing are 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. We recorded no occupational diseases in 2020.

In 2020, we developed 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.

In 2021, we will continue to enhance our health and wellbeing focus. This will include developing and implementing a corporate health surveillance strategy, implement and review operational targets for required monitoring and control implementation, improve the visibility and management of biological data, and improve the management of personal exposure data.

COVID-19

Our management of COVID-19 has required a flexible and adaptable approach that reflects the local reality at each of our sites – considerate of national and regional response requirements, local workforce demographics, resources and the physical aspects of the workplace.

In 2020, to support our employees' health and wellbeing through COVID-19, we had a dedicated internal SharePoint (intranet) page and we provided regular direct communication from leaders across the company to clearly communicate the Employee Assistance Program (EAP) support available. We also increased communication around health and wellbeing topics, including mental health and managing uncertainty.

More about our approach to managing COVID-19 can be found on page 36 of this report.

Brianna is an Underground Project Manager at our Haile Gold Mine in the United States.

Safety in our culture

To achieve workplace health, safety, hygiene and wellbeing, we align our safety behaviours to our core values of respect, one team, contribute and knowledge. These values were refreshed in 2020 in line with our purpose and vision.

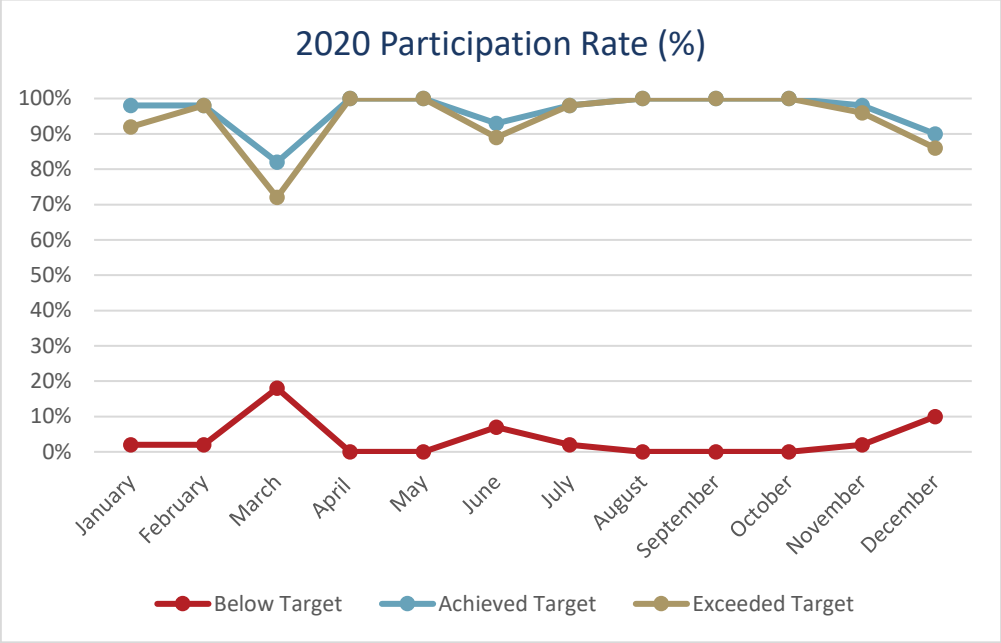
In 2021, our health and safety teams will work with our people and culture teams to more closely align our cultural training and development programs with our key health and safety behavioural programs.

Measuring safety culture

In 2020 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. We used an internal dashboard to improve the way we share and visualise real time data.

One of our key safety initiatives is the Gold Standard Program. This program sets key performance indicator (KPI) targets for leaders across our company to measure their participation in field-based task observations, workplace inspections and audits.

Early in 2020, our risk profile changed due to the impacts of the COVID-19 pandemic and the need to focus on the controls and TARPs (trigger actions response plans) across the company. This required thorough planning and for our leadership to focus on mitigating any operational instability. We finished 2020 in a strong position as the immediate impacts eased and robust plans were put in place and monitored. Leadership gold standards then trended upward for the remainder of the year.



Safety leadership activity measures

Grouped Performance ranking			
Less than 80% of individuals have achieved target	80% - 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

Health and 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 on-site 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 2020 our audits focused on:

- Health: muscular skeletal health; worker health and wellbeing; and food and water quality.
- Safety: underground ventilation, electrical safety, energy isolation and permit to work; lifting and crane works; confined space; mechanical safety; and fire and explosion.

In 2020, our operations achieved a 78 per cent audit compliance result, an increase from 77 per cent audit compliance in 2019. This was a result of an increased focus on quality Principle Hazard Management Plan documentation. We also saw increased operational alignment around all procedural documentation in alignment with the standards documentation.

Safety audit program—compliance with internal standards

	2020*	2019	2018	2017	2016
Macraes	76%	70%	85%	83%	79%
Waihi	73%	79%	88%	87%	88%
Didipio	82%	89%	79%	80%	81%
Haile	82%	69%	79%	N/A	N/A

**In 2020 we did a desktop audit of each of our operations due to COVID-19 travel restrictions.*

Jumbo working in our Golden Point Underground mine at the Macraes Operation in New Zealand.

Principal health and safety risks

	Definition	Mitigation plans in place
Principal hazards	All operations 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 should 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
Principal controls	The operations 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
Critical control	A critical control is a control whereby its absence or failure would significantly increase the risk of a fatality. It is associated with previous incidents, additional verification by management would ensure performance of the control	Management assurance activities around critical controls is paramount to set the standard expected on-site. These activities and site controls act as a barrier to prevent incidents (e.g. field discussions, workplace inspections)
Principal exposure risks		
Noise	Our employees are exposed to noise from a variety of sources including trucks, loaders, graders, processing plant areas and maintenance workshop activities	Noise sources across our sites are routinely monitored to inform our noise reduction strategies and reduce noise-induced hearing loss
Dust contaminants, welding fumes and diesel particulates	Silica found in ore is the most common airborne substance to pose a risk to our visitors and employees. 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
Musculoskeletal disorder (MSK)	Musculoskeletal injuries pose a significant risk in mining - 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	Routine physical demands analysis is undertaken to ensure workers are fit for work in relation to the demands of the job. Good workplace design and equipment design significantly contribute to the reduction of injures as does education/awareness and worker health monitoring. Preventative strategies are incorporated into the risk management tools used by OceanaGold

Emergency preparedness

Effective emergency management is essential to protect people, the environment and our operations. Each operation and across the corporate business, we have local emergency management plans, including crisis management protocols.

Each of our operations has the expertise and specialised equipment to provide rescue and safety services on-site and 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 on-site and within host and adjacent communities as required/requested.

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

- Incident response, both on-site and off-site
- 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.

In 2020, the Mine Rescue Team at our Haile Gold Mine responded to three on-site events at the operation. Each of these events was the result of an employee being unwell or sustaining an injury in the course of their work. In each event the employees were assessed and transferred to the appropriate medical care.

The Macraes Operation responded to eight off-site events where they provided support to local emergency response authorities. These included three motor vehicle accidents, three medical emergencies and one fire.

In the Philippines, the Didipio Emergency Response Team supported off-site COVID-19 relief efforts, continued to provide medical and trauma emergency transport assistance to the host barangay of Didipio and adjacent barangays. The team also aided a fuel truck involved in a road accident and a community member following a landslide that blocked a road after the advent of Typhoon Ulysses. The team also responded to 11 on-site events, including grass fire, boat recovery, a head injury and a minor oil spill.

The Waihi Operation Mines Rescue Team did not respond to any events in 2020.

Performance in brief: Mines rescue up for the challenge

OceanaGold's highly skilled Mines Rescue and Emergency Response Teams manage all emergency response equipment and implement the operational emergency response program at each of our operations. The teams are trained and certified in all areas of incident response including fire, underground search and rescue, vertical rope rescue, vehicle extraction, Pre-Hospital Emergency Care and medical and accident response.

As part of our Waihi Operation's commitment to the community, they have established strong relationships with local emergency services to assist with rope rescues, traffic accidents and providing additional help to the Coast Guard.

Each member of our Mines Rescue Team is required to maintain their skills and physical fitness. Each year they are required to complete a Physical Competency Test (at the Macraes Operation, a similar test is completed called a 'Functional Capacity Test'). This involves a series of tasks including undertaking weight-bearing activities while wearing open circuit breathing apparatus.

Mines Rescue Teams from Waihi and Macraes participate in the annual Leukaemia Foundation's Sky Tower Stair Challenge to raise funds for Leukaemia & Blood Cancer New Zealand. This event sees firefighters and emergency rescue teams from throughout New Zealand gather in Auckland in full rescue equipment and complete the course – 328 metres, 1,103 steps, 51 flights of stairs to the top of the Sky Tower. In 2020 the Waihi team placed third in their category and raised over $20,000, and while the Macraes team couldn't attend due to COVID-19, they still raised $6,300.

At our Haile Gold Mine, our Underground Rescue Team has been training to respond to underground mining emergency situations once the development of the Haile Underground Mine commences. Equipment has been purchased and a new training regime is being implemented. As part of their training, the team used shipping containers and large tubing to build an underground environment that simulates an underground emergency situation.

Read the full story here.

Waihi Mines Rescue Team and Macraes Emergency Response Team wearing their BG4 breathing apparatus at the Sky Tower Challenge.

Health, safety and wellbeing TRIFR comparative data tables

All injury data supplied in the tables below includes medically 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.

	2020							
	Male	Female	Contractors	Contractor frequency rates	Employees	Employee frequency rates	All workers	Total frequency rates
Recordable injury	19	1	2	0.95	18	4.65	20	3.3
Lost time injury	5	1	2	0.95	4	1.01	6	0.99
Medical treated injury	11	0	0	0	11	2.79	11	1.82
Restricted work injury	3	0	0	0	0	0.76	3	0.5
Occupational disease	0	0	0	0	0	0	0	0
Work-related fatalities	0	0	0	0	0	0	0	0

	2019							
	Male	Female	Contractors	Contractor frequency rates	Employees	Employee frequency rates	All workers	Total frequency rates
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

	2018							
	Male	Female	Contractors	Contractor frequency rates	Employees	Employee frequency rates	All workers	Total frequency rates
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

	2017							
	Male	Female	Contractors	Contractor frequency rates	Employees	Employee frequency rates	All workers	Total frequency rates
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

	2016							
	Male	Female	Contractors	Contractor frequency rates	Employees	Employee frequency rates	All workers	Total frequency rates
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

ENGAGEMENT AND COMMUNITY

We are committed to creating positive legacies and supporting shared value and opportunities across our operations.

Beverly welcomes guests to the historic rail depot in Kershaw South Carolina. The Haile Gold Mine team transformed the building into an engagement and event space and local mining history museum.

Targets and results

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

2020 targets	2020 outcome	Notes	2021 targets
Finalise the review and launch of remaining policies under the framework	Complete	All Responsible Mining Policies complete and up to date	
Develop a workplan to achieve an internal EA&SP compliance level of >75%	Partially complete	Workplan finalised and implemented. Audit compliance exactly at (not greater than) 75%	Achieve internal EA&SP framework compliance level of >75%
Maintain or enhance ESG performance rating among top ESG ratings agencies. Host one ESG roadshow and engage in two ESG panels	Partially completed	Maintained ESG ratings. Engaged in two ESG panels. ESG roadshow deferred due to COVID-19	Maintain or enhance ESG performance rating among top ESG ratings agencies.
Complete Human Rights Impact Assessments (HRIAs) at Waihi and Macraes operations	Partially completed	HRIAs commenced but not completed in 2020	Complete New Zealand HRIAs and develop action plans
Launch Supplier Code of Conduct and communicate it with existing and future suppliers	Deferred	Reviewed existing governance, procurement and supply chain controls and identified opportunities to enhance. Commenced development of a Responsible Supply Chain Framework designed to address a range of third-party risks	Continue Responsible Supply Chain Framework development, including update of policies, codes and practices
Waihi Operation: review sponsorships and donations program	Partially completed	The sponsorships and donations program will be updated to align with a Social Impact Assessment forecast in 2021 to ensure it reflects the community's aspirations for economic and social development	Complete Social Change Assessment

Macraes Operation: Host land forum with broad farming community as part of a land management strategy to be developed in consultation with the community over the next two years	Not completed	Forum delayed during 2020 due to COVID-19 lockdowns and restrictions	Host land forum with broad farming community (following end of CPOVID-19 restrictions) Complete Social Change Assessment
Didipio Mine: Complete phase two of the Social Change Assessment	Completed		Commence key stakeholder discussions to enhance our strategies to manage local effects
Didipio Mine: Conduct surface rights acquisition review and develop strategy to resolve outstanding grievances	Partially completed	Completed. Implementation pending the resumption of operations	Didipio Mine: Recommence surface rights acquisition review and develop strategy to resolve outstanding grievances – following resumption of operations
Didipio Mine: Conduct gap analysis and develop work plan to align with External Affairs and Social Performance standards	Partially completed	Review is ongoing in 2021	Complete gap analysis and develop workplan to align with EA&SP Standards
Didipio Mine: Resume and complete assessment of operations against World Gold Council Conflict Free Gold Standard once operations commence	Deferred	Deferred until the resumption of operations	Recommence review following resumption of operations
Haile Gold Mine*			Complete Stakeholder Engagement Plan; includes stakeholder identification, mapping and analysis 2. Finalise a formalised written complaints and grievance procedure, currently in draft form 3. Complete scope for ethnographic and key community interviews and finalise Social Change Assessment 4. Identify and set action plan from HRIA

**No operational-specific target was set for 2020.*

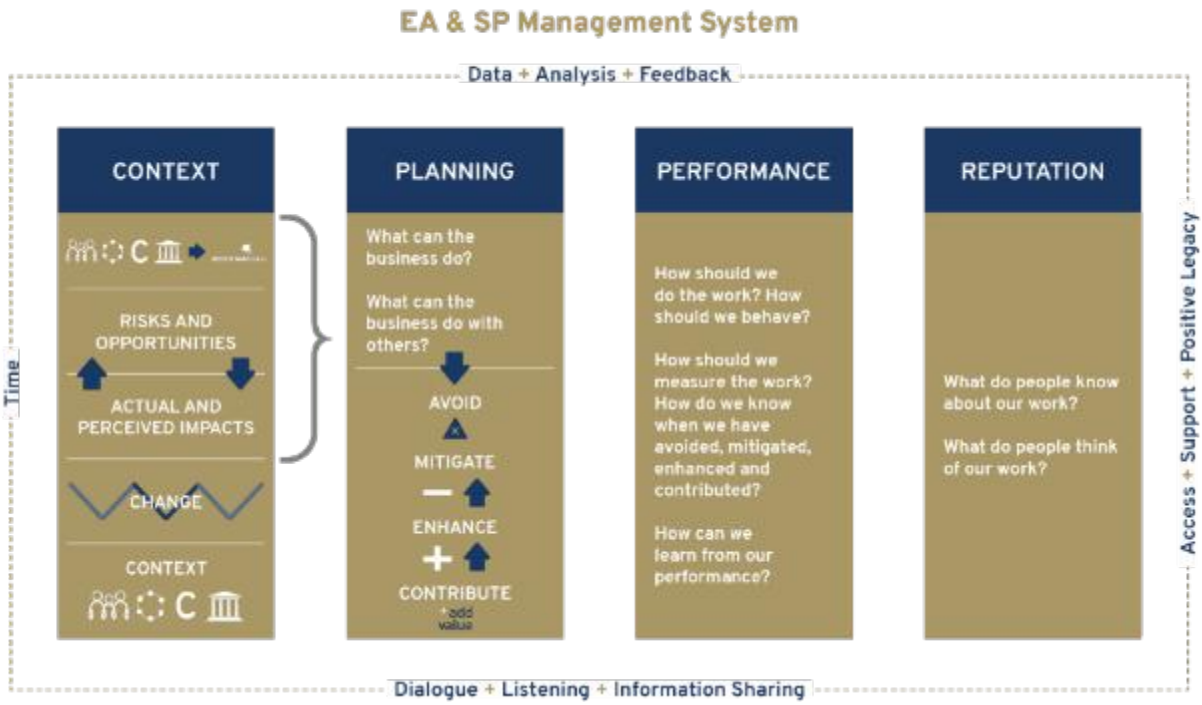
Our approach

We are committed to creating positive legacies and supporting shared value and opportunities across our business. This approach delivers benefits to our employees and our diverse range of external stakeholders, including consultants, contractors and the communities that host our operations. We put this into action each day at a corporate, operational, and business unit level to ensure we continue to achieve the expectations we aspire to as a responsible miner, and those of the communities we live and work in.

Launched in 2019 and implemented across our global operations throughout 2020, our External Affairs and Social Performance (EA&SP) Management System helps us understand and manage how our business affects local communities and society at large. In other words, it helps us identify and analyse how:

- We affect the communities and societies where we operate
- We can work to align our operational performance with local aspirations, values and culture
- We should behave as a company and as employees.

Our approach is implemented across four key steps: Context, Planning, Performance and Reputation, as outlined below:



The 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. 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.

Policies and standards

OceanaGold's commitments to good EA&SP are codified in three policies:

1. Communities Policy
2. Human Rights Policy
3. Government and Civil Society Policy.

Nine EA&SP standards underpin the execution of these policies by outlining the minimum requirements for all operations and business units across the company:

1. EA&SP Management
2. Communities
3. Government and Civil Society
4. Human Rights
5. Communication
6. Complaints and Grievance Mechanisms
7. Land Access & Resettlement
8. Contribution to Sustainable Development
9. Sponsorship and Donations.

The EA&SP Manual is available on our website.

Kevin from our Haile Gold Mine in the United States meeting with local realtor and Kershaw Chamber of Commerce Representative, Sheila.

Stakeholders

We are committed to two-way open communication that involves listening to our stakeholders, keeping them informed and being clear about how our business and operations impacts them.

Every day, we engage with people who have a vested interest in what we do, who are, in some way, connected to our purpose – mining gold for a better future.

The quality of our relationships with all stakeholders determines how well we deliver on our vision to be a resilient and dynamic gold miner, trusted to deliver enduring value through innovation, performance and sustainable growth.

It is also imperative that our behaviours mirror our values of respect, one team, contribute and knowledge in our day-to-day interactions, project planning and decision-making.

In 2020, we defined seven key engagement principles that set the standards to which we aspire to build consistent, open and respectful relationships with our stakeholders:

1. Listening – we listen to the voices of our stakeholders and respond
2. Purposeful – we begin every engagement with a clear understanding of what we want to achieve and who may be affected
3. Timely - we involve stakeholders from the start and agree on when and how to engage
4. Inclusive – we identify relevant stakeholders and make it easy for them to engage
5. Mindful – we are mindful not to approach our engagement activities as if they were with one homogenous or static entity
6. Transparent – we are open and honest in our engagement and set clear expectations
7. Respectful – we acknowledge and respect the expertise, perspective and needs of stakeholders.

In 2020 we also undertook a corporate stakeholder evaluation to ensure we mapped our stakeholders and how we engage with them across the company. As an outcome of that process we categorised our key stakeholder groups as:

- Academics, researchers, expert reviewers, think tanks
- Advisory groups, consultants, business partners
- Analysts (financial and ESG)
- Customers
- Direct and indirect suppliers
- Employees and contractors
- Governments (national, regional and local) and regulators
- Host communities and indigenous groups
- Industry associations and peers, standards organisations
- Investors (institutional and retail)
- Labour unions
- Media
- Multilateral agencies, civil society and advocacy groups, NGOs.

In 2021, we will refresh our corporate stakeholder engagement strategy in line with our engagement principles and conduct an external perception survey across our corporate stakeholder groups.

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, environmental and cultural 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.

We actively engage all stakeholders impacted by our operations and activities. 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 and Collection Statement outline 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 developed our new Privacy Standard which provides a framework for the collection, use, disclosure and security of personal information. The Standard was finalised and released in early 2021, with training to occur in 2021.

David from our Waihi Operation in New Zealand presenting at a community information and input session around urban design opportunities in the town of Waihi.

Our stakeholders, their interests and how we engage with them

Stakeholder	Key areas of interest	Engagement channels
Academics, researchers, expert reviewers, think tanks	Business strategy and performance Sustainability performance Positive and negative impacts	Direct engagement Conferences, events and forums Corporate reporting and publications Company website and social media Site visits
Advisory groups, consultants, business partners	Business strategy and performance Technical studies Sustainability performance Procurement practices Investment practices	Direct engagement Paid contracts Technical reports Corporate reporting and publications Company website and social media Site visits
Analysts (financial and ESG)	Business strategy and performance Sustainability performance Business risk Project delivery Commitment to external initiatives, charters, principles	Direct engagement Conferences, events and forums Corporate reporting and publications Company website and social media Site visits Virtual and in-person roadshows
Customers	Business strategy and performance Sustainability performance Quality of product Contract performance	Direct engagement Corporate reporting and publications Company website and social media Site visits Virtual and in-person roadshows
Direct and indirect suppliers	Business strategy and performance Sustainability performance Procurement practices Investment practices	Direct engagement Paid contracts and onboarding Technical reports Corporate reporting and publications Internal communication collateral Company website and social media Site visits
Employees and contractors	Business strategy and performance Sustainability performance Project delivery Recruitment practices Remuneration and work conditions Training and development	Direct engagement Onboarding Technical reports Corporate reporting and publications Internal communication collateral Company website and social media
Governments (national, regional and local) and regulators	Business strategy and performance Sustainability performance Investment practices Innovation and technology Employment practices	Direct engagement Regulatory reporting Formal submissions Conferences, events and forums Corporate reporting and publications Company website and social media Site visits

Host communities and indigenous groups	Positive and negative impacts and mitigations Business strategy and performance Sustainability performance Employment opportunities	Direct engagement Formal and informal forums Representative groups Events Information centres Company surveys Social and infrastructure investment programs Donations and sponsorships Corporate reporting and publications Company website Site visits
Industry associations and peers, standards organisations	Business strategy and performance Sustainability performance Innovation and technology	Direct engagement Conferences, events and forums Corporate reporting and publications Company website and social media Site visits
Investors (institutional and retail)	Business strategy and performance Sustainability performance Business risk Project delivery Commitment to external initiatives, charters, principles	Direct engagement Conferences, events and forums Corporate reporting and publications Company website and social media Site visits Virtual and in-person roadshows
Labour unions	Business strategy and performance Sustainability performance Employment performance Remuneration and work conditions Mine closure processes	Direct engagement Corporate reporting and publications Company website and social media Site visits
Media	Issues reflecting stakeholder concerns and priorities	Direct engagement Conferences, events and forums Corporate reporting and publications Media releases and briefings Company website and social media Site visits
Multilateral agencies, civil society and advocacy groups, NGOs.	Business strategy and performance Sustainability performance Positive and negative impacts Commitment to external initiatives, charters, principles	Direct engagement Conferences, events and forums Corporate reporting and publications Company website and social media Site visits

Performance in brief: Informed Consultation and Participation at Macraes

Our project plans – particularly the mine design – for the Deepdell North Stage Three Project at our Macraes Operation were heavily influenced by local community knowledge, after an extensive consultation process unveiled a better design and location for the waste rock stack. The new location better balances our overall impact and will positively contribute to long-term social and ecological benefits to the region.

Our 'Informed Consultation and Participation' (ICP) approach is outlined in our External Affairs and Social Performance Manual. We take into consideration the different views in the community on the impacts and risks of our business activities, including potential mitigation measures and use these views to inform our operational and business planning and decisions.

For the Deepdell North Stage Three Project, we knew there were likely to be differences of opinion when it came to the mine design and we wanted to understand those views early. In line with the ICP principles, we hosted on-site meetings to bring the Councils, Department of Conservation and members of the local community together. We provided an outline of our preliminary mine design and asked them to share their thoughts. It was a powerful experience which extended to ongoing individual conversations to discuss potential issues and proposed mitigations.

As a result of the stakeholder feedback and analysis undertaken during this process, it became clear that the original preferred option had serious flaws and we needed to go back to the drawing board and redesign the waste rock stack at a much better location. The final design allows for better water management and control of downstream water quality to avoid impacts to threatened flora and fauna species, habitats and heritage features. And its location ensures amenity impacts (such as noise) on the closest neighbour were minimised.

Read the full story here.

Ecologists visit the Macraes Operation in New Zealand.

Our performance

Sustainability audits

We conduct annual operational performance against the requirements of the External Affairs and Social Performance (EA&SP) standards.

In 2019, we rolled out the EA&SP Standards and we completed our first internal audit against those standards in 2020. In 2020, our EA&SP audits focused on performance against three standards: external affairs and social performance management, human rights and complaints and grievance mechanisms.

2020 audit performance

Macraes	77%
Didipio	N/A**
Waihi	81%
Haile	67%
Average	**75%**

**All EA&SP standards audits were completed via desktop in 2020 due to COVID-19 travel restrictions.*
***We did not undertake an external performance and social responsibility audit at the Didipio Mine in 2020 due to the ongoing operational suspension and limited resourcing.*

External Affairs and Social Performance Standards

In 2020, we updated our External Affairs and Social Performance Manual, including additional performance requirements in the Human Rights and Sponsorship and Donations Standards.

We aligned our Human Rights Standard to better-reflect the mining lifecycle before and after operations, and our Sponsorship and Donations Standard to reflect a new internal compliance process for evaluating and awarding any donations or sponsorships across the company.

Social Change Assessments

In 2020, we piloted a Social Change Assessment Framework at the Didipio Mine in the Philippines. The corporate External Affairs and Social Performance Team and the Didipio Mine Community Relations and Communication team worked with Filipino and international experts in community development and social impact assessment to design a process to uncover how social and economic change was happening at Didipio. The process mapped local dynamics and identified how the mine is driving local and regional changes. The Social Change Assessment identified gaps, challenges, and solutions with the aim of improving how OceanaGold is managing the effects of its operations in host communities, and how the company can improve its contribution to the communities' long-term resilience.

In 2021, we will commence discussions with key stakeholders and enhance our strategies to manage local effects. These strategies will be implemented following the renewal of the mine's Financial or Technical Assistance Agreement (FTAA).

In 2021, we will also conduct social change assessments at our Waihi and Macraes operations in New Zealand and Haile Gold Mine in the United States.

Performance in brief: Didipio Social Change Assessment Contributing to Community Resilience

In 2020, we piloted a Social Change Assessment Framework at the Didipio Mine in the Philippines. We worked with Filipino and international experts in community development and social impact assessment to design a process to uncover how social and economic change was happening at Didipio. The process mapped local dynamics and identified how the mine is driving change.

The process brought together information and analysis from previous social baselines and impact assessments, publicly available data, household level ethnographies, interviews and focus groups.

One of the most important parts of the Social Change Assessment was listening to the communities' views on how the mine is changing their lives. It was also important to acknowledge the past and what the company could have done differently.

We identified gaps, challenges, and solutions with the aim of improving how OceanaGold manages the effects of its operations in host communities, and how we can improve our contribution to the communities' long-term resilience. For example, we are working with local groups to strengthen programs focused on non-mining livelihoods such as agriculture.

We are also working to address unresolved legacy issues such as land rights access, which has created distrust and frustration among the community.

OceanaGold is currently working productively and collaboratively with key stakeholders to share the results of the assessment and implement new plans to better manage the mine's local effects as soon as the operation's Financial or Technical Assistance Agreement (FTAA) is renewed.

We recognise the need to shift from a prescriptive engagement approach to one that is more participatory and inclusive, with increased transparency, to better understand the views and perspectives of the community.

Long-term, our objective is to gain sustained stakeholder support through wider benefit sharing, improved relationships with more inclusive engagement, work to resolve legacy issues, and fully integrating social impacts management into operations.

Read the full story here.

Our commitments at Didipio

Participatory and inclusive engagement with a broader stakeholder set.

An open and transparent approach that listens and incorporates community feedback.

Address ongoing complaints about past land access processes.

Work with local authorities to expand benefit-sharing programs across Nueva Vizcaya and Quirino.

Human Rights

In line with our Human Rights Policy, each of our operations is required to conduct a Human Rights Impact Assessment (HRIA) where potential human rights risks are identified. The Policy is in line with requirements of the United Nations Guiding Principles on Business and Human Rights, the UN Declaration of Human Rights and other international frameworks.

In 2020, our Didipio Mine commenced discussions with the Commission on Human Rights (CHR) of the Philippines and hosted a social dialogue with the various stakeholders of the Didipio Mine. This dialogue served as a platform to discuss concerns surrounding the mining operations. The virtual dialogue was held in February 2021 and included participation by CHR, the National Commission on Indigenous Peoples, the Philippine National Police, representatives of national, regional and local governments and the NGO sector.

In 2020, there was one ongoing human rights grievance open at the Macraes Operation. The grievance, made in 2018, was recorded in 2018 and related to noise levels from overnight truck hauling. After receiving the grievance, the operation suspended overnight hauling. The grievance was resolved, and an agreement reached.

More information about our Human Rights performance in 2020 is available on page 28 of this report.

Social investment

We invest in the communities that host our operations and align our focus with community-identified needs and priorities. This is one way we are working to make a positive and lasting contribution.

To achieve this, we are conscious of the need to deliver respectful social investment plans that are created in consultation with the communities we live and work in. This ensures our programs align with each community's needs and priorities and supports social and economic development in a manner that avoids dependencies over the long-term.

Primarily, our social investment programs contribute to:

- Education, training and employment
- Community health
- Local business support and/or development
- Community infrastructure.

In 2020, we invested US$4,095,891 in social programs, donations, in-kind support and community infrastructure. The full breakdown of our investment is available in the Economic performance and contribution section of this report.

In 2020, we updated our Sponsorship and Donations Standard to reflect a new internal compliance process for evaluating and awarding any donations or sponsorships across the company.

2020 operational social investment programs

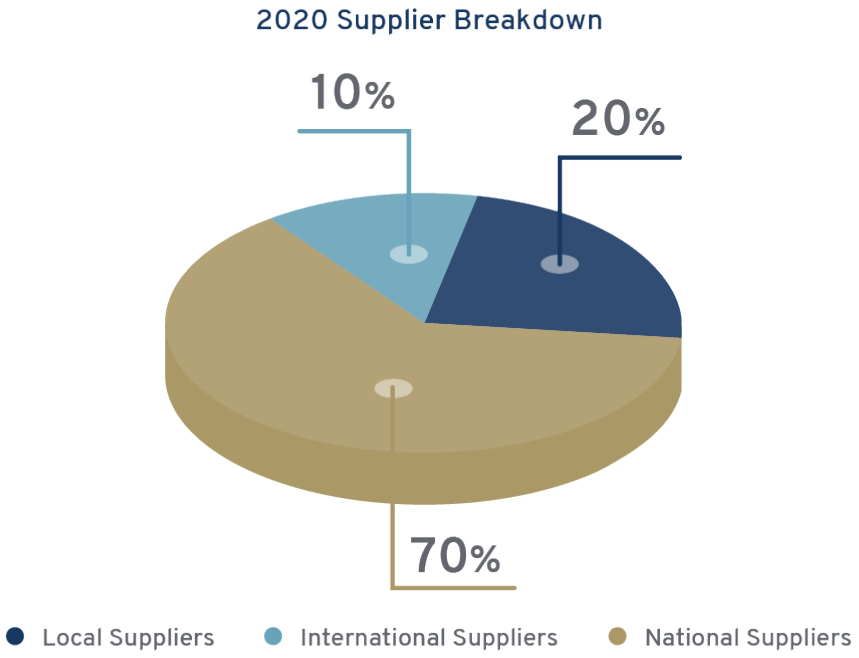
Operation	Description
Didipio Mine, Philippines	• Maintenance of main access road • Scholarship program • Concreting of Tire Path at Didipio • Quirino Provincial Development Fund
Waihi Operation, New Zealand	• Running costs for Auckland Rescue Helicopter • Beach Hop Warm Up Party – Community event • Salvation Army – Food Hampers • Educational support across Waihi schools
Macraes Operation, New Zealand	• Foundational sponsorship of the Waitaki Whitestone Geopark • Upgrade of the Macraes Village Water Supply in partnership with Macraes Community Inc. • Educational support across seven schools in North Otago
Haile Gold Mine, United States	• Sponsorship of multiple conservation programs e.g. Lindsay Pettus Greenway and South Carolina Community Foundation • Support provided to heritage programs e.g. Historic Camden • Lancaster County Council on Aging providing meals for the elderly during COVID-19 • University of SC-Lancaster / food pantry
Reefton Restoration Project, New Zealand	• Te Maruia Waka Huia – integrated species management program • Socio-economic development officer funding and project seed funding • Reefton I-Site visitor Centre reinvigoration

Steph from our Reefton Restoration Project in New Zealand joined school children to plant seedlings we donated, along the banks of the Inangahua River in Reefton.

Local procurement

We prioritise local procurement at all our operations. This includes mining equipment and supplies, specialist mining services and general site services. In 2020, our total procurement investment, distributed to local, national and international suppliers was US$488.4 million. Ninety per cent of this procurement (over US$443.1 million) was invested within the countries that host our operations and projects.

The combined local and national spend provides employment and business opportunities beyond the boundaries of our operations. The full breakdown of our investment is available on page 72 of this report.



Arrival of new D10 dozer at our Macraes Operation in New Zealand.

Complaints and grievances

We recognise the importance of creating and running effective operational grievance mechanisms to:

- Help remediate harm for which OceanaGold identifies it has caused or contributed to
- Act as an early warning system to prevent escalation and potential outbreak of conflicts
- Provide critical information for broader human rights due diligence processes.

Our grievance mechanisms are supported by our Complaints and Grievance Mechanism Standard which outlines our approach to the timely and adequate resolution of concerns, complaints and grievances related to its operations and projects, through a process and management system that allows preventative and transformational conflict management.

Our standard and processes are aligned with the criteria of effectiveness for non-judicial grievance mechanisms in the UN Guiding Principles on Business and Human Rights; legitimate, accessible, predictable, equitable, transparent, rights-compatible and are a source of continuous learning.

The standard also defines what we mean when we report concerns, complaints, grievances and third-party resolution.

Concern	A general expression of dissatisfaction, where the complainant does not want to formally complain. For data capturing, a concern will be registered as 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.
Complaint	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.
Grievance	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.
Third-party Resolution	Where it is culturally and legally acceptable, we will 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.

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 other stakeholders and provide an important conduit for identifying, reporting and responding to complaints and grievances.

Each operation has a community hotline or office where community members can report grievances (via phone, online or in-person).

New complaints in 2020

	2020	2019	2018	2017	2016
Waihi	112	229	170	213	315
Macraes	10	5	11	5	1
Haile	18	2	0	0	0
Didipio	11	8	26	17	84
Total	**152**	**244**	**207**	**235**	**400**

In 2020, we saw a 51 per cent decrease in complaints at our Waihi Operation in New Zealand. The decrease was a result of the reduction in noise and vibration-related impacts as we scaled-down production from the Correnso Underground (which runs underneath residential properties).

As we enhanced our processes and systems for recording and analysing complaints and grievances at the Macraes Operation and Haile Gold Mine, we saw an increase in number of complaints recorded.

Description of complains at our operations

Operation	Number of complaints**	Description and response
Waihi	112	Noise and vibrations from underground blasting operations
Macraes	10	Dust and noise management, leaseholder land access
Haile	18	Blasting and vibration, noise management, odour management (from natural gas). Local vendor concern around external vendor contracts
Didipio	11	Road maintenance and reduced employment opportunities*

**In 2020, the Didipio Mine remained in a state of operational standby, which forced two rounds of redundancies (lay-offs) at the operation.*
***In 2020 we had no complaints around the land use and customary rights of local communities and Indigenous Peoples.*

Total* disputes under mediation and negotiation

	2020	2019	2018	2017	2016
Waihi	0	1	0	1	0
Macraes	1***	1	1	1	0
Haile	0	0	0	0	0
Didipio**	50	30	26	23	66
Total*	**51**	**32**	**27**	**25**	**66**

**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. New claims have come forward in 2020 as investigations into surface rights acquisitions continue. More information about the history of surface rights acquisition is available here.*
****In 2020, we resolved a noise grievance initiated in 2017. We now have an agreement in place with the complainant.*

Whistleblower service

In October 2020, we released a new Speak Up Policy (formerly known as the Whistleblower Policy), under our Corporate Governance Policies, to:

- Encourage and promote a culture of openness and acceptance in reporting misconduct within OceanaGold
- Encourage individuals to report any concerns about misconduct without fear of victimisation
- Set out our framework for managing reports of misconduct in a lawful, fair, consistent and timely manner.

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. Alternatively, a full list of whistleblower service phone numbers for each country where we operate or have an office, can be found in our Speak Up Policy.

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.

There were no complaints reported through the whistleblower hotline in 2020.

Resettlement

Our Land Access and Resettlement Standard 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 involuntary resettlement occurred at any of our four operations in 2020. All land purchases completed were willing-seller, willing-buyer.

Indigenous Peoples

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

Our Human Rights Standard 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 no violations involving rights of Indigenous Peoples in 2020.

In 2020, the Philippines Congressional Committee on Indigenous Cultural Communities and Indigenous Peoples held a public hearing at the Didipio Mine to explore environmental and human rights allegations made against the operation. The Secretary of the Congressional Committee requested this public hearing be held at the Didipio Mine and invited participation from all the concerned parties. Over 1,000 people attended the hearing, representing all groups. This independent hearing was public, and open to anybody who wanted to attend. More information is available on our website.

Indigenous agreements in place

Our operations in New Zealand currently have six formal agreements in place with iwi (Maori). These Memorandums of Understanding (MOUs) 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.

In late 2020, we commenced a review of the MOUs in place with iwi (Maori) groups at the Waihi Operation. The MOUs will be updated in 2021.

Operation	Memorandum of Understanding (MOU) signed	
Waihi	5	The latest MOU was signed in 2019 with 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 (and the State of South Carolina) engage with them on cultural heritage and other topics as a key stakeholder of the 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.

A memorial to World War One tunnellers in the town of Waihi in New Zealand.

Performance in brief: Preserving history and culture at the Haile Gold Mine

The Haile Gold Mine is a proud steward of Kershaw's cultural heritage. We work with archaeologists to excavate all previously undisturbed mine areas in search of significant and potentially datable items, which we help preserve. And once the work is complete, we proceed with clearing the area in readiness for mining activity.

We have recently completed an archaeological dig and discovered many interesting pieces of significance to the region. The objects paint a picture of the earliest inhabitants and their activities, with some pieces estimated to be nearly 6,000 years old. They feature mostly Morrow Mountain projectile points, with the vast majority being lithic (stone) tools or lithic tool related.

The archaeological excavation methods we use are very labour-intensive. We undertake a survey, then conduct a dig and screen the dirt every 30 metres. At the completion of the excavation, the results are analysed at a lab in Georgia.

We can more accurately identify the artefact's time period using a radiocarbon dating method to quantify the findings. Broken pieces of cooking stone were some of the more interesting findings during the recent dig, and the group also discovered 'chunkey' stones on the property. These disc-shaped stones were used as part of a game in Native American cultures where anything from food and blankets to a participant's entire home could be at stake.

Evidence of this type of activity helps determine the type of inhabitants in the area, however, as far back as the Haile artefacts go, it has been impossible to associate with any known tribes.

Upon completion of all artefact analysis, items are returned to the Haile Gold Mine Depot and are on display for all the community to enjoy.

Read the full story here.

Some of the projectile points found at the mine during recent archaeological excavations at the Haile Gold Mine in the United States.

ENVIRONMENT

We are committed to responsible environmental management across all our business activities.

Kerero Gecko at our Macraes Operation.

Targets and results

	2020 targets	2020 outcome	Notes	2021 targets
Lag indicators	Zero level three or greater environmental events	Achieved		Zero level four or greater environmental events resulting in measurable medium-term impact off-site (lasting less than six months post remediation)
				Zero prosecution or enforcement action resulting from environmental non-compliance or events
Lead indicators	Corporate environmental audit compliance >80%	Achieved	84%	Corporate environmental audit compliance >80%
	>90% of 2019 audit corrective actions addressed	Achieved		Complete Climate Change Management Plans including site-specific reduction targets for 2022
				Meet requirements of the World Gold Council Responsible Gold Mining Principles and prepare for assurance in 2022
Corporate environmental projects	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	Achieved		
	>90% of corrective actions from the gap assessments for Statements of Position: Water, Closure and Rehabilitation and Tailings Storage Facilities	Partially Achieved	Actions not completed in 2020. Integrated into the World Gold Council Responsible Gold Mining Principles action plan for 2021	
	Gap assessment against World Gold Council requirements undertaken. Corrective action plan developed and implemented	Achieved		

Our approach

We are committed to responsible environmental management across all our business activities. This encompasses the conservation of designated protected areas, sharing information and practices on biodiversity management, and supporting, developing and implementing inclusive and transparent procedures for integrated land use.

Our Environment Policy is supported by six Statements of Position that detail how we manage our environmental material risk areas of water, closure, biodiversity, cyanide, tailings management and energy and greenhouse gas.

These Statements of Position publicly commit OceanaGold to specific actions and review in each area, and align our standards to the International Council on Mining and Metals (ICMM), World Gold Council (WGC) and International Finance Corporation (IFC) requirements.

Sheila and Joana from our Didipio Mine in the Philippines collecting water samples in one of Didipio Mine's water sampling stations.

Policies and standards

We comply with the environmental laws of all host countries and go beyond these to implement company-wide environmental processes that are consistent with internationally accepted standards and conventions. In doing so, we provide the necessary training, education, equipment and information to our employees and contractors to support their implementation.

Our Environment Policy outlines our commitment to responsible environmental management to protect the environment and prevent pollution, and extends across all our business activities including exploration, all stages of the project development lifecycle, mining operations and closure.

Our Environmental Standards Manual outlines environmental and operational minimum requirements that each operation must meet. Operational performance against these standards is audited annually on a rotating basis.

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

**There are no artisanal and small-scale miners operating near the Macraes and Waihi operations or the Haile Gold Mine*

Our performance

Rick, Phil and Sharon from the Haile Gold Mine in the United States contributing to the clean-up effort under the South Carolina Adopt A Highway initiative.

Environmental audits

We conduct annual operational performance against the requirements of our environmental and operational standards.

In 2020, our audits focus on performance against four standards: climate change, energy use and greenhouse gas management; tailings management; air quality and waste management.

	2020**	2019	2018
Macraes	83%	81%	76.2%
Didipio	87%	95%*	90.4%
Waihi	87%	92%	90.8%
Haile	77%	81%	59.8%
Average	**83.5%**	**87.3 %**	**79.3 %**

** A desktop audit was conducted at the Didipio Mine in 2019 due to temporary suspension of operation at the time of the audit.*
***All 2020 audits were desktop audits due to COVID-19 travel restrictions.*

Compliance

We continued our strong focus on operational controls and environmental management across all sites throughout 2020. We did not have any significant (level three or above) environmental incidents in 2020 (including spills). We captured minor technical and administrative breaches through our internal compliance monitoring system, as reported in the table below.

Non-compliant result or technical/administrative non-compliance matter

	2020	2019	2018	2017	2016
Didipio	0	0	3	0	40
Haile	5	1	15	NA*	NA*
Macraes	17	33	32	35	44
Waihi	1	2	1	2	2
Total	**23**	**36**	**51**	**77**	**86**

**The Haile Gold Mine commenced operations in 2017*

In 2020, the Haile Gold Mine received two fines totalling US$111,200 for different events occurring between 2018 to 2020. One fine of $11,200 was related to a 2020 incident where a short-term exceedance of thallium level occurred in water leaving site from the water treatment plant. Upon detection a micro-filtration unit was installed to resolve the issue.

The second fine was a retrospective $100,000 fine relating to 2018 and 2019 exceedances of permitted level of mercury in air emissions from the processing plant. The issue was resolved with the installation of a mercury abatement system, in consultation with the regulator.

We saw a 48.5 per cent reduction in technical non-compliances at the Macraes Operation, following a regulatory amendment to the water quality trigger criteria for groundwater (iron). These changes were made to reflect background water quality in the natural environment.

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

	2020	2019	2018	2017	2016
Didipio	0	0	0	0	0
Haile	0	0	0	NA*	NA*
Macraes	0	0	0	0	0
Waihi	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

**The Haile Gold Mine commenced operations in 2017.*

Emissions and energy use

OceanaGold supports the Paris Agreement's goal of limiting the increase in global average temperature to below 2°C above pre-industrial levels and pursuing efforts to limit the increase to 1.5°C.

In 2020, we released an updated Statement of Position on Climate Change, Energy Use and Greenhouse Gas, with a goal to achieve net zero greenhouse emissions from our operations by 2050. In 2021, we are establishing interim 2030 emissions reduction targets.

In 2021, each operation is developing energy management plans, which will outline energy reduction opportunities for its mobile fleet (trucks) and stationary equipment (processing plants).

Haul truck being loaded at our Haile Gold Mine in the United States.

2020 energy use

Energy – total direct (fossil fuel in GJ)	2,147,109
Energy – total indirect (electricity in GJ)	1,363,615
Total energy consumption (GJ)	**3,510,724**

2020 CO_2 emissions

Greenhouse gas emissions (tCO_2-e) – direct Scope 1*	150,778
Greenhouse gas emissions (tCO_2-e)- indirect Scope 2*	81,032
Total Scope 1 and Scope 2 emissions	**231,810**

**Gases included in emissions calculations are limited to CO_2 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 to CO_2 equivalents (CO_2-e).*

In 2020, our total energy consumption and total Scope 1 and Scope 2 emissions remained at similar levels to 2019, despite reduced mining levels at the Waihi Operation and the ongoing suspension of operations at the Didipio Mine. This was due to the ongoing ramp up of open pit operations at the Macraes Operation in New Zealand and Haile Gold Mine in the United States offsetting the reductions from the other operations. We expect to see an increase in Scope 1 and Scope 2 emissions in 2021 when the Didipio recommences operations.

In 2020, we commenced our first assessment of Scope 3 emissions. This forms part of our journey to understand climate change risks and associated adaptation opportunities by having a more holistic view of the company's emission profile. In 2020, our Scope 3 emissions totalled 99,111 tonnes of CO_2e, which equated to 29.9 per cent of our annual emissions. Our largest Scope 3 emissions in order are: chemicals, explosives and upstream fuel emissions. The Haile Gold Mine and Macraes Operation are the largest Scope 3 emitting operations due to their scope and size (including multiple ore bodies) and the additional consumables each operation requires to operate. More details about our Scope 3 assessment are available on page 33 of this report.

Detailed direct and indirect energy use data and direct (Scope 1) and indirect (Scope 2) CO_2 emissions data and our sources of emissions factors are outlined in the following tables.

Energy—total direct (fossil fuel in GJ)

	2020	2019	2018	2017	2016
Didipio	8,551	144,400	308,099	502,190	1,052,578
Haile	1,045,976	643,531	472,934	542,218	N/A
Macraes	1,015,498	977,606	919,075	902,439	820,264
Waihi	77,083	87,816	79,237	101,557	80,531
Total	**2,147,109**	**1,853,352**	**1,779,345**	**2,048,405**	**1,953,373**

Energy—total indirect (electricity in GJ)

	2020	2019	2018	2017	2016
Didipio	175,565	419,804	492,476	384,927	325,518
Haile	344,410	321,351	251,308	190,700	N/A
Macraes	680,502	722,189	700,807	690,116	706,692
Waihi	163,138	209,664	206,408	195,284	179,416
Total	**1,363,615**	**1,673,009**	**1,650,998**	**1,461,027**	**1,211,626**

Greenhouse gas emissions (tCO_2-e)—direct Scope 1

	2020	2019	2018	2017	2016
Didipio	600	10,173	21,525	35,093	73,439
Haile	73,313	45,081	32,832	37,514	N/A**
Macraes	71,243	68,648	63,886	62,737	58,076
Waihi	5,622	6,392	5,743	7,243	5,892
Total	**150,778**	**130,294**	**123,986**	**142,587**	**137,407**

**We have restated our 2019 data for each operation and in total. This restatement is a result of a minor conversion correction based on the factors provided in the emission source documents.*
***The Haile Gold Mine commenced operations in 2017.*

Greenhouse gas emissions (tCO_2-e)—indirect Scope 2

	2020	2019	2018	2017	2016
Didipio	25,688	61,423	72,056	56,320	47,628
Haile	27,457	25,619	20,035	15,124	N/A*
Macraes	22,494	23,872	23,166	22,812	27,090
Waihi	5,393	6,931	6,823	6,455	6,878
Total	**81,032**	**117,845**	**122,079**	**100,711**	**81,596**

**The Haile Gold Mine commenced operations in 2017.*

Sources of emissions and conversion factors

- National Greenhouse Accounts Factors: 2020 | Department of Industry, Science, Energy and Resources
- ecometrica.com/assets/Electricity-specific-emission-factors-for-grid-electricity.pdf
- https://environment.govt.nz/assets/Publications/Files/2016-guidance-for-voluntary-corporate-greenhouse-gas-reporting.docx

Electricity mix in regions where OceanaGold operates

Using our electricity consumption data and the information from the table below we have calculated that 54 per cent of our electricity is from renewable sources, 14 per cent from nuclear and the remaining 32 per cent from fossil fuels. The percentage of fossil fuels that make up our total energy consumption decreased by five per cent in 2020, from 37 per cent in 2019.

Country – region	Share of renewable energy in grids*	Source of information
New Zealand	82.4% of renewable energies	New Zealand Government https://www.mbie.govt.nz/dmsdocument/11679-energy-in-new-zealand-2020
Philippines: Luzon	14% of renewable energies	Asian Development Bank https://www.adb.org/sites/default/files/publication/463306/Philippines-energy-assessment-strategy-road-map.pdf
USA: South Carolina	6.6% renewable energies, 54.6% nuclear energy	US Energy Information Administration https://www.eia.gov/state/print.php?sid=SC

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

Wind turbines for electricity generation at Tararua Mountain Range, Manawatu, New Zealand.

Water and effluents

We recognise that gold mining activities can impact the availability and quality of local and regional water resources through activities such as ground and surface water abstraction and use, water diversion schemes, increased sediment loads from surface disturbance and the potential introduction of contaminants from processing and accelerated geological weathering.

We are committed to reducing our water related impacts through collaboration, partnerships, product stewardship, minimising use and a strong focus on operational control and improving operational performance. We manage water to meet the compliance requirements of each host country as well as the requirements of the OceanaGold Water Management Framework.

Water management

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.

In 2020, we established a 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. Operations will be audited against the standard in 2021.

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
	2020	2019	2018		
Didipio	-6,334,195	-3,911,222	-6,658,308	Nil areas of water stress	Nil identified
Haile	-376,012	487,685	782,026	Nil areas of water stress	Nil identified
Macraes	1,962,816	2,029,193	2,020,582	Nil areas of water stress	Nil identified
Waihi	-906,832	-1,151,309	-2,344,093	Nil areas of water stress	Nil identified
Total	**-5,654,223**	**-2,545,653**	**-6,199,793**		

As a result of the three typhoons over the Philippines during 2020, Didipio received 4,714 mm of rain which is approximately 1.5 times more rain than we received in 2019 and the long-term average of 3,300 mm. Haile also received above average rainfall of 1,585 mm in 2020 which was 5 per cent more than 2019 and 33 per cent more than the long-term average. As a result, both sites discharged more water than they consumed.

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. In 2020, all water discharged from our Waihi Operation and Didipio Mine met the site-specific discharge limits set by host country regulators. At each operation that discharges water, the water contains less than 1,000 milligram per litre of total dissolved solids. We do not discharge water at our Macraes Operation.

We had two incidents of non-compliant off-site water discharges at the Haile Gold Mine in 2020: a short-term exceedance of thallium in water leaving site from the water treatment plant; and an exceedance of permitted pH level of water leaving site from the water treatment plant (the permitted level is pH 6-8.5, our level was pH 9.9, which is alkaline).

We had three incidents of non-compliant on-site water discharges at the Haile Gold Mine in 2020. Each was a short-term exceedance of permitted cyanide level to the tailings storage facility (TSF). The exceedance was only at the point of discharge and was contained within the TSF. The water diluted once in the TSF and was below permitted criteria.

Water discharge destinations

	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

We do not discharge into marine water bodies (the ocean).

Water withdrawn and discharged (megalitres)

	Didipio	Haile	Macraes	Waihi	Total
Surface take	1,346	0	1,459.4	12.8	**2,818.1**
Groundwater take	14,896.9	426.2	503.4	2,687.1	**18,513.6**
Third-party take*	0	383.6	0	18.5	**402.1**
Surface discharge	22,577.1	1,185.8	0	3,625.3	**27,388**
Groundwater discharge	0	0	0	0	**0**

**Third-party water is water that is provided (normally at a cost) by the local municipality and is often referred to as potable water.*
We do not take any water from marine bodies (the ocean).

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 2020, we withdrew 27,388 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. All water we withdraw is classed as freshwater, with a water quality of less than 1,000 micrograms per litre of total dissolved solids.

In 2020, the Didipio Mine continued to monitor groundwater level changes to assess the impacts of our mining activities. In 2021, we will update our groundwater models based on the data collected from the ongoing monitoring program.

Total water withdrawn and discharged (megalitres) including groundwater

	2020	2019	2018
Total volume withdrawn	21,734	22,963	22,004
Total volume discharged*	27,388	25,508	22,004

**Total volume discharged includes groundwater.*

Shawn is an Environmental Technician at our Haile Gold Mine in the United States.

Waste management

Managing waste is central to our ability to minimise long-term legacy impacts. Our mining activities produce two main waste streams:

1. Rock (e.g. excess rock moved but not processed and tailings)
2. Other waste (e.g. 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 also addresses the design, location and operational management of all waste storage facilities located on-site and any monitoring requirements for the waste streams to minimise long-term impacts from our waste management practices.

Due to the expansion of open cut mining and an increase in the mining fleet at the Haile Gold Mine, overburden volumes increased by approximately 60 per cent, this offset the reduced volume at the Macraes Operation and no overburden movement at the Didipio Mine due to its suspended operations.

Waste generation

	2020	2019	2018	2017	2016
Waste rock (tonnes)	75,086,261	66,920,905	52,753,370	53,659,080	75,297,854
Tailings (tonnes)*	9,067,280	12,167,585**	12,151,463	12,712,215	10,977,217
Waste to landfill (tonnes)	1,898	1,966	1,230	1,273	1,426

**This is the weight of dry material sent to tailings.*
***In 2020 we have used a consistent methodology across all operations. For this reason, we have restated the data for 2019 for tailings (tonnes) to reflect a change to our Waihi Operation data which was based on a different calculation method.*

Rehabilitated waste rock stack at the Reefton Restoration Project in New Zealand. Tree stumps and logs were placed on the contoured rock stacks to reduce erosion. The woody material also encourages birds to perch, which helps disperse the seeds of a range of native plant species, helping to develop the restoration of natural forest.

Biodiversity

Declining biodiversity creates an imbalance to ecosystems, which can result in adverse impacts to ecological, social, cultural and economic values.

We recognise that gold mining can impact biodiversity through land clearing, water extraction and changes to air, water and soil parameters during exploration, development and operational mining phases.

In 2020, we developed 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. Operations will be audited against the framework in 2021.

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.

In 2020, we protected 512 hectares of additional wetland areas at the Haile Gold Mine to offset ongoing operational expansions at the mine. A formal review was conducted in 2020 of areas protected and conserved, based on GIS and survey data. This review identified areas that had been understated in 2019, therefore this area has been restated.

Lone Pine Dam at the Macraes Operation in New Zealand.

Areas of restoration (hectares)

	2020	2019	2018
As at 1 January	**1,961**	**1,961***	**1,877**
Whether partnerships exist with third parties to protect or restore habitat areas distinct from where OceanaGold has overseen and implemented restoration or protection measures	5	2Ha of area in one partnership	2Ha of area in one partnership
Status of each area based on its condition at the close of the reporting period	512	None in progress	45
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 (as at 31 December)	2,473	1,961	1,922*

The success of a restoration measure will be approved by independent external professionals prior to closure.
**Restated area as a result of a GIS and survey review of spatial data identifying previously unreported 19.21 ha at Waihi.*

2020 operational breakdown

	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)	115.84	1,126	1,189	41	**2,472**
Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organisation has overseen and implemented restoration or protection measures.	4	0	1	-	**5**
Status of each area based on its condition at the close of the reporting period. In progress	-	-	-	-	**-**
Completed	**-**	**-**	**-**	**-**	**-**

At our Macraes Operation, we established the Middlemarch Wetland Offset Agreement – an agreement with a landowner to preserve and enhance a 5.4-hectare ephemeral wetland for the purposes of offsetting impacts to ephemeral wetlands associated with the Deepdell Open pit expansion. The agreement is in place for 50 years and allows for access for research and management of the wetland in order to achieve biodiversity objectives agreed to as part of the Deepdell North resource consent.

At the Haile Gold Mine, we donated land to the Katawba Valley Land Trust for conservation. This forms one of our compensatory environmental mitigations in our Supplemental Environmental Impact Statement (SEIS).

Land disturbance and rehabilitation (Ha)*

	2020	2019	2018	2017	2016
Total land disturbed at beginning of reporting period	2,686	2,479**	2,278	2,485	2,159
Amount of newly disturbed land	65	15	208	115.6	518
Total amount of land newly rehabilitated to the agreed end use within the reporting period	38	21	7	12.4	52
Total land disturbed at the end of the reporting period	2,712	2,473	2,479**	2,558	2,626

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.*
*** Restatement of 2019 total land disturbance due consistent reporting methodology being implemented for all sites in 2020.*

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.

In 2021, we will enhance our research programs in the region surrounding Waihi, and work with stakeholders to develop the scope of a comprehensive pest control program.

We undertake progressive rehabilitation to minimise our effects on the landscape during operations and to provide for a productive and biodiverse future.

The total area rehabilitated across all sites in 2020 was 38 hectares. Opportunities to increase rehabilitation areas is limited due to minimal land being 'available' for rehabilitation at our underground operations at the Didipio Mine and Waihi Operation, while Haile is a young mine and still ramping up operations.

As part of the rehabilitation efforts in 2020, we completed 18 hectares of aerial seeding on the Top Tipperary Tailings Embankment at the Macraes Operation in New Zealand. The seeding included a mixture of pasture crops to initially establish a cover for the soil. This will support growth and return the embankment to a productive landscape.

In 2021, the Macraes Operation will conduct seeding on the Coronation North Waste Rock Stack and the Mixed Tailings Facility. The team is also engaging with iwi (Maori) Puketeraki Marae to restore the Trimbells Waste Rock Stack back to tussock grasslands.

Protected land and environmental offsets

	2020	2019	2018	2017	2016
Number of trees planted in protected areas off-site	1,000	42,944	40,695	168,971	225,994

Reduction from 2019 to 2020 represents the operational suspension at the Didipio Mine.

Aerial seeding as part of the progressive rehabilitation of the Trimbles Waste Rock Stack at the Macraes Operation in New Zealand.

Progressive rehabilitation on the waste rock stack at the Didipio Mine in the Philippines.

Performance in brief: Improving biodiversity outcomes for stakeholders great and small

To demonstrate no net loss of biodiversity* at the Macraes Operation's new Deepdell North Stage Three Project, our team worked methodically through a mitigation hierarchy to minimise, restore, offset and compensate for the potential impacts of our operation on the environment.

The project includes extending the open pit and creating a new waste rock stack and is one of three new projects consented in late 2020 that will extend the life of the Macraes Operation to at least 2028.

Some habitat clearing for the mine's operations cannot be avoided, so our team worked with the local farming community to identify appropriate locations for biodiversity offsets that will benefit each party. With the help of an ecologist, OceanaGold agreed with a local farmer to conserve an ephemeral wetland (a wetland that is wet only seasonally or in wet years).

Another aspect that cannot be avoided is impacts to local lizard populations. This is inherently important for the Otago region, which is rich in biodiversity; the Macraes area is well is known for its vibrant landscape, including an abundant lizard habitat.

As part of the commitment to no net loss of lizard populations for the project, the team worked closely with the Department of Conservation and iwi to relocate two threatened lizard species. We are also re-establishing their habitat on our rehabilitated waste rock stacks and we are committed to helping the populations thrive through a multifaceted 10-year research program.

We are part of an industry responsible for the legacy we leave for the communities in which we work, and that goes for all creatures – great and small.

**No net loss of biodiversity: the biodiversity condition is as good, or better, because of mining.*

Read the full story here.

Re-establishing lizard habitats on our rehabilitated waste rock stacks at the Macraes Operation in New Zealand

Closure and rehabilitation

We are committed to the full mining lifecycle, which extends beyond mine closure to full environmental restoration and final relinquishment to landowners. Each of our operations has a closure plan.

Our Statement of Position on Closure and Rehabilitation Management outlines our commitment to the delivery of long-term positive legacies to communities that host our operating facilities. On a local scale, this means leaving lasting and sustainable benefits well beyond mining.

In 2020, we participated in the Cooperative Research Centre (CRC) Transformations in Mining Economies Project. The project is funded by the Australian Government with over 75 participants, including mining companies, service providers, regulators, community and research groups. The research aims to increase the understanding around current mine closure related decision-making processes and identify future research opportunities.

In 2020, we established 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.

In 2021, each operation will develop closure plans aligned to the Environmental Management Framework.

An engineered wetland at the former tailings storage facility at the Reefton Restoration Project in New Zealand. The wetland is designed to ensure long-term sediment control of the lake's discharge.

Reefton Restoration Project

To date, we have completely rehabilitated over 130 hectares, of the roughly 260 hectares of disturbance. We have planted approximately 800,000 seedlings across the site as part of rehabilitation and will be planting an additional estimated 200,000 Beech and Manuka seedlings by December 2023, which is the scheduled end of the planting program.

In addition to the Beech and Manuka we will also be planting 64,000 wetland plants on the margins of the former tailings storage facility (TSF) in the 2021 planting season.

2020 rehabilitation and closure outcomes at the Reefton Restoration Project

Commenced construction of an innovative passive water treatment system to manage the site's water seepage. The system – known as a Vertical Flow Reactor – removes heavy metals from water seepages before the water is gravity fed into Devil's Creek. Although these metals (including iron and arsenic) exist naturally inside the rock, they could threaten the natural ecosystems if released at elevated levels. Over time, the metals will eventually be exhausted from the leachable area of the surrounding rock, and the ponds will continue to naturally spill into Devil's Creek.
Funded a partial refurbishment of the Reefton I-Site, including the construction of the Golden Globe Theatre. The theatre provides tourism and educational opportunities for the I-Site and regularly hosts groups of visitors who wish to learn more about the region's mining history.
Partnered with the Buller Regional Council and Reefton I-Site Visitors Centre to form the Reefton Economic Diversification Governance Board (EDGB) to provide governance, direction and seek funding support for economic diversification in Reefton over a three-year period. This included funding for the three-year part-time role within the Buller Regional Council to coordinate the EDGB activities and assist in finding sustainable projects. One such initiative established in 2020 is a formal partnership between OceanaGold, The Reefton I-Site Visitor Centre and local honey producer, Browkins Honey, to produce, bottle and sell a native manuka honey blend, named 'Reefton Gold'. The honey will be made from the extensive manuka species planted at the Reefton Restoration Project. More than 50 hives were introduced in 2020, with the honey eventually targeted for sale locally at the I-Site and local markets to generate a diversified revenue stream for the region.
Established an engineered wetland at Fossickers Lake, formally the Fossickers Tailings Storage Facility. The wetland is designed to ensure long-term sediment control of the lake's discharge and includes about 12,000 specially selected wetland species. To encourage bird perch, three small islands were also established.
Donated a variety of manuka and beech seedlings to the Reefton Strand Revitalisation Project. We planted these along the Inangahua River along with the Buller District Council, the Inangahua Community Board, Reefton Early Learning Centre, Sacred Heart School and Reefton Area School.
As part of Reefton's 150 years of gold history celebrations, we hosted visits to the mine to better share the story of how gold was first discovered in the area, and how we are delivering world-class closure and rehabilitation.

Performance in brief: Delivering innovative passive water treatment at Reefton

When we commenced closure at Reefton, we committed ourselves to developing a water management solution that would exceed compliance requirements and perform long after the site is relinquished.

After four years of research and testing, this commitment is a reality with the creation of an innovative passive water treatment system that effectively manages the site's water seepage.

Reefton Restoration Project's Environmental Coordinator, Steph Hayton, dedicated her Master of Science towards the project with support and funding from OceanaGold, in collaboration with Verum Group and Mine Waste Management.

After studying global water treatment systems, Steph trialled two of the most favourable systems – Bioreactors and a Vertical Flow Reactor – over a two-year period.

The Vertical Flow Reactor worked exceedingly well, showing removal rates of metals were high at relatively low residence times, and the captured solids proving to be more stable.

The Vertical Flow Reactor removes heavy metals from water seepages before it is gravity fed into Devil's Creek. By oxygenating the water before it enters the Vertical Flow Reactor, the iron separates from the solution, turning a reddish-brown colour before gently settling in collection ponds.

As iron naturally attracts other metals, it also captures free-floating arsenic from the water. The solids are then removed and safely stored.

While both metals exist naturally inside the in-situ rock in the local area, preventing elevated levels in the local water system is essential to protecting the natural ecosystem.

Over time, the metals will eventually be exhausted from the leachable area of the surrounding rock, and the ponds will continue to naturally spill into Devil's Creek.

See the full story here.

Visual representation of the movement of water into the Vertical Flow Reactor.

Junction Reefs

The Junction Reefs Mine is located 270 kilometres west of Sydney in the Central Tablelands of New South Wales in Australia. The mine is located on undulating, cleared grazing land in a cereal cropping, vineyards and sheep and cattle grazing region.

We acquired the Junction Reefs Site, which was subject to continued monitoring requirements to ensure the success of the environmental rehabilitation works, as part of the acquisition of Climax Mining in 2007.

We have been working collaboratively with key stakeholders, including local landowners and the Junction Reefs Reserve Trust and the New South Wales Department of Planning, Industry and Environment, to ensure the site is suitable for relinquishment and that the community's long-term goals are achieved.

The rehabilitation completed at Junction Reefs consists of well-established vegetation, a backfilled and capped open pit, two capped tailings dams and a small residual void. The established vegetation is supporting the postmining land use, with areas of land currently incorporated into existing pastoral activities. The establishment of trees and shrubs into the rehabilitated landscape are supporting local biodiversity outcomes.

As closure works continue and parcels of land have been completed, we will commence progressive relinquishment in consultation with the overlying landholders and the New South Wales Government. We are aiming to relinquish the first of three tenements of land in 2021.

Junction Reefs is proof that mining and community can coexist with mutual, long-term benefits for each party, and land fully rehabilitated for future productive use including farming.

Historic weir at Junction Reefs, Australia.

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 2020, the company strengthened its focus on safe tailings storage by forming a Tailings Governance Committee. The Committee meets regularly to ensure a robust governance and review process occurs for every TSF across the company's global operations and includes the use of external third-party technical expertise. Key areas of focus for the Committee are:

- Separate internal TSF governance functions from operational functions
- Report independently and directly to the company Board of Directors on TSF operational performance and governance processes
- Apply innovation and new technology to minimise risks of TSF failure
- Ensure meaningful engagement with affected parties and fully assess social, economic and environmental impacts, integrating feedback, concerns and mitigations into TSF design and management.

In 2021, we released an updated TSF Management Statement of Position specifically committing to meeting the requirements of the Global Industry Standard on Tailings Management (GISTM). Recognising the critical importance of making big strides towards meeting the new global industry standards, we are implementing a new accountability and governance framework to ensure there is a clear separation between operations and governance functions. This includes appointing 'accountable executives' who also chair the Tailings Governance Committee. The President and CEO is an active supporter and member of this Committee.

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)

We also have two TSFs at Junction Reefs (a joint venture 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.

Descriptions and illustrations of our TSFs, and more information about our TSF management is available on our website.

Rehabilitated tailings storage facility at our Waihi Operation in New Zealand.

Performance in brief: Meeting the Global Industry Standard on Tailings Management

We have commenced an organisational journey to enhance the management of tailings storage facilities (TSFs) to align with the requirements of the new Global Industry Standard for Tailings Management (GISTM).

In the wake of the 2019 catastrophic dam collapse of the Corrego de Deijao mine in Brumidinho, Brazil – a human and environmental tragedy – the mining industry acted. OceanaGold was no exception.

We recognise that tailings management and the structural integrity of TSFs are critical to community safety and environmental protection. Safe, sustainable tailings management is just as critical to our business as extracting gold. And we have just as big an obligation to protect our community and environment as we do our own people.

OceanaGold places a strong focus on all stages of the TSF lifecycle from design, construction management and closure. We outline our commitment in our TSF Management Statement of Position.

In 2020, we strengthened our focus on safe tailings storage by forming a Tailings Governance Committee. The Committee meets regularly to ensure a robust governance and review process occurs for every TSF across the company's global operations and includes the use of external third-party technical expertise.

Key focus areas include:

- Separate internal TSF governance functions from operational functions
- Report independently and directly to the company Board of Directors on TSF operational performance and governance processes
- Apply innovation and new technology to minimise risks of TSF failure
- Ensure meaningfully engagement with affected parties and fully assess social, economic and environmental impacts, integrating feedback, concerns and mitigations into TSF design and management.

Read the full story here.

Tailings storage facility at our Waihi Operation in New Zealand.

APPENDICES

We are proud of our achievements and excited for the future.

Haul Truck at our Haile Gold Mine in the United States.

Appendix 1: 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 2020 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 fifth 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 Operation (NZ) and Macraes Operation (NZ) for the period of 1st January 2020 to 31th December 2020.

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 a global leader in Testing, Inspection and Certification ("TIC") services. The Group's mission is to reduce its clients' risks, improve their performance and help them innovate to meet the challenges of quality, health and safety, and sustainable development. Leveraging its renowned expertise, as well as its impartiality, integrity and independence, Bureau Veritas has helped build trust between companies, public authorities and consumers for more than 190 years.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among its personnel 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 assurance team was selected based on its extensive Industry Sector knowledge and experience in conducting independent verification, validation and assurance of Environmental Social and Governance (ESG) information and associated systems and processes.

Bureau Veritas Australia Pty Ltd
20th June 2021

Jeremy Leu
General Manager – Certification Pacific

Appendix 2: Material topics and boundaries

A material topic reflects our company's significant economic, environmental and social impacts (positive or negative), or their substantive influence on the assessments and decisions of stakeholders. We do not assess materiality based on the impact to our company, for example a change to our reputation.

Significant impacts are those that are a subject of established concern for expert communities, or that have been identified using established tools, such as impact assessments methodologies or life cycle assessments. Impact that are considered important enough to require active management or engagement by the organisation are likely to be considered significant.

Our material topics and their boundaries

Topic	Definition	Why it's material for OceanaGold
Economic Performance (GRI 201-1)	Direct economic value generated and distributed	Economic performance is a material topic for our company, in each of our operating jurisdictions, every year. Our stakeholders have a significant interest in all aspects of our economic performance and how it is distributed, which is reflected in this and the subsequent three material topics which all relate to financial aspects. The normal operations of the Didipio Mine in the Philippines remained suspended throughout the 2020 calendar year (1 January – 31 December). As a result, there was a material reduction to our economic distribution at our Didipio Mine, two rounds of employee redundancies and a reduction in our payments to government and community investment. In this report we provide data outlining our revenue, operating costs, employee wages and benefits, payments to providers of capital, payments to government and community investment. Details outlining our economic performance in 2020 are provided in the Economic performance and contribution chapter of this report on page 66.

Topic	Definition	Why it's material for OceanaGold
Market Presence (GRI 202-2)	Proportion of senior management hired from the local community	Our stakeholders have a significant interest in how we impact (positively and negatively) the local areas in which we operate. The normal operations of the Didipio Mine in the Philippines remained suspended throughout the 2020 calendar year (1 January – 31 December). As a result, we implemented two rounds of redundancies at the Didipio Mine in the Philippines. This materially impacted local, national and international employees, contractors and supplies who work with the mine. The specific aspect of this GRI topic we report against is the proportion of senior management hired from the local community at our Didipio Mine in the Philippines. This includes our commitment to train and develop the local workforce and reduce the number of expatriates working at the mine. Details outlining the proportion of senior management hired from the local community at our Didipio Mine are provided in the People and culture chapter of this report on page 76. For 2020, we only collected data for the proportion of management hired from the local community from the Didipio Mine. Data will be collected across all operations for 2021.
Indirect Economic Impact (GRI 203-1)	Infrastructure investments and services supported	Our stakeholders have a significant interest in our indirect impacts in the jurisdictions in which we operate, and our indirect economic impacts is a material topic for the company every year across all our operating jurisdictions. The specific aspect of the GRI topic we report against is our infrastructure investments and support. In 2020, despite a reduction in the financial contributions we made to the governments and communities at our Didipio Mine in the Philippines, we maintained our contributions in New Zealand and increased our contribution in the United States, where we sponsored larger community initiatives COVID-19 related community support programs. Details outlining our community investments, including infrastructure and service investments, are provided in the Economic performance and contribution and Engagement and community chapters of this report on pages 66 and 118.

Topic	Definition	Why it's material for OceanaGold
Procurement Practices (GRI 204-1)	Proportion of spending on local suppliers	Our stakeholders have an interest in our direct financial contributions, including the significant investment we make in procurement. Where practicable we prioritise local procurement to deliver additional local employment, investment and payments to government in each of the communities and regions the that host our mines. In 2020, we invested in the ongoing expansion and development of our mines in New Zealand and the United States, as we deliver one of the industry's best organic growth profiles. However, at our Didipio Mine in the Philippines, which was not operational in 2020, we saw a material decrease in the procurement we were able to make locally, but also with national and international suppliers. Details outlining our proportion of spending on local suppliers are provided in the Economic performance and contribution chapter of this report on page 66.
Occupational health and safety (GRI 403-1)	Occupational health and safety management system	In 2020, in response to the global COVID-19 pandemic, we saw significant interest in our management of occupational health and safety. With a focus on protecting our workforce by preventing the workplace becoming a source of COVID-19 infections, we took a flexible and adaptable approach that reflected the local reality at each of our offices and operations across jurisdictions. Details outlining our response to the COVID-19 pandemic are provided in The OceanaGold Way chapter of this report on page 18. While this aspect is material for the company as a result of the impacts of the COVID-19 pandemic on our business and the communities in which we work and live more broadly, the specific GRI aspect we report against is our occupational health and safety management system, which played an important part in our response to COVID-19. Details outlining our management system are provided in the Health, safety and wellbeing chapter of this report on page 98.

Topic	Definition	Why it's material for OceanaGold
Water and Effluents (GRI 303-3)	Water withdrawal	Access to fresh water is essential for human life and wellbeing and is recognised by the United Nations as a human right. A company can impact water resources through its withdrawal and consumption of water, an impact which is of great interest to our stakeholders in each of our operating jurisdictions. In 2020, stakeholders opposed to the Didipio Mine in the Philippines continued to communicate allegations the operation has had a material impact on groundwater levels in the Didipio community. While the mine discharges more water than it takes, it does operate an underground dewatering system to prevent the underground mine from flooding. Previous groundwater studies have not indicated the mine impacts the water available to the community. In 2020, the Didipio Mine continued to monitor groundwater level changes to assess the impacts of our mining activities. In 2021, we will update our groundwater models based on the data collected from the ongoing monitoring program. Details outlining our water withdrawal are provided in the Environment chapter of this report on page 140.
Biodiversity (GRI MM1)	Amount of land disturbed or rehabilitated	Our stakeholders across our operating jurisdictions expect our company to deliver the same value with fewer impacts to the environment. One way we do this is by minimising our land disturbance and rehabilitating any land no longer being used for mining progressively throughout the life of an operation. Details outlining the amount of land we disturbed and rehabilitated in 2020 are provided in the Environment chapter of this report on page 140.
Environmental compliance (GRI 307-1)	Significant fines and non-monetary non-compliance with environmental laws and/or regulations	Non-compliance with environmental laws and regulations can have negative, and at times significant, impacts on the community and environment that host mining operations. Environmental compliance is therefore important for our stakeholders and for our company. In 2020, we paid two fines and had five incidents of environmental non-compliance at the Haile Gold Mine. While the non-compliances did not have a material impact on the surrounding environment, it was an important topic for our stakeholders and our company. Details outlining the fines and non-monetary non-compliances we paid in 2020 are provided in the Economic performance and contribution and Environment chapters of this report on pages 66 and 140.

Topic	Definition	Why it's material for OceanaGold
Emissions (GRI 305-1, 305-2)	Direct (Scope 1) and indirect (Scope 2) GHG emissions	The impacts of climate change on our business and our global communities are of particular interest to our stakeholders. In 2020 we released a new Statement of Position on Climate Change, setting a goal to achieve net zero GHG emissions by 2050. We also commenced our first assessment of Scope 3 emissions - part of our journey to understand climate change risks and associated adaptation opportunities by having a more holistic view of the company's emission profile. Details outlining these projects are provided in The OceanaGold Way chapter of this report on page 18. Our stakeholders also want to understand the direct and indirect GHG emissions of each of our operations. Details outlining our Scope 1 and Scope 2 emissions at each of our operations over the last five years are provided in the Environment chapter of this report on page 140.
Waste (GRI MM3)	Overburden, rock, tails and sludges and their associated risks	There is significant stakeholder interest in the management of tailings storage facilities following the catastrophic dam collapse of the Corrego de Deijao mine in Brumidinho, Brazil in 2019. As a result of this disaster the International Council on Mining and Metals (ICMM), the United Nations Environment Programme (UNEP) and the Principles for Responsible Investment (PRI) co-convened the Global Tailings Review to establish an international standard that provides a framework for the safer management of tailings storage facilities (TSFs). It resulted in the Global Industry Standard on Tailings Management (GISTM), which was released in August 2020. In response to the tragedy, and in line with the launch of the GISTM, we have strengthened our focus on safe tailings storage by forming a Tailings Governance Committee and have released an updated TSF Statement of Position. Details outlining our waste generation (including tailings) and the way we manage our tailings storage facilities are provided in the Environment chapter of this report on page 140.

Topic	Definition	Why it's material for OceanaGold
Labour/Management Relations (GRI 402-1)	Minimum notice periods regarding operational changes	The normal operations of the Didipio Mine in the Philippines remained suspended throughout the 2020 calendar year (1 January – 31 December). As a result, we implemented two rounds of employee redundancies which had a material negative impact on our employees, their families and the cooperatives, communities and suppliers who we work with in the Philippines. The specific GRI topic we report is the minimum notice periods regarding operational changes, including redundancies, at each of our operations. That data is provided in the People and culture chapter of this report on page 76. We also report on the events at our Didipio Mine in the Philippines, including the process undertaken prior to and after the two rounds of redundancies were implemented at the mine. This outline is provided in the Our company chapter of this report on page 40.
Security Practices (GRI 410-1)	Security personnel trained in human rights policies or procedures	The normal operations of the Didipio Mine in the Philippines remained suspended throughout the 2020 calendar year (1 January – 31 December). The Didipio Mine has an advanced underground dewatering system (pumping station) that removes groundwater from the underground mine. The system is safe and reliable but requires constant power to continue operating. If the power supply at the mine is disrupted and there are not sufficient diesel reserves on hand to generate back-up power, the underground pumping station will not operate, and the underground mine will flood. If the underground mine floods there is a significant risk of environmental damage. There is also risk of substantial material loss of existing underground infrastructure and a national asset. During normal operations the mine always had a sufficient supply of diesel to operate the dewatering pumps if the overhead power supply was down. However, due to the prolonged blockade of supplies (including diesel) into the mine, the operation did not have the ability to replenish emergency back-up diesel and the critical diesel supply continued to be a serious concern. In 2020, we had three deliveries of emergency back-up diesel to continue powering the underground dewatering system. The first delivery, in April 2020, required the Philippines National Police (who were escorting the fuel delivery at the direction of the Department of Interior and Local Government) to move approximately one dozen protestors from a road blockade. Details outlining the requirement for emergency back-up diesel, the process undertaken prior to and after the delivery, and the engagement with protestors is outlined in the Our company chapter of this report on page 40.

Topic	Definition	Why it's material for OceanaGold
		The specific GRI topic we report against is security personnel trained in Human Rights policies or procedures and acknowledges the potential risk for excessive use of force or other human rights violations. Details outlining Human Rights training for security personnel is outlined in the People and Culture chapter of this report. Details outlining our Human Rights Performance in 2020 are provided in The OceanaGold Way and Engagement and community chapters of this report on pages 18 and 118.
Right of Indigenous Peoples (GRI 411-1)	Incidents of violations involving the rights of Indigenous Peoples. Many Indigenous Peoples have suffered from historic injustices and therefore are considered a vulnerable group. Such a group is at a higher risk of suffering a disproportionate burden of the economic, environmental and/or social impacts of an organisation's activities.	In 2020, stakeholders opposed to the Didipio Mine in the Philippines continued to communicate allegations the indigenous tribe at Didipio has suffered an injustice because the Mine did not conduct a Free Prior and Informed Consent (FPIC) process prior to commencing operations. Details outlining how we engaged with Indigenous People in the Philippine, including forums to discuss specific allegations and the issuance of a Certificate of Non-overlap by the National Commission on Indigenous Peoples are provided in the Our company chapter of this report on page 40. The specific GRI topic we report against in this report is the incidents of violations involving the rights of Indigenous Peoples. Details outlining our approach to engaging with Indigenous People and the agreements we have in pace across all our operations are provided in the Engagement and community chapter of this report on page 118.
Human Rights Assessment (GRI 412-1)	Operations that have been subject to a Human Rights Impact Assessment	In previous years stakeholders of the Didipio Mine in the Philippines have alleged the mine violated human rights during the process to acquire land, and human rights remains a topic of interest for many stakeholders. In 2019 we undertook a Human Rights Impact Assessment at the Didipio Mine in the Philippines. In 2020, we completed a HRIA at our Haile Gold Mine and commenced the process at our Waihi and Macraes operations in New Zealand. Details outlining our Human Rights performance in 2020 are provided in The OceanaGold Way and Community and Engagement chapters of this report on pages 18 and 118.
Local Communities (GRI 413-2, MM7)	Operations with significant actual and potential impacts on local communities	Our activities have the potential to positively or negatively impact the communities that host our mines across our company.

Topic	Definition	Why it's material for OceanaGold
		The potential and real impacts we have on the communities that host our operations are always a material topic for our company. We report on community concerns, complaints and grievances and any other issues concerning our stakeholders in this report annually. The details are provided in the Engagement and community chapter of this report on page 118. In 2020, we piloted a Social Change Assessment Framework at the Didipio Mine in the Philippines to uncover how social and economic change was happening at Didipio. Details about the assessment are provided in the Engagement and community chapter of this report on page 118.
Local communities (GRI – 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	Our activities have the potential to positively or negatively impact the communities that host our mines across our company. As such, we recognise the importance of creating and running effective operational grievance mechanisms to: help remediate harm for which OceanaGold identifies it has caused or contributed to; act as an early warning system to prevent escalation and potential outbreak of conflicts; and provide critical information for broader human rights due diligence processes. This mechanism and our response to concerns, complaints and grievances is important to our stakeholders. We report annually on new complaints at each of our operations and the disputes under mediation or negotiation. Details outlining our grievance mechanism, new complaints and disputes under mediation and negotiation are provided in the Engagement and community chapter of this report on page 118.
Local communities (GRI – MM6)	Number and description of significant disputes relating to land use and customary rights of local communities and Indigenous People	Our activities depend on access to land and could impact land and related customary resources that support livelihoods and are of fundamental importance to local communities and Indigenous Peoples. Access to land and the potential impact on people's values, economic activities and ecological services is therefore often complex with potentially long-term implications for the relationship between a mining company and the landowners, local communities and other stakeholders. If not well managed, the impacts of land access can pose significant risks to both OceanaGold and the affected people and communities. For this reason, we developed Responsible Land Access Principles that will apply to all forms of land access, no matter the jurisdiction or type land tenure, in the design and management of land access. Details outlining our approach to land access are provided in the Engagement and community chapter of this report on page 118.

Topic	Definition	Why it's material for OceanaGold
Resettlement (GRI – MM9)	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	In 2020, we acquired land (and applied to acquire additional land) to support the potential expansion of our Waihi Operation. As a foreign company operating in New Zealand, we go through a process of review and approval with the New Zealand Overseas Investment Office before we can acquire any land. Where we do acquire land there is no involuntary resettlement. All land purchases completed were willing-seller, willing-buyer. Details outlining our approach to resettlement are provided in the Engagement and community chapter of this report on page 118.
Closure Planning (MM 10)	Number and percentage of operations with closure plans	Our stakeholders, especially the communities and government that host our operations, have an interest in our plans for the closure and relinquishment once we have completed mining. This process, done well can mitigate potential impacts on the workforce, host community and regional economy and the environment. Details about our active closure projects (Reefton Restoration Project and Junction Reefs) are available in the Environment chapter of this report on page 140. Details about our approach to closure and rehabilitation are available in the Our company chapter of this report on page 40.
Emergency Preparedness (GRI – MM12)	Information on the existence of emergency plans, how they are prepared (consultation, rehearsal, regular review and modification), and their content (arrangements for the management of crises should they arise).	Following the declaration of the COVID-19 pandemic in 2020, our emergency response teams across the company made a significant contribution to the communities that host our operations. While we have always included emergency preparedness in our Sustainability Reporting, we included the topic in our materiality assessment for the first time in 2020. In addition to interest from our stakeholders about how we supported the communities that host our operations, our emergency response teams manage our emergency plans and ensure we are always ready to provide a fast and effective local response to any incident that occurs at or as a result of one of our operations. Details outlining our emergency response capacity are provided in the Health, safety and wellbeing chapter of this report on page 98.

Appendix 3: GRI table

Global Reporting Initiative disclosure table – core and material topic disclosures. Topics that have been externally assured are highlighted in green.

Topic	Disclosure	Title or indicator	Summary	Page(s)
Organisational profile	102-1	Name of the organisation	OceanaGold is a Canadian corporation, listed on the TSX and ASX under "OGC".	42
	102-2	Activities, brands, products and services	Our global exploration, development, and operating experience has created a significant pipeline of organic growth opportunities and a portfolio of established mine assets including Didipio Mine in the Philippines; Macraes and Waihi operations in New Zealand; and Haile Gold Mine in the United States of America. Our operations are supported by corporate offices located in Brisbane, Australia (our headquarters), and Denver, United States of America. Our full year 2020 consolidated production was 301,675 ounces (oz) of gold.	42-43
	102-3	Location of headquarters	Our head office is located at Level 3, 99 Melbourne St, South Brisbane, Queensland 4101, Australia. Information about our global locations is available on our website.	42
	102-4	Location of operations	We have four mine operations: 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. Our operations are supported by corporate offices located in Brisbane, Australia (our headquarters), and Denver, United States of America. A full breakdown of our structure is available in our Annual Information Form.	42-43
	102-5	Ownership and legal form	OceanaGold is a Canadian corporation, listed on the TSX and ASX under "OGC". A full breakdown of our structure is available in our Annual Information Form.	13, 42

Topic	Disclosure	Title or indicator	Summary	Page(s)
	102-6	Markets served	Each of our operations produces gold doré bars (containing gold and silver), that are stamped with the mine of origin. Gold produced from our Philippines and New Zealand operations goes to the Perth Mint, and gold produced in the United States of America goes to Metalor. The gold doré is refined and cast into London Bullion Market Association Good Delivery Standard bars and marked with the refiner stamp. Gold is sold to financial institutions and/or refineries. We have a commercial offtake with Trafigura for the copper-gold concentrate produced in the Philippines. 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 (20 per cent), mainland Europe (13 per cent) and Australia (11 per cent).	26, 49
	102-7	Scale of the organisation	In 2020, we provided direct employment for 1,703 employees and 877 contractors. We have four mine assets including the Didipio Mine in the Philippines; Macraes and Waihi operations in New Zealand; and Haile Gold Mine in the United States of America. Our full year revenue in 2020 was US$500 million and our All-In Sustaining Costs (AISC) were US$1,278 per ounce on sales of 310,531 ounces of gold. As at 31 December 2020, the company had total immediate available liquidity of $229.0 million, including $179.0 million of cash and $50.0 million in undrawn credit facilities and net debt of $133.9 million.	68-69, 82, 84
	102-8	Information on employees and other workers	In 2020, we provided direct employment for 1,703 employees and 877 contractors. More details around employment contracts by type, region and gender and contractor responsibilities is included in this report.	82-84, 88-90

Topic	Disclosure	Title or indicator	Summary	Page(s)
	102-9	Supply chain	Our total procurement expenditure in 2020 was US$488,417,256. OceanaGold has supplies in 27 countries, however, the key regions for supply are: • New Zealand (932 suppliers) • Philippines (528 suppliers) • United States (515 suppliers) • Australia (428 suppliers). OceanaGold's largest categories of spend by product are: • Capital Goods (42%) – including construction materials and mining equipment • Materials (13%) – including steel, reagents and chemicals • Commercial and professional services (9%) – including consultants and maintenance services • Public order, safety & regulatory (7%) – including tax agencies and royalty beneficiaries. More information about our supply chain is available in our Modern Slavery Statement.	26-27, 72, 181
	102-10	Significant changes to the organisation and its supply chain	We saw a significant procurement reduction at the Didipio Mine, from US$81.3 million in 2019, to US$19.5 million in 2020. That reduction is the result of an ongoing operational suspension at the operation, including the full 2020 calendar year.	72
	102-11	Precautionary Principle or approach	Our approach is aligned to the Precautionary Principle and centres on adopting a mitigation hierarchy in relation to any impacts during the lifecycle of our operations. Environmental and social impact assessments underpin our management and control processes and if incidents occur, we investigate the cause and take immediate action to remediate and prevent a recurrence.	14
	102-12	External initiatives	As a member (and with a seat on the Board) of the World Gold Council we are committed to comply with the Responsible Gold Mining Principles. We are also a member of the UN Global Compact and this report is our communication on progress. We are also members of Transparency International Australia and of the EITI in the Philippines.	12

Topic	Disclosure	Title or indicator	Summary	Page(s)
	102-13	Membership of 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. A full list of our memberships and associations is provided in this report.	58
Strategy	102-14	Statement from senior decision-maker	Message from OceanaGold Chairperson, Ian Reid, and President and Chief Executive Officer, Michael Holmes.	4-7
Ethics and integrity	102-16	Values, principles, standards and norms of behaviour	Our purpose is mining gold for a better future. The gold, copper and silver we produce help power the global economy, hold important historic and cultural significance and are essential to the renewable energy and transport sectors, life-saving medical devices and technology that connects communities around the world. Our vision is to be a resilient and dynamic gold miner, trusted to deliver enduring value through innovation, performance and sustainable growth. That vision is brought to life by our company values – respect, one team, contribute and knowledge – that put the safety and wellbeing of our people, communities and environment at the forefront of every decision we make.	3, 23, 28, 33, 29, 65,101, 122, 143
Governance	102-18	Governance structure	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. A full breakdown of our governance structure is provided in this report.	45-48

Topic	Disclosure	Title or indicator	Summary	Page(s)
Stakeholder engagement	102-40	List of stakeholder groups	We categorise our key stakeholder groups as: • Academics, researchers, expert reviewers, think tanks • Advisory groups, consultants, business partners • Analysts (financial and ESG) • Customers • Direct and indirect suppliers • Employees and contractors • Governments (national, regional and local) and regulators • Host communities and indigenous groups • Industry associations and peers, standards organisations • Investors (institutional and retail) • Labour unions • Media • Multilateral agencies, civil society and advocacy groups, NGOs.	124-127
	102-41	Collective bargaining agreements	30% of all OceanaGold employees were covered by collective bargaining agreements in 2020.	95
	102-42	Identifying and selecting stakeholders	We actively engage all stakeholders impacted by our operations and activities. 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, environmental and cultural programs. 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 our operations.	124-125
	102-43	Approach to stakeholder engagement	Our stakeholders, their interests and how we engage with them are outlined in this report.	118-119

Topic	Disclosure	Title or indicator	Summary	Page(s)
	102-44	Key topics and concerns raised	Our stakeholders, their interests and how we engage with them are outlined in this report.	124-138
Reporting practice	102-45	Entities included in the consolidated financial statements	All entities in OceanaGold Corporation are included in the Company's financial results.	68
	102-46	Defining report content and topic Boundaries	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. Our material topics and topic boundaries are listed in Appendix 3.	12-17, 170-178
	102-47	List of material topics	For the 2020 reporting year our GRI material topics included: Economic Performance; Market Presence; Indirect Economic Impact; Water and Effluents; Waste; Labour/Management Relations; Security Practices; Right on Indigenous Peoples; Human Rights Assessments; Local Communities; Emergency Preparedness; Resettlement; and Closure Planning. An outline of our materiality process is provided in this report. We also provide a table of our material topics and their boundaries in Appendix 2 of this report.	15-17, 170-178
	102-48	Restatements of information	We provided three restatements of data: • Scope 1 greenhouse gas emissions – 2019 data based on a conversion correction in factors provided in emissions source documents. • Tailings (tonnes) data for 2019 restated to align with consistent methodology across all operations. • Total land disturbance data - 2019 total land disturbance due to a consistent reporting methodology being implemented for all sites in 2020.	149, 154, 157

Topic	Disclosure	Title or indicator	Summary	Page(s)
	102-49	Changes in reporting	In our 2020 report we have included two additional material topics: waste and security practices. The addition of waste reflects a change of the GRI reporting criteria to include tailings storage facility (TSF) management under waste. We have always reported our TSF management practices in the environment section of our report and on our website. The addition of security practices reflects the delivery of emergency backup fuel to the Didipio Mine in 2020. A detailed summary of this event is provided on page 59 of this report. We removed one material topic in 2020: diversity and equal opportunity. This change reflects the establishment of a global Diversity Committee, work done over previous years to understand our diversity barriers and promote inclusion, and progress against our diversity targets. Diversity and inclusion remain a key focus for our company and our ongoing program of work is discussed on page 87of this report. New topics included in our 2020 materiality assessment were: tax, materials stewardship and emergency preparedness. Tax is a new GRI disclosure topic. Materials stewardship is an additional mining and minerals industry-specific sector disclosure topic that we have included in line with our enhanced focus on our supply chain. We have always reported our management of materials as part of our environmental reporting. Emergency preparedness is also an industry-specific disclosure topic we added as it is fundamental to managing our potential impacts to communities and to supporting communities and government in emergency scenarios such as extreme weather events and earthquakes. We temporarily suspended mining operations at our Didipio Mine in the Philippines in July 2019, and processing in October 2019. The operation remained suspended for the whole year in 2020.	15-17
	102-50	Reporting period	This Sustainability Report provides information and data from our four mine assets during the period 1 January 2020 to 31 December 2020.	13
	102-51	Date of most recent report	This Sustainability Report follows our 2019 report, published on 19 June 2020. This report was published on Monday 21 June 2021.	13
	102-52	Reporting cycle	We publish an externally assured sustainability report annually.	13

Topic	Disclosure	Title or indicator	Summary	Page(s)
	102-53	Contact point for questions regarding the report	Your feedback on this sustainability report is always welcome and may be provided to us at info@oceanagold.com or by calling +61 3 9656 5300. We are also available at our head office: Level 3, 99 Melbourne St, South Brisbane, Queensland 4101, Australia.	6, 13
	102-54	Claims of reporting in accordance with the GRI Standards	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.	12
	102-55	GRI content index	This index.	179-196
	102-56	External assurance	Bureau Veritas has independently assured all data relating to core and material disclosures in this sustainability report. These disclosures are highlighted green in this GRI index. Where partial assurance received, or a topic note assured, that detail information has been included in the GRI table. A copy of this assurance report is provided in Appendix 1.	168-169
Management approach	103-1	Explanation of the material topic and its Boundary	A summary of our material topics in 2020, and why they are material to our company is provided in Appendix 2 of this report.	170-178
Economic performance	201-1	Direct economic value generated and distributed	Our revenue, operating costs, employee wages and benefits, payments to providers of capital, payments to government by country and community investments are outlined in the Economic Performance chapter of this report.	68-73

Topic	Disclosure	Title or indicator	Summary	Page(s)
Market presence	202-2	Proportion of senior management hired from the local community *Note: Partial assurance of Didipio Mine data only. Data for other sites not collected.*	Our Didipio Mine in the Philippines is our only fly-in, fly-out (FIFO) operation and the only one with a significant number of expatriate (non-citizen or permanent resident) employees. Since the commencement of operations, the Didipio Mine has had a policy to train and develop a local workforce and reduce the number of expatriates across the operation. In 2020, expatriates were required to leave the Philippines during the COVID-19 enhanced community quarantine and were impacted by two rounds of redundancies. At the end of the 2020, we had 106 leadership positions at the Didipio Mine (defined as executives, general managers, managers, superintendents, supervisors and senior professionals). Of these 106 positions, 36 (34 per cent) were held by local employees from the host and adjacent barangays; 58 (55 per cent) were held by Filipinos from the host provinces on Nueva Vizcaya and other regions of the Philippines and 12 (11 per cent) were held by expatriates.	82
Indirect economic impacts	203-1	Infrastructure investments and services supported	In 2020, we invested $4,095,891 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. In 2020, our total procurement investment, distributed to local, national and international suppliers was US$488.4 million. Ninety per cent of this procurement (over US$443.1 million) was invested within the countries that host our operations and projects.	70, 72-73, 133

<table>
<tr><th>Topic</th><th>Disclosure</th><th>Title or indicator</th><th>Summary</th><th>Page(s)</th></tr>
<tr><td>Procurement practices</td><td>204-1</td><td>Proportion of spending on local suppliers</td><td>
Spend with suppliers $US
<table>
<tr><th></th><th>Local suppliers</th><th>National suppliers</th><th>International suppliers</th><th>Total</th></tr>
<tr><td rowspan="2">Haile</td><td>$30,934,675</td><td>$195,966,561</td><td>$4,009,682</td><td>$230,910,918</td></tr>
<tr><td>13%</td><td>85%</td><td>2%</td><td>100%</td></tr>
<tr><td rowspan="2">Didipio</td><td>$5,242,564</td><td>$11,272,198</td><td>$3,030,870</td><td>$19,545,632</td></tr>
<tr><td>27%</td><td>58%</td><td>16%</td><td>100%</td></tr>
<tr><td rowspan="2">Waihi</td><td>$26,375,152</td><td>$49,206,301</td><td>$12,444,981</td><td>$88,026,434</td></tr>
<tr><td>30%</td><td>56%</td><td>14%</td><td>100%</td></tr>
<tr><td rowspan="2">Macraes</td><td>$37,047,856</td><td>$87,101,248</td><td>$25,785,168</td><td>$149,934,272</td></tr>
<tr><td>25%</td><td>58%</td><td>17%</td><td>100%</td></tr>
<tr><td rowspan="2">Total</td><td>$99,600,247</td><td>$343,546,308</td><td>$45,270,701</td><td>$488,417,256</td></tr>
<tr><td>20%</td><td>70%</td><td>10%</td><td>100%</td></tr>
</table>
An outline of our definitions for local, national and international suppliers is provided in this report.
</td><td>72-73, 133</td></tr>
<tr><td>Occupational health and safety</td><td>403-1</td><td>Occupational health and safety management system</td><td>Our Health and Safety Policy outlines our commitment to protect and promote the safety, and occupational health of our workforce (employees and contractors) and local communities through the implementation of a management system and structure.

Management of workplace hazards through the implementation of hard controls and effective training and education are critical to supporting this positive mindset and underpin the principle that all incidents and injuries are preventable. More information about how we implement occupation safety is available in our Safety Performance Standards Manual. The management system aligns with ISO 45001.</td><td>22, 101, 106-108</td></tr>
</table>

<table>
<tr><th>Topic</th><th>Disclosure</th><th>Title or indicator</th><th>Summary</th><th>Page(s)</th></tr>
<tr><td></td><td></td><td></td><td>We have implemented a global system for reporting and tracking both occupational health exposures and the effectiveness of controls at all our operations. The system enables us to apply a consistent, best practice approach across our operations enabling us to eliminate harmful workplace exposures and potential chronic illnesses. More information about how we implement health and wellbeing is available in our Health Performance Standards Manual.</td><td></td></tr>
<tr><td>Water and effluents</td><td>303-3</td><td>Water withdrawal</td><td>Water withdrawn and discharged (megalitres)
<table>
<tr><th></th><th>Didipio</th><th>Haile</th><th>Macraes</th><th>Waihi</th><th>Total</th></tr>
<tr><td>Surface take</td><td>1,346</td><td>0</td><td>1,459.4</td><td>12.8</td><td>2,818.1</td></tr>
<tr><td>Groundwater take</td><td>14,896.9</td><td>426.2</td><td>503.4</td><td>2,687.1</td><td>18,513.6</td></tr>
<tr><td>Third-party take*</td><td>0</td><td>383.6</td><td>0</td><td>18.5</td><td>402.1</td></tr>
<tr><td>Surface discharge</td><td>22,577.1</td><td>1,185.8</td><td>0</td><td>3,625.3</td><td>27,388</td></tr>
<tr><td>Groundwater discharge</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr>
</table>
*Third-party water is water that is provided (normally at a cost) by the local municipality and is often referred to as potable water.
We do not take any water from marine bodies (the ocean).</td><td>151-153</td></tr>
</table>

<table>
<tr><th>Topic</th><th>Disclosure</th><th>Title or indicator</th><th>Summary</th><th>Page(s)</th></tr>
<tr><td>Biodiversity</td><td>MM1</td><td>Amount of land disturbed or rehabilitated</td><td>
Land disturbance and rehabilitation (Ha)*
<table>
<tr><th></th><th>2020</th><th>2019</th><th>2018</th><th>2017</th><th>2016</th></tr>
<tr><td>Total land disturbed at beginning of reporting period</td><td>2,686</td><td>2,479</td><td>2,278</td><td>2,485</td><td>2,159</td></tr>
<tr><td>Amount of newly disturbed land</td><td>65</td><td>15</td><td>208</td><td>115.6</td><td>518</td></tr>
<tr><td>Total amount of land newly rehabilitated to the agreed end use within the reporting period</td><td>38</td><td>21</td><td>7</td><td>12.4</td><td>52</td></tr>
<tr><td>Total land disturbed at the end of the reporting period</td><td>2,712</td><td>2,473</td><td>2,479</td><td>2,558</td><td>2,626</td></tr>
</table>
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.
** Restatement of 2019 total land disturbance due consistent reporting methodology being implemented for all sites in 2020.
</td><td>156-158</td></tr>
<tr><td>Environmental compliance</td><td>307-1</td><td>Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations.</td><td>
In 2020, we paid two fines at the Haile Gold Mine for environmental non-compliances One was for a short-term exceedance of thallium level in water leaving site from water treatment plant (US$11,200). A second for 2018 and 2019 exceedances of permitted level of mercury in air emissions from the processing plant (US$100,000).

We had two incidents of non-compliant off-ste water discharges at the Haile Gold Mine in 2020. One was a short-term exceedance of thallium level in water leaving site from water treatment plant. The second was an exceedance of the permitted pH level of water leaving site from the water treatment plant. Permitted level pH 6-8.5, our level was pH 9.9 (alkaline).

We had three incidents of non-compliant on-site water discharges at the Haile Gold Mine in 2020. Each was a short-term exceedance of permitted cyanide level to the tailings storage facility, at the point of discharge (contained on-site and diluted once in the TSF below permitted criteria).
</td><td>70, 146</td></tr>
</table>

Topic	Disclosure	Title or indicator	Summary	Page(s)
Emissions	305-1	Direct (Scope 1) GHG emissions	**Greenhouse gas emissions (tCO_2-e)—direct Scope 1** **2020 / 2019 / 2018 / 2017 / 2016** Didipio: 600 / 10,173 / 21,525 / 35,093 / 73,439 Haile: 73,313 / 45,081 / 32,832 / 37,514 / N/A Macraes: 71,243 / 68,648 / 63,886 / 62,737 / 58,076 Waihi: 5,622 / 6,392 / 5,743 / 7,243 / 5,892 **Total: 150,778 / 130,294 / 123,986 / 142,587 / 137,407** **We have restated our 2019 data for each operation and in total. This restatement is a result of a minor conversion correction based on the factors provided in the emission source documents.* **Sources of emissions and conversion factors** • National Greenhouse Accounts Factors: 2020 | Department of Industry, Science, Energy and Resources • ecometrica.com/assets/Electricity-specific-emission-factors-for-grid-electricity.pdf • https://environment.govt.nz/assets/Publications/Files/2016-guidance-for-voluntary-corporate-greenhouse-gas-reporting.docx	147-149

<table>
<tr><th>Topic</th><th>Disclosure</th><th>Title or indicator</th><th>Summary</th><th>Page(s)</th></tr>
<tr><td></td><td>305-2</td><td>Energy indirect (Scope 2) GHG emissions</td><td>

Greenhouse gas emissions (tCO_2-e)—indirect Scope 2

	2020	2019	2018	2017	2016
Didipio	25,688	61,423	72,056	56,320	47,628
Haile	27,457	25,619	20,035	15,124	N/A*
Macraes	22,494	23,872	23,166	22,812	27,090
Waihi	5,393	6,931	6,823	6,455	6,878
Total	**81,032**	**117,845**	**122,079**	**100,711**	**81,596**

**The Haile Gold Mine commenced operations in 2017.*

Sources of emissions and conversion factors

- National Greenhouse Accounts Factors: 2020 | Department of Industry, Science, Energy and Resources
- ecometrica.com/assets/Electricity-specific-emission-factors-for-grid-electricity.pdf
- https://environment.govt.nz/assets/Publications/Files/2016-guidance-for-voluntary-corporate-greenhouse-gas-reporting.docx

</td><td>147-149</td></tr>
<tr><td>**Waste**</td><td>MM3</td><td>Overburden, rock, tails and sludges and their associated risks</td><td>Managing waste is central to our ability to minimise long-term legacy impacts. Our mining activities produce two main waste streams: rock (e.g. excess rock moved but not processed and tailings) and other waste (e.g. used oil, rags, batteries, fluorescent lamps).</td><td>154</td></tr>
</table>

<table>
<tr><th>Topic</th><th>Disclosure</th><th>Title or indicator</th><th>Summary</th><th>Page(s)</th></tr>
<tr><td></td><td></td><td></td><td>Waste generation
<table>
<tr><th></th><th>2020</th><th>2019</th><th>2018</th><th>2017</th><th>2016</th></tr>
<tr><td>Waste rock (tonnes)</td><td>75,086,261</td><td>66,920,905</td><td>52,753,370</td><td>53,659,080</td><td>75,297,854</td></tr>
<tr><td>Tailings (tonnes)*</td><td>9,067,280</td><td>12,167,585**</td><td>12,151,463</td><td>12,712,215</td><td>10,977,217</td></tr>
<tr><td>Waste to landfill (tonnes)</td><td>1,898</td><td>1,966</td><td>1,230</td><td>1,273</td><td>1,426</td></tr>
</table>
*This is the weight of dry material sent to tailings.
**In 2020 we have used a consistent methodology across all operations. For this reason, we have restated the data for 2019 for tailings (tonnes) to reflect a change to our Waihi Operation data which was based on a different calculation method.</td><td></td></tr>
<tr><td>Labour/management relations</td><td>402-1</td><td>Minimum notice periods regarding operational changes</td><td>Minimum notice periods:
• 30 days at Didipio
• 4 weeks in New Zealand
• 7 days in the United States.
• Each collective bargaining agreement includes consultation and negotiation periods.</td><td>96</td></tr>
<tr><td>Security practices</td><td>410-1</td><td>Security personnel trained in human rights policies or procedures

Note: No 2020 data to assure due to deferral of training to 2021.</td><td>We employ security personnel at the Didipio Mine and at the Haile Gold Mine and require each of our security personnel to complete human rights training. In 2020, the Didipio Mine engaged a new security contractor. Human Rights training that occurs every second year, was completed in 2018, but due to COVID-19 pandemic, was deferred in 2020. This training will be competed in the second half of 2021. At the Haile Gold Mine a training package was delivered to 100% of security personnel in the first half of 2021.</td><td>193</td></tr>
<tr><td>Rights of Indigenous Peoples</td><td>411-1</td><td>Incidents of violations involving rights of Indigenous Peoples</td><td>There were no violations involving rights of Indigenous Peoples in 2020.</td><td>31, 131</td></tr>
</table>

Topic	Disclosure	Title or indicator	Summary	Page(s)
			In 2020, there was one ongoing human rights grievance open at the Macraes Operation. The grievance, made in 2018, was recorded in 2018 and related to noise levels from overnight truck hauling. After receiving the grievance, the operation suspended overnight hauling. The grievance was resolved, and an agreement reached.	
Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	We implemented a Human Rights Impact Assessment (HRIA) at our Didipio Mine in 2018 and 2019. In 2020, the Didipio team conducted deep research to reconstruct the 23 years of land access negotiations at Didipio and better understand community sentiment and identify potential impacts on human rights. An action plan to close gaps identified in the Didipio HRIA and the land access review is in place, however, full implementation has been delayed due to the suspension of the Didipio Mine. We implemented an HRIA at the Haile Gold Mine in 2020 and continued to guide a New Zealand wide HRIA process which will be completed in 2021.	31-32
Local communities	413-2	Operations with significant actual and potential negative impacts on local communities	In 2020, we piloted a Social Change Assessment Framework at the Didipio Mine in the Philippines. The corporate External Affairs and Social Performance Team and the Didipio Mine Communications and Community Relations teams worked with Filipino and international experts in community development and social impact assessment to design a process to uncover how social and economic change was happening at Didipio. The process mapped local dynamics and identified how the mine is driving local and regional changes. The Social Change Assessment identified gaps, challenges, and solutions with the aim of improving how OceanaGold is managing the effects of its operations in host communities, and how the company can improve its contribution to the communities' long-term resilience. Each of our operations record, monitor and respond to community concerns, complaints and grievances, taking corrective action as required. A breakdown of new complaints and ongoing complaints and grievances is included in the report.	129-131, 134-136, 137-138

Topic	Disclosure	Title or indicator	Summary	Page(s)
	MM6	Number and description of significant disputes relating to land use and customary rights of Indigenous Peoples	In 2020, we had no complaints around the land use and customary rights of local communities and Indigenous Peoples.	135
	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.	Our grievance mechanisms are supported by our Complaints and Grievance Mechanism Standard which outlines our approach to the timely and adequate resolution of concerns, complaints and grievances related to its operations and projects, through a process and management system that allows preventative and transformational conflict management. Our standard and processes are aligned with the criteria of effectiveness for non-judicial grievance mechanisms in the UN Guiding Principles on Business and Human Rights; legitimate, accessible, predictable, equitable, transparent, rights-compatible and a source of continuous learning. The standard also defines what we mean when we report concerns, complaints, grievances and third-party resolution.	134-136
Closure Planning	MM10	Number and percentage of operations with closure plans	Each of our four operations has a closure plan and bonds in place to ensure closure costs are covered if the company fails. We are also delivering closure projects in New Zealand (Reefton Restoration Project) and Australia (Junction Reefs).	54, 160-163
Resettlement	MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	No involuntary resettlement occurred at any of our four operations in 2020. All land purchases completed were willing-seller, willing-buyer. Our Land Access and Resettlement Standard 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: Avoidance of displacement impacts; fair market and replacement value; legal compliance and social legitimacy; fairness, equity and transparency.	137

Topic	Disclosure	Title or indicator	Summary	Page(s)
Emergency Preparedness	MM12	Information on the existence of emergency plans, how they are prepared, reviewed, content and crisis management *Note: Material in the context of COVID-19 response and development of site-specific response plans.*	Effective emergency management is essential to protect people, the environment and our operations. Each operation and across the corporate business, we have local emergency management plans, including crisis management protocols. Each of our operations has the expertise and specialised equipment to provide rescue and safety services on-site and additional capacity to assist local emergency and rescue services when required. The outbreak of the COVID-19 pandemic in 2020 was unprecedented and unpredictable, and despite the commencement of vaccination programs globally, it remains so. Across our operational locations there are varying risks and responses associated with COVID-19. Each operational management team has developed a Trigger Action Response Plan (TARP) that includes more detailed response planning, including the key pandemic risks for that location, its potential impacts and our response for operations, resources, reputation and financial health.	36-38, 114

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