



# External Affairs & Social Performance Manual

Corporate Policies and Standards

## Version history

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# 1 Introduction to External Affairs & Social Performance

At OceanaGold, our purpose is mining gold for a better future. Our vision is to be a resilient and dynamic gold miner, trusted to deliver enduring value through innovation, performance and sustainable growth. We are values driven and integrate “Respect”, “One Team”, “Contribute” and “Knowledge” through our decisions, processes and behaviour.

The role of the External Affairs & Social Performance (EA&SP) function – at the corporate level, the asset (operational) level and across Business Units - is to deliver on OceanaGold’s vision to deliver enduring value for OceanaGold and our diverse external stakeholders. Practice areas typically included in the EA&SP function are community relations, engagement with government, civil society and stakeholders, internal and external communications, human rights due diligence, land access and sponsorships.

The EA&SP function adds value to the business by identifying the impacts of our operations on communities and society at large; understanding community and societal expectations for our business; developing and implementing management approaches, using partnership and collaboration with stakeholders; and ensuring that how we work is communicated and known, thereby positively contributing to our reputation.

Measurable deliverables from good EA&SP include:

- Access to resources (land & water) secured via permits and legal and social consents;
- Community, regulatory and stakeholder support that contributes to business continuity;
- Positive legacies - now and in the future – that align with community and societal expectations; and
- Agile adaptation to changing expectations that allow us to operate successfully in a complex and changing world.

The purpose of this manual is to provide all OceanaGold Business Units with an understanding of OceanaGold’s expectations in relation to managing EA&SP while conducting business activities.

The EA&SP Management System standardises EA&SP practices to implement corporate policy commitments, while bringing together good practice into one comprehensive system. A well implemented EA&SP Management System will provide:

- Improved consistency in EA&SP management;
- Improved knowledge base (data and information) across all material areas;
- Improved identification, avoidance and mitigation of potentially negative effects from our operations on local communities and society at large;
- Improved identification of opportunities to strengthen collaboration and benefits-sharing;
- Clear linkages between EA&SP performance and business value; and
- Continuous improvement through consistent monitoring, evaluation and adaptive learning.

## 2 Where EA&SP fits in

The policies and standards in this manual are the result of a participatory development process that included EA&SP functional leads and practitioners from across the business along with the Corporate EA&SP team. The Corporate Health, Safety and Environment and Corporate Legal teams also contributed substantially. In addition, external experts in human rights, grievance mechanisms, land access, community engagement and mining industry standards provided direct input and review.

OceanaGold’s commitment to EA&SP principles is embedded in our Responsible Mining Framework, as shown in the figure below. Policies and standards for performance are set at the corporate level; Business Units then use operational and divisional procedures to implement the policies and standards.

The EA&SP functions at Corporate and in Business Units are specifically responsible for the implementation of the Community, Human Rights and Government and Civil Society Policies. EA&SP’s work is complimentary to the other aspects of Responsible Mining governance, including health, Safety, Environment, Human Resources and Legal.

### Responsible Mining Framework

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

### 2.1 Integrated Management System (IMS)

The IMS Standards provide a common framework for the management of our business’s activities. It directs us to establish policies that underpin business performance with a goal of continuous improvement. The IMS Standards detail the processes, structures and documentation required at each Business Unit to meet the minimum requirements of the system.

The EA&SP Management System includes the IMS and EA&SP operational standards. The IMS provides a Plan-Do-Check-Act approach and encompasses Health, Safety, Environment, External Affairs and Social Performance. Business Units should review their implementation of EA&SP against the IMS and EA&SP operational standards and seek opportunities to align across all areas.

The EA&SP Management System provides a more detailed process for thinking about our relationships and impacts on external stakeholders in systematic way.

## 2.2 Risk Management

The EA&SP Management System should be implemented concurrently with the Risk Management Standard described in the IMS to consistently manage, evaluate and prioritise risk. Risks to the business emerging from the social and political context in these areas cannot be properly assessed without a good, evidence-based analysis of how business activities impact on and affect change in communities and society at large.

Simply put, social risks to the business arise when the business does not understand or manage its positive and negative impacts on communities and stakeholders and when the business does not listen to the perceptions and expectations of those groups.

Effective assessment of social risks to the business is not possible unless the business has accurate information about impacts, expectations and perceptions. Implementation of the EA&SP Management System will generate this information.

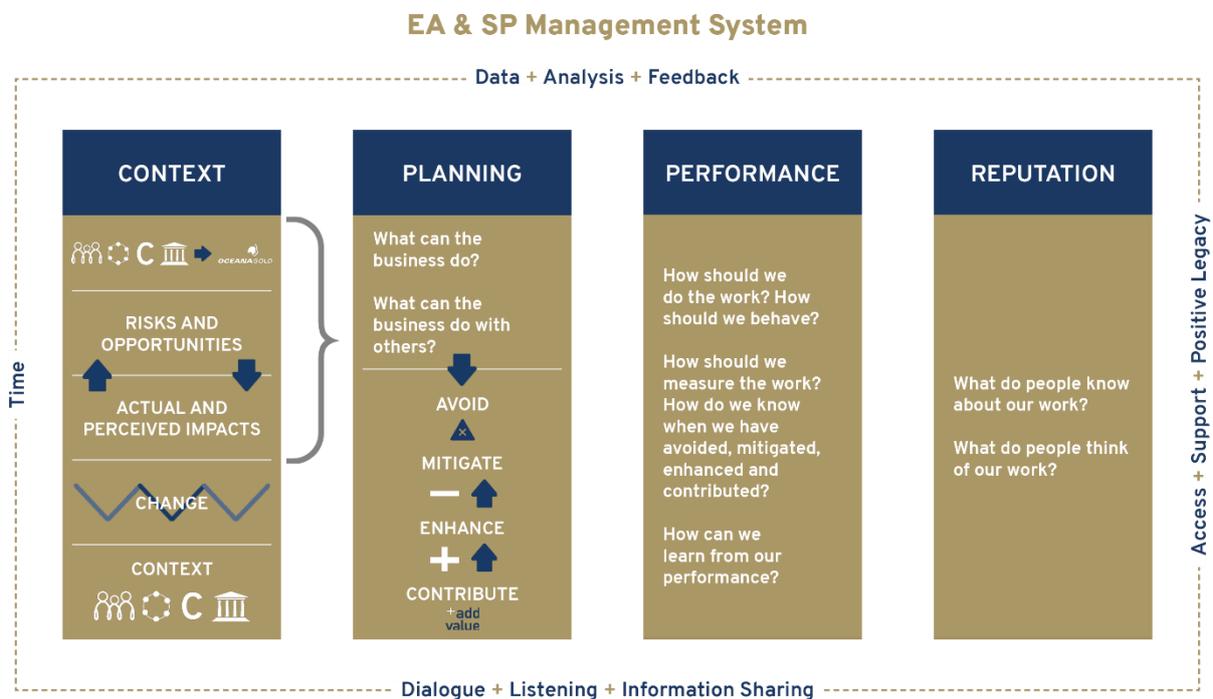
Operations should perform social risk assessments with the proper information at hand and with the right people in the room as per the Risk Management Guideline.

### 3 The EA&SP Management System

The External Affairs and Social Performance 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;
- can work to align our operational performance with local aspirations, values and culture; and
- should behave as a company and as employees.

The system is intended to drive us to listen better to communities and stakeholders and plan better based on verifiable data and information. Like the approaches for managing Health, Safety and Environment, the system follows a Plan-Do-Check-Act ISO approach.



#### 3.1 Approach

The process for building and implementing EA&SP is implemented in four steps that are iterative:

##### Step 1: Context

Understand the context in which we operate, including the culture, economy, social and political institutions both locally and across the host society. Identify the impacts, risks and opportunities created by our business activities for individuals, families, communities, region and country. Gather reliable information and analysis of the context from our own work and from independent, credible sources to inform our understanding. Listen to communities and stakeholders' expectations for how we should perform, understand their perceptions of how we operate, and hear what they have to say about our positive legacy.

## Step 2: Planning

Plan what we need to do as a company and what we need to do in partnership with other stakeholders to avoid or mitigate potential and actual negative social impacts, enhance potential and actual positive impacts, and contribute to sustainable development.

## Step 3: Performance

Implement the plans and behave in a way that aligns with local expectations. Good EA&SP is also about how OceanaGold and its employees behave and engage with communities and other affected or interested stakeholders.

Measure outcomes and learn from the results to ensure we have managed our impacts, risks, opportunities effectively and have contributed to sustainable development.

## Step 4: Reputation:

Share our progress, our values and visions for best practice; what works and what we need to improve and listen for new ideas. Inform stakeholders accurately, with credible data and in a timely manner on how we are managing our impacts and contributing to sustainable development.

Throughout the four-step process, it is essential to:

- **Listen** to communities, government and other stakeholders; **understand** their opinions, expectations and perceptions of how we operate; and **demonstrate** we have heard by adapting the way the work;
- Build **partnerships** to help us manage our impacts and contribute to our host communities and society; and
- Ensure that **reliable and verifiable data** are collected and used, and that the data analysis is done by qualified professionals, using credible, internationally accepted methodologies.

## 3.2 EA&SP Governance Framework - Policies, Position Statements & Standards

OceanaGold's commitments to good External Affairs and Social Performance are codified in three policies:

1. The **Communities Policy** presents company commitments to building long-term relationships with local communities who host our business and are impacted by our operations;
2. The **Human Rights Policy** covers company commitments to respecting the human rights of everyone impacted by our business and throughout our value chain; and
3. The **Government and Civil Society Policy** sets out company commitments for how we engage with national, regional and local governments, civil society and other stakeholders in a responsible, transparent manner to exchange ideas, plans and opportunities to create shared value.

Three **Position Statements** provide clarity on OceanaGold's views on issues of interest to our stakeholders:

- How we engage with artisanal and small-scale mining;

- Our position on **transparent disclosure** of contracts between OceanaGold and host governments; and
- How we disclose our tax, royalty and other payments to governments.

Eight **EA&SP Standards** underpin the execution of the EA&SP Policies by providing the minimum requirements for Corporate and Business Units to implement:

1. The **EA&SP Management Standard** presents the approach to the system based on the four steps – Context, Planning, Performance and Reputation;
2. The **Communities Standard** sets out the process for building a community engagement and partnership approach to implement the Communities Policy;
3. The **Government and Civil Society Standard** sets out requirements for engagement with government and other stakeholders and how to advocate for our interests responsibly;
4. The **Human Rights Standard** sets out the process for implementing our commitments to respecting human rights;
5. The **Communication Standard** presents criteria for managing internal and external communications;
6. The **Complaints & Grievance Mechanism Standard** presents the requirements for building and implementing a mechanism that supports both the Communities and the Human Rights Policies;
7. The **Land Access & Resettlement Standard** sets out the requirements for responsible land access and how involuntary resettlement will be managed if unavoidable; and
8. The **Contribution to Sustainable Development Standard** presents considerations and requirements for planning local economic linkages, shared infrastructure and benefit sharing in partnership with the communities and societies where we operate.
9. The **Sponsorship and Donations Standard** sets out the requirements for managing Sponsorships and Donations.

The standards in the manual are prefaced with background information and references to further guidance material.

## External Affairs and Social Performance Management System



### 3.3 Scope

The minimum requirements outlined within this document apply to all aspects of our business activities at all locations from exploration, to project development and execution, to operations and the transition to post mining land use, which includes closure planning, closure and post closure.

The requirements apply to all OGC employees as well as Contractors and Business Partners operating within OGC Business Units.

Requirements should be applicable to all contexts and geographies. The approach is designed to work across all political, social and cultural contexts to deliver locally defined outcomes that reflect local knowledge and expertise.

#### Retroactivity:

- **Review of Ongoing Activities** - Where a Business Unit is already in the process of planning or undertaking relevant activities at the time that these standards become applicable, these activities will be reviewed by an experienced person and, where necessary and possible, adjusted as soon as practically possible to ensure their compliance with the standards; and
- **Past Actions with Legacy Issues** – Where operations, project or exploration activities have taken place prior to the coming into effect of these standards and there are outstanding legacy issues, then the situation will be reviewed by an experienced person to determine if there are significant issues and risks that require remedial actions. Where it is determined that significant issues and risks exist then, as necessary and possible, appropriate remedial measures will be undertaken in accordance with the relevant standard.

### 3.4 Accountabilities and Responsibilities

The Executive Vice President and Head of External Affairs and Social Performance is accountable for the EA&SP Management System.

For further clarification of the EA&SP Management System, contact the Systems Advisor - External Affairs and Social Performance or the Corporate Communications Manager.

The senior manager at each Business Unit and Corporate Office is accountable for implementing the EA&SP Management System. Implementation responsibilities can be delegated to designated person(s) through formal site procedures.

### 3.5 Stakeholder Engagement and Informed Consultation and Participation

The effective implementation of the EA&SP Management System requires that we understand how our business impacts on people and listen to community and societal expectations, so we can build and maintain legal and social consents for our operations. Trust in our company is built on long-term relationships and relationships are built on dialogue and collaboration. Business Units will have different types of relationships with different stakeholders requiring different formats and approaches for engagement and collaboration.

For directly affected communities and stakeholders, those who are most impacted by our operations, we seek to obtain and sustain a broad base of support. This support is built when OceanaGold listens to different views in the community on the impacts and risks of business activities, including potential mitigation measures and uses these views to inform OceanaGold's operational and business planning and decisions.

This approach – known as “Informed Consultation and Participation” (ICP) - is characterised by:

- In-depth exchange of views and information between OceanaGold, community groups and stakeholders;
- Disclosure of relevant company information that helps affected communities and stakeholders to understand the impacts, risks and opportunities of the business;
- Organised and iterative consultation by OceanaGold with communities on matters that impact them;
- Participation of and partnerships with communities and stakeholders to identify impacts and develop mitigation or enhancement solutions;
- Participation of a broad spectrum of community voices, including informal and traditional leaders, formally elected and appointed leaders, families, women and vulnerable groups; and
- Formalised commitments and agreements for how OceanaGold, community and stakeholders will work together.

The resulting mitigation mechanisms and measures, sustainable development outcomes, shared benefits, opportunities and implementation approaches should strive for the widest community support possible.

### 3.6 Management System Roll Out and Assurance Process

The table below presents the three-year for the roll out and implementation of the EA&SP Management System.

Action	Schedule
Roll out of EA&SP across OceanaGold with each Business Unit including: <ul style="list-style-type: none"><li>• Orientation to the Policies and Standards</li><li>• Self-implement gap analysis of current practice against requirements</li><li>• Social Risk Assessment Workshop</li></ul>	4 <sup>th</sup> Quarter 2019
Business Units finalise work plans to close gaps with ongoing support from Corporate EA&SP	1 <sup>st</sup> Quarter 2020
Progress and Implementation Assurance	4 <sup>th</sup> Quarter 2020
Full Assurance of Business Unit conformance to requirements	4 <sup>th</sup> Quarter 2022

Assurance will be annual and in accordance with IMS standards and the World Gold Council assurance requirements. Please contact the Corporate EA&SP Systems Advisor for more details.

### 3.7 Benchmarking Against External Standards

To ensure alignment with industry best practice, the EA&SP Management System is benchmarked against the World Gold Council Responsible Gold Mining Principles, the Equator Principles and ICMM Principles and Performance Expectations.

### 3.8 Guidelines and Toolkits

Guidelines, toolkits and sources of supporting information that are helpful in implementing the standards are noted for each. See the table of references at the end of each standard.

# COMMUNITIES POLICY

We strive to be a good neighbour and leave a positive legacy in all the communities where we operate. How we engage and work with communities affected by our operations is a fundamental aspect of how OceanaGold does business from exploration, to project development, to operations and the transition to closure.

We seek to obtain and sustain broad-based support for our operations by engaging and listening through meaningful dialogue, respecting local cultures, and acting in good faith and transparently. Our aspiration is to contribute proactively to the well-being of communities and society through partnerships that deliver sustainable outcomes.

We recognise the distinct and special rights, interests, and connections to land and waters of Indigenous Peoples. We recognise Free Prior and Informed Consent (FPIC) and are committed to conducting our business activities in a manner that is consistent with FPIC principles, as outlined in our Human Rights Policy.

**Our commitment to embedding good community relations and social performance into our business includes:**

- Building respectful and durable relationships through culturally appropriate, inclusive, transparent dialogue and collaborative processes at the earliest practical stage, based on Informed Consultation and Participation (ICP).
- Respecting communities by listening to their interests and expectations for how we operate and by identifying, avoiding, mitigating and/or enhancing our impacts.
- Recognising diversity within communities, and ensuring all voices are heard, including those of women and vulnerable groups.
- Respecting cultural heritage, traditional livelihoods and community connections to land, water and natural resources.
- Building and contributing to partnerships by generating resources, sharing knowledge, and investing in local capacities designed to enhance positive economic, environmental and social outcomes.
- Building fair and equitable processes to access land that comply with local regulations and are socially legitimate. Avoiding or minimising displacement, and when it occurs, mitigating adverse impacts in a manner that restores and improves livelihoods.
- Providing employees and contractors with training and guidance to ensure culturally appropriate and respectful behaviour.
- Continuously reviewing and improving our social performance in line with current and emerging societal expectations and industry best practices.

**We require and expect the cooperation of employees, contractors and visitors to:**

- Consider the full scope of their potential impacts on the community in which they are working.
- Respect the rights of Indigenous Peoples and acknowledge their right to maintain their culture, identity, traditions and customs.
- Avoid behaviours and activities that could negatively impact on the community as a whole or individuals.
- Report and acknowledge all community complaints and initiate follow up actions.

These commitments underpin OceanaGold's Vision and Values, are integral to all aspects of our business, are endorsed by the Board of Directors and promoted and championed by the Executive Committee.

Signed:



Michael Holmes  
President & CEO

June 2020



## GOVERNMENT AND CIVIL SOCIETY POLICY

OceanaGold recognises that our business has the potential to generate significant resources for government and that mining faces complex sustainability challenges. We believe that understanding and respecting diverse viewpoints is a vital first step towards finding common ground and achieving sustainable outcomes. Sustainable progress will only be achieved through genuine dialogue and engagement between communities, governments, business, investors, customers and civil society.

We are committed to responsible political engagement. Publicly traded for-profit companies like OceanaGold have a responsibility to its shareholders, employees, contractors and those who depend on us for their economic livelihood, to advocate for our collective interests. Therefore, we engage in policy discussions with government and civil society, sharing how particular policies and legislative decisions may impact our business.

Civil society organisations play a role in supporting and advocating for responsible business conduct and for improvements in the wellbeing of people and the planet. We support the existence of an open civic space, respect these diverse objectives, and work with civil society organisations in a variety of ways.

We strive to be reasoned and transparent in our position, by listening and responding to concerns, seeking expert third-party opinions and benchmarking against international best practice. We demonstrate respect for locally defined regulatory and political processes, whilst also complying with our values of Integrity, Transparency, Accountability and our Anti-bribery and Anti-corruption Policy.

We achieve our commitment to responsible government and civil society engagement by:

- Compliance with legal and regulatory requirements.
- Accurate, timely and transparent reporting on political engagement.
- Working with governments to promote mining legislation that protects the health, safety and wellbeing of workers, protects the environment and human rights, and contributes to social and economic development where we operate.
- Encouraging a favourable economic and business environment.
- Partnership across sectors to address complex challenges that are critical for our business and for society.
- Demonstrating respect for political processes, we do not favour any political party, group or individual.
- Participating in multi-stakeholder dialogue, policymaking and reporting initiatives to encourage greater transparency.
- Endeavouring to identify and resolve differences and complaints fairly and in good faith.

We require and expect the cooperation of employees, contractors and visitors to:

- Act transparently and adhere to our Personal Code of Conduct.
- Comply with all policies, standards and procedures.
- Observe and support genuine dialogue and engagement.

These commitments underpin OceanaGold's Vision and Values, are integral to all aspects of our business, are endorsed by the Board of Directors and promoted and championed by the Executive Committee.

Signed:



Michael Holmes  
President & CEO

June 2020





## HUMAN RIGHTS POLICY

OceanaGold is committed to respecting all human rights of everyone impacted by our business and throughout our value chain, in line with the UN Guiding Principles on Business and Human Rights, the UN Declaration of Human Rights, and other international frameworks. Our commitment includes respecting the human rights of our employees, individuals and groups in the communities where we operate, workers in our supply chain, and other stakeholders affected by our business activities.

- **Employees:** We respect the human rights of our employees and contractors to a safe and healthy workplace free from discrimination and harassment, as outlined in our Health and Safety Policy and our Employment and Diversity Policy.
- **Communities:** We strive to be a good neighbour and leave a positive legacy in all the communities we operate in, as stated in our Communities Policy. This includes engaging with community members in Informed Consultation and Participation (ICP) and avoiding involuntary resettlement as much as possible. We are committed to securing our facilities in a way that respects human rights and adheres to the Voluntary Principles on Security and Human Rights.
- **Indigenous Peoples:** We recognise the unique rights of indigenous communities. As outlined in our Human Rights Standard and Communities Policy, we are committed to conducting our business activities in a manner that is consistent with the principles of Free Prior and Informed Consent (FPIC) to safeguard the rights of indigenous peoples.

We aim to avoid infringement on human rights either directly or through our business relationships by:

- Identifying and mitigating human rights risks in all our operations and across our value chain.
- Implementing company-wide human rights performance standards consistent with internationally accepted standards and conventions.
- Compliance with the law while seeking to meet the underlying principles of the human rights standards where local laws and international human rights standards conflict.
- Ensuring that all relevant staff, including contractors and security personnel, are provided with appropriate human rights training and guidance.
- Undertaking direct, honest and open consultation and communication about our human rights impacts that is built on respect for the dignity and worth of each individual.
- Providing effective access to remedy for any adverse impacts.
- Tracking and reporting on our progress in implementing this Policy.
- Establishing effective grievance mechanisms for employees, communities and other stakeholders.

We require and expect the cooperation of employees, contractors and visitors to:

- Comply with all policies, procedures and behaviours relevant to the protection and respect of human rights.
- Report all incidents that may be in breach of human rights policies, procedures or behaviours.
- Observe and support respectful behaviour in others.

These commitments underpin OceanaGold's Vision and Values, are integral to all aspects of our business, are endorsed by the Board of Directors and promoted and championed by the Executive Committee.

Signed:

Michael Holmes  
President & CEO

June 2020





## STATEMENTS OF POSITION

### ARTISANAL AND SMALL-SCALE MINING

OceanaGold recognises that artisanal and small-scale mining can be an important source of livelihood for individuals and families. Small scale mining does occur around our operation in the Philippines. OceanaGold works with small scale miners to reach mutual agreements on access, collaboration on technologies, and to support improvements in safety and environmental management. In addition, OceanaGold works with the Philippines Government to support better regulation of the sector to help address environmental risks and the safety of workers and affected communities.

### CONTRACT TRANSPARENCY

OceanaGold supports the transparent disclosure of contracts with governments, if it is legal to do so in the relevant jurisdiction and acceptable to the host government. OceanaGold has only one contract to mine with a government. The Financial or Technical Assistance Agreement (FTAA) that OceanaGold entered into with the Republic of the Philippines can be accessed from the Philippines Extractive Industries Transparency Initiative ("EITI") website.

### DISCLOSURE OF TAXES, ROYALTIES AND OTHER PAYMENTS TO GOVERNMENT

Transparent and accountable compliance with local laws and regulations is fundamental to the way OceanaGold does business. OceanaGold is a member of the Philippines Extractive Industries Transparency Initiative ("EITI") Multi-Stakeholder Group. We report payments to the Philippines government in line with EITI requirements, as well as to the Canadian Government pursuant to the Canadian Extractive Sector Transparency Measures Act. In our annual Sustainability Report, OceanaGold reports on payments to governments by operation, along with any fines, penalties, donations, and community investment.

## 8 External Affairs and Social Performance Management Standard

This Standard presents the minimum requirements for implementing a systems-based approach to External Affairs and Social Performance, in line with the IMS. The standard sets out the process for moving through the four steps in the system and will guide users to:

- Identify the impacts of operations and business activities on communities and society at large;
- Understand community and societal expectations for our business;
- Develop and implement management approaches, using partnership and collaboration with stakeholders; and
- Ensure that how we work is communicated and known, thereby positively contributing to our reputation.

Through this process, measurable outcomes that contribute to the business and create shared value will be identified, including:

- Access to resources (land & water) secured via permits and legal and social consents;
- Community, regulatory and stakeholder support that contributes to business continuity;
- Positive legacies - now and in the future – that align with community and societal expectations; and
- Opportunities to adapt to changing expectations that allow us to successfully operate in a complex and changing world.



## Guidelines, Toolkits and More Information

### Gender

[A guide to gender impact assessment for the extractive industries – Hill, C, Madden, C & Collins, N 2017, A Guide to Gender Impact Assessment for the Extractive Industries, Oxfam, Melbourne](#)

[Ministry for Women, Welcome to Bringing Gender In](#)

[Prospectors & Developers Association of Canada, Gender Diversity and Inclusion: A Guide for Explorers](#)

### Human Rights

[Danish Institute for Human Rights \(DIHR\), The human rights compliance assessment tool management, 2016](#)

[Danish Institute for Human Rights, Human Rights Impact Assessment Guidance and Toolbox, 2016](#)

[Danish Institute for Human Rights, Women in Business and Human Rights](#)

### Impact Assessment

[Anglo American, SEAT version 3 Toolkit, 2012](#)

[IAIA, Principal author: Frank Vanclay, social Impact Assessment: Guidance for assessing and managing the social impacts of projects, 2015](#)

[ICMM, Good Practice Guidance on Health Impact Assessment](#)

[IPIECA, Health impact assessment, 2016](#)

[Queensland Government, Social impact assessment guideline, 2018](#)

[Smyth, E., & Vanclay, F. The Social Framework for Projects: a conceptual but practical model to assist in assessing, planning and managing the social impacts of projects. Impact Assessment and Project Appraisal, 35\(1\), 65-80, 2017](#)

[State of New South Wales - Department of Planning and Environment, Social impact assessment guideline, 2017](#)

### Stakeholder Research

[ICMM, Stakeholder research toolkit, 2015](#)

### Systems

[IFC, Environmental and Social Management System \(ESMS\) Implementation Handbook – GENERAL, 2015](#)

[State of New South Wales - Department of Planning and Environment, Scoping tool \(Excel\), 2017](#)

# External Affairs & Social Performance Management Standard

## Purpose

To establish the minimum requirements to implement a systems approach to understanding, managing, monitoring and reporting on social, political and regulatory impacts, risks and other related issues.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

- 1.1.1 The General Manager of the Business Unit has accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit is responsible for implementing all the requirements set forth in the standard.
- 1.1.2 Business Units shall ensure that the assessment, management, monitoring and reporting on social, political and regulatory impacts and risks will be done by qualified professionals, using credible, internationally accepted methodologies.
- 1.1.3 Business Units shall ensure that locally and culturally appropriate dialogue, engagement and ICP methods and mechanisms are established with communities, government and stakeholders to listen, share information and collaborate. The results of dialogue, engagement and ICP are essential inputs into all phases of this standard.

#### 1.2 Context Assessment: to characterise baseline and underlying conditions of the social and political operating context required to identify impacts and risks

- 1.2.1 Develop and maintain an up to date and robust context assessment to identify and understand the operating context across four key areas: Families, Communities, Culture and Institutions. The context assessment will:
  - Be updated periodically to assess changes and remain relevant to inform business planning and decision making; and
  - Be informed by reliable data, independent third party experts and engagement and dialogue with Local Communities, Government and Stakeholders.

**1.3 Impact Assessment: to identify how the Business Unit creates potential and actual harm / positive contributions to local communities and society at large**

1.3.1 Establish an Impact Assessment to identify actual and potential social, political and regulatory impacts, including;

- Scope and scale of the impacts;
- Human rights concerns and issues;
- Evidence driven/based research;
- Stakeholder perceptions of impacts; and
- Stakeholder issues, concerns and interests.

**1.4 Risk Assessment: to define and prioritise how potential / actual harm to communities / society at large creates risks and opportunities for the Business Unit**

1.4.1 Develop a risk assessment to assess and prioritise social, political and regulatory risks and opportunities using the Impact Assessment and the OceanaGold Risk Management Standard. The risk assessment must:

- Be integrated and used regularly as part of ongoing planning processes;
- Be regularly reviewed and updated as necessary due to changing circumstances of project or context; and
- Include both risks to OceanaGold and to communities, government, stakeholders and wider society.

## **2 Planning**

**2.1 Impact Management & Contribution to Sustainable Development Plans: to define and ensure that potential and actual harm / positive contributions to local communities and society at large will be effectively managed.**

2.1.1 Identify actions to manage impacts through an Impact Management Plan using the hierarchy below:

- **Avoid:** Evaluate options to avoid identified negative impacts through adjustments to operating footprint and operational processes. Formalise actions to implement options;
- **Mitigate:** Identify actions reduce potential negative impacts; formalise management plans to implement;
- **Enhance:** Identify actions that will enhance positive contributions made by the Business Unit, ensuring principles of sustainability to avoid dependency; formalise management plans for implementation; and
- **Contribute:** Identify actions and collaborations with local communities, government and stakeholders on issues of shared interest that will add value to society at large and the Business Unit, consistent with the Contribution to Sustainable Development (CSD) Standard.

2.1.2 Impact Management plans will seek collaboration and input from local communities, government and key stakeholders to identify actions that:

- Have the highest probability of success;
- Drive sustainability;
- Avoid dependency on the Business Unit;
- Do not externalise social costs that should be addressed by the Business Unit; and
- Include indicators that will measure the performance and effectiveness of impact management plans.

2.1.3 Direct monetary compensation shall only be considered when all other compensatory actions have been evaluated and discarded or when it is required by law. If required, establish a documented compensation policy and procedure, if required to support impact mitigation, in accordance with applicable domestic law. The policy as a minimum must include:

- Transparent, evidence-based criteria for compensation;
- Approval processes;
- Align and ensure consistency across all compensation procedures implemented at the Business Unit, including land access, human rights remedy, and impact mitigation; and
- Comprehensive documentation and recordkeeping.

2.1.4 Define a CSD Plan in accordance with the CSD Standard.

### 3 Performance

#### 3.1 Monitoring and evaluation of impact management plans: to measure and adjust performance against the goals set in the impact management plans.

3.1.1 Establish processes to implement management plans and mitigation measures across the Business Unit and operations, including:

- Behaviour-based trainings; and
- Guidance of staff and contractors.

3.1.2 Develop a monitoring plan that as a minimum will:

- Establish monitoring and evaluation processes to track indicators and other identified performance measures;
- Collect and analyse performance data;
- Integrate feedback into management planning for continuous improvements; and
- As appropriate, seek the participation of local communities, government and stakeholders in the measurement, monitoring and evaluation of impact management plans.

- 3.1.3 Establish internal and external processes to report and review on the progress of impact management plans; use information received from monitoring to update the impact management plans; and comply with corporate reporting requirements.
- 3.1.4 Undertake evaluation and periodic review (assurance) every 3 years to assess the strengths and weaknesses to improve the overall impact assessment and management process.

**3.2 Concern, complaints and grievance mechanism: to ensure access of communities and other stakeholders to a process and management system that is timely and adequately resolves concerns and complaints.**

- 3.2.1 All Business Units including OGC Corporate must have a complaints and grievance mechanism that meets the minimum requirements of the Complaints and Grievance Mechanism Standard and is consistent with the Human Rights Policy and Standard.

## **4 Reputation**

**4.1 Internal and External Engagement: to ensure that Local Communities, Government and Stakeholder have credible information on how OceanaGold is managing its impacts and contributing to sustainable development.**

- 4.1.1 Develop and establish mechanisms and processes to regularly inform Business Units, Corporate, Local Communities, Government and Stakeholders of advances and challenges in the management of the social and political impacts, as well as contributions to development.
- 4.1.2 The mechanisms and processes will be informed by actual progress, be open and transparent, seek feedback and be locally and culturally appropriate.

**4.2 Perception and Opinion: to measure the views and opinions of Local Communities, Government and Stakeholders on how OceanaGold operates and to seek feedback.**

- 4.2.1 Build feedback loops in the engagement, communication and consultation processes with affected families, communities and stakeholders to track and report on progress against agreed commitments and outcomes.
- 4.2.2 Each Business Unit including OGC Corporate will establish mechanisms and processes to:
- Regularly measure the views, perceptions and opinion of Local Communities, Government and Stakeholders;
  - Integrate findings into impact management plans; and
  - Share results with key internal and external stakeholders as appropriate.

## 9 Communities Standard

OceanaGold (OGC) is committed to working with communities in partnership to build broad base support for our operations by engaging and listening through meaningful dialogue, respecting local cultures, and acting in good faith and transparently to create a positive legacy beyond the life of the mine.

The concept of 'community' is normally used in the mining industry to indicate the geographic community in the operation's area of interest. 'Affected community' applies to any group who is impacted by OceanaGold's activities. Within a community there is a diversity of values and interests; therefore, a community should not be treated as a homogenous or static entity.

OceanaGold depends on the support of local communities to secure our business for the long-term. To be successful our social performance with communities will be based on;

- Respectful and durable relationships;
- Consideration of community interests and expectations in the way we operate and manage our impacts;
- Respecting cultural heritage, traditional livelihoods and community connections to land, water and natural resources;
- Partnerships to enhance positive economic, environmental and social outcomes;
- Culturally appropriate and respectful behaviour of employees and contractors; and
- Continuous improvement of our social performance.

Guidelines, Toolkits and More Information	
<b>Assessment</b>	
<a href="#">Anglo American, SEAT version 3 Toolkit</a>	
<a href="#">Danish Institute for Human Rights (DIHR), The human rights compliance assessment tool community impact, 2016</a>	
<a href="#">IFC Performance Standard 4, Community Health, Safety and Security, 2012</a>	
<b>Development</b>	
<a href="#">ICMM, Community Development Kit</a>	
<a href="#">ICMM, Community Development Toolkit, 2012</a>	
<a href="#">IFC, Strategic Community Investment, 2010</a>	
<b>Engagement</b>	
Kelly, A and Westoby, P. (2018) Participatory Development Practice, Practical Action Publishing, Rugby, Warwickshire, UK Ch3 pp59-87	
<a href="#">IFC, Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets, 2007</a>	
<a href="#">PDAC, WorldVision Canada, CDA, Preventing Conflict in Exploration: A Toolkit for Explorers and Developers</a>	
Luc Zandvliet and Mary B. Anderson, Getting it right Greenleaf Publishing, Oxford 2009	
<a href="#">OECD, Diligence Guidance for Meaningful Stakeholder Engagement in the Extractive Sector, 2016</a>	
<a href="#">PDAC, First Engagement: A Field Guide for Explorers, 2015</a>	
<a href="#">Rio Tinto, Why agreements matter, 2016</a>	
<a href="#">Simon Fraser University, Community engagement A Getting Started Toolkit for Exploration and Development Companies, 2014</a>	

# Communities Standard

## Purpose

To establish the minimum standards for community relations, including; engagement, building strong relationships based on trust and to deliver shared and lasting value with our community partners.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

- 1.1.1 The General Manager of the Business Unit has accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit is responsible for implementing all the requirements set forth in the standard.
- 1.1.2 Ensure all employees, including contractors, are provided with appropriate training, induction and guidance on community engagement, cultural issues and human rights.
- 1.1.3 Company representatives involved in social performance and community engagement must have the appropriate resources, skills and competencies, including cultural awareness and technical training to design and implement company actions across all material issues and engagement plans.
- 1.1.4 Business Units will ensure that locally and culturally appropriate dialogue, engagement and ICP methods and mechanisms are established with communities, government and stakeholders to listen, share information and collaborate. The results of dialogue, engagement and ICP are essential inputs into all phases of this standard.

#### 1.2 Building the community knowledge base

- 1.2.1 Develop and evaluate a knowledge base of the communities through a context assessment that captures the key social, cultural, heritage, environmental and economic issues. The context assessment will meet the criteria in the EA&SP Management Standard.
- 1.2.2 Periodically update the knowledge base to assess context changes and remain relevant to inform business planning and decision making.
- 1.2.3 Use the context assessment to choose the correct and culturally appropriate mechanisms to discuss and agree on commitments between OceanaGold and the communities. All commitments must be formalised and well documented.
- 1.2.4 Perform a conflict analysis, if relevant to the context, to identify how the Business Units activities may exacerbate or contribute to armed conflict and social conflict, with reference to the World Gold Council Conflict-Free Gold Standard.
- 1.2.5 Consult with interested and affected communities in the identification and assessment of all significant social, health, safety, environmental and economic impacts and risks associated with company's activities. Follow the minimum requirements defined in the EA&SP Management Standard.

## 2 Planning

### 2.1 Land access

2.1.1 Develop a land access strategy that is in accordance with the Land Access and Resettlement Standard.

### 2.2 Dialogue and Informed Consultation and participation

2.2.1 Establish a plan to implement Informed Consultation and Participation processes with affected communities and stakeholders effective, timely, transparent, mutually acceptable, culturally pertinent and publicly defensible.

2.2.2 Establish a stakeholder engagement plan that is informed by stakeholder identification, mapping and analysis, and social risk and impact analysis, and includes:

- Regulations and requirements relevant to stakeholder engagement;
- Clear objectives and scope;
- Stakeholder analysis and mapping;
- Participation and communication strategies and models;
- Risk and impact management with stakeholders;
- Stakeholder engagement activities; and
- Monitoring and reporting of results.

2.2.3 Develop and implement a cultural heritage management plan (for both tangible and non-tangible heritage) acknowledging sites of historical significance and heritage in consultation with relevant communities and is consistent with the Environment Cultural and Heritage Site Operational Standard.

2.2.4 Consult with interested and affected communities in the design and implementation of management plans for potential and actual impacts and sustainable development contribution to local communities and society at large, in a transparent and culturally appropriate way. Follow the minimum requirements defined in the EA&SP Management Standard.

2.2.5 Ensure that formal and informal genuine community leadership and a broad cross-section of community sectors (with special attention to vulnerable and minority groups) are engaged from the beginning.

2.2.6 Agree with the community on how to formalise and track mutual commitments in a manner that is transparent and auditable.

### **3 Performance**

#### **3.1 Commitment management**

3.1.1 OGC Corporate will implement a centralised system where agreements and commitments involving communities are scheduled, actioned, monitored and closed according to permitting or agreement requirements.

3.1.2 Each Business Unit including Corporate will ensure a record is maintained of all commitments, agreements and action items with dates and responsibilities for completion.

#### **3.2 Complaints and grievance mechanisms**

3.2.1 Ensure that affected communities have access to a concern, complaints and grievance mechanism at the operational level, following the minimum requirements defined in the Complaints and Grievance Mechanism Standard.

#### **3.3 Dialogue and community participation**

3.3.1 Ensure that affected communities are informed and are given the opportunity to provide input on the monitoring of potential and actual impacts and sustainable development contribution to local communities and society at large, in a transparent and culturally appropriate way. Follow the minimum requirements defined in the EA&SP Management Standard.

#### **3.4 Continuous improvement**

3.4.1 Ensure regular review and updating of social impact and risk assessments, management plans and indicators to communities and management responses as per the EA&SP Management System Standard.

### **4 Reputation**

4.1 Inform communities of significant impacts and risks from operations and projects before they occur, and of the measures that will be taken to manage the potential risks effectively. Consider communities' access to competent independent advice.

4.2 Report to communities annually on economic, social and environmental performance and CSD, in a culturally appropriate way.

## 10 Government and Civil Society Standard

Strengthening engagement and collaboration with government and civil society is in the interest of the business. It is essential for the sustainability of the business, as well as for delivering on our commitment to leave behind a positive legacy. Sustainable progress will only be achieved through genuine dialogue and engagement between employees, governments, business, investors, customers and civil society.

Collaboration, engagement and dialogue with government and civil society helps reduce the level of societal conflict around mining, enhances the contribution of mining to the sustainable development of the countries we operate in, and helps ensure the long-term viability of the business activities and the broader mining industry.

In addition, academic and research institutions, industry associations, embassies, bilateral and multilateral development agencies can have significant influence over mining policies and can be excellent sources of expertise and partnership.

Civil society includes the full range of formal and informal, non-governmental and not-for-profit, organisations that publicly represent the interests, ideas and values of citizens and their members. Civil society organisations encompass a diverse range of groups, such as: international non-governmental organisations, youth-led coalitions, professional associations, faith-based groups and service-providers, charitable organisations, research institutions and more.

We are committed to working with all groups in a manner that is transparent and allows us to exchange ideas, plans and opportunities to create shared value. We will endeavour to identify and resolve differences fairly and in good faith.

Guidelines, Toolkits and More Information
<a href="#">Benjamin Herzberg and Andrew Wright, The PPD Handbook, DFID   World Bank   IFC   OECD Development Center, 2006</a>
<a href="#">Danish Institute for Human Rights (DIHR), The human rights compliance assessment tool legal and governmental affairs, 2016</a>
<a href="#">The EITI Standard</a>
<a href="#">ICMM, The Mining: Partnerships for Development Toolkit, 2011</a>
<a href="#">ICMM, Toolkit Templates, 2011</a>
<a href="#">OECD, Diligence Guidance for Meaningful Stakeholder Engagement in the Extractive Sector, 2016</a>
<a href="#">OECD, Framework on Public-Private Collaboration for In-Country Shared Value Creation from Extractive Projects, 2016</a>
<a href="#">Transparency International UK, Wise Counsel or Dark Arts? Principles and Guidance for Responsible Corporate Political Engagement</a>
<a href="#">World bank, 2013, Innovative Approaches for Multi-Stakeholder Engagement in the Extractive Industries</a>

# Government and Civil Society Standard

## Purpose

To establish the minimum requirements for responsible and transparent engagement and collaboration with government representatives, civil society organisations and other stakeholders.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

- 1.1.1 The General Manager of the Business Unit and/or responsible Corporate Office has accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit and/or Corporate Office is responsible for implementing all the requirements set forth in the standard.
- 1.1.2 Business Units and Corporate will define the organisational structure and responsibilities of how government and regulatory engagement and permit approval is managed to ensure consistency, coordination and communication.
- 1.1.3 Ensure that all employees and relevant third parties who engage with government and civil society organisations have appropriate training and experience to track and analyse policies and political processes while complying with policies and procedures for political engagement activities.

#### 1.2 Understanding the political, civil society and business context

- 1.2.1 Assess the political and policy context from local to national level, across mining, extractives, environmental, health and safety and general issues, including:
  - The institutional and political framework (Government Institutions - organisation, authorities, scope, Political Institutions - representation, parties, election cycles and political positions, Political Leaders - who's who, power bases, positions);
  - Policy debates on current and emerging issues related to our business; and
  - Regulatory processes for permits and consents.
- 1.2.2 Assess civil society and business environment, identifying key organisations (non-profit organisations, trade associations, etc), their scope, size, interests, mission, legitimacy and representation.
- 1.2.3 Include information and analysis of the political and policy context in the context assessment as per the EA&SP Management Standard.
- 1.2.4 Identify interactions, shared and different interests and types of relationships between identified key government, civil society organisations and local communities, as well as their position on mining and other material issues.
- 1.2.5 Seek expert third party opinion to validate and inform assessments.

### **1.3 Early engagement**

1.3.1 Engage with government agencies and civil society organisations on operational impacts, issues of shared interest, proposed mitigation strategies and to complement ICP with Communities.

### **1.4 Impact and risk assessment**

1.4.1 Using the relevant impact and risk assessments, prioritise issues for government and civil society engagement that include current and emerging policies, obligations and impact on business, among others.

1.4.2 Establish an obligation register and define clear responsibilities to ensure full compliance.

## **2 Planning**

### **2.1 Impact and risk management approaches**

2.1.1 Using the relevant impact and risk assessments, design and implement procedures and strategies for managing political engagement and advocacy, including:

- Identification of management approaches for key impacts and risks as per the EA&SP Management Standard;
- Identification of opportunities to facilitate communication between policy makers and key civil society stakeholders, to ensure people and communities are involved in planning strategies that will impact them;
- Identification of potential mutual beneficial partnerships with key government and civil society organisations to undertake joint programming and/or act as program implementers. Align with CSD Standard; and
- Conformance to the principles of responsible political engagement included in the Government and Civil Society Policy.

### **2.2 Compliance with laws**

2.2.1 Ensure strategy, policies and procedures for managing government and regulatory engagement and permitting comply with national (and international) laws, supported by a procedure to identify and monitor relevant laws.

## **3 Performance**

### **3.1 Constructive relationships and partnerships with government and civil society**

3.1.1 Develop and build open and constructive relationships with civil society; especially in the discussion and delivery of project information.

3.1.2 Collaborate with governments, industry and other stakeholders to achieve appropriate and effective public policy, laws, regulations and procedures that facilitate the mining's CSD within national sustainable development strategies.

## **3.2 Industry representation**

3.2.1 Manage relationships with trade associations to ensure their advocacy and lobbying activities are aligned with company's guiding principles for responsible political engagement. Ensure membership dues are not used for lobbying or other political activities that are not aligned with these principles. Make public payments to trade associations.

3.2.2 Participate in maintaining industry representation on behalf of our sector, where it does not conflict with OceanaGold's interests, to conduct reasonable advocacy for wider industry interests.

## **3.3 Monitoring of engagement**

3.3.1 Conduct ongoing monitoring of the implementation of the strategy, policies and procedures for managing government and civil society engagement, detect and rectify any concerns or poor practice, supporting continuous improvement.

# **4 Reputation**

## **4.1 Accurate, timely and transparent reporting**

4.1.1 Proactively maintain and record all issues affecting and affected by our activities.

4.1.2 Report on political and other engagements and issues as required by the Anti-bribery and Anti-corruption Standard.

## **4.2 Bribery, anti-corruption and transparency**

4.2.1 Comply with the OceanaGold policies and standards on bribery, anti-corruption and transparency.

4.2.2 Record all communications with government and civil society organisations in a centralised system.

4.2.3 Establish whistleblowing channels in accordance with the Protected Disclosures ("Speak Up") Policy that can be used by employees or third parties to raise concerns about aspects of the OceanaGold's political engagement and activities.

## 11 Human Rights Standard

The UN Guiding Principles on Business and Human Rights (UNGP) are a set of guidelines for governments and businesses to prevent, address and remedy adverse human rights impacts resulting from business operations. OceanaGold is committed to the UNGP and is a signatory to the UN Global Compact, a set of principles to encourage businesses to operate responsibly, including by respecting human rights, and to report on their implementation.

Human rights are enshrined in the Universal Declaration (UN) of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social, and Cultural Rights and the International Labour Organisation (ILO) Core Conventions, as well as ILO Indigenous and Tribal Peoples Convention 169 and UN Declaration on the Rights of Indigenous Peoples. Human rights include:

- Civil rights and freedoms, such as the right to be treated equally;
- Political rights, such as the right to vote, to freedom of speech and to obtain information;
- Economic rights, such as the right to work and to participate in an economy that benefits all;
- Social rights, such as the right to education, healthcare, food, clothing, shelter and social security;
- Labour rights, such as the right to fair wages and safe working conditions; and
- Cultural rights, such as the right to freedom of religion and to speak the language and to practice the culture of one's choice.

Under the UNGP and UN Global Compact, OceanaGold has a responsibility to respect human rights across all aspects of our business and from exploration to closure. This means conducting proactive and ongoing due diligence to avoid infringing on human rights through our operations, to avoid complicity in the human rights abuses of others, and to provide access to effective remedy for any adverse impacts. In assessing and addressing human rights impacts, companies are expected to engage in meaningful consultation with individuals and communities potentially impacted by their operations.

Businesses can impact human rights both positively and negatively. As a major employer, OceanaGold can help realise human rights such as the right to work, fair wages and an adequate standard of living. Examples of adverse human rights impacts may include discrimination and harassment of employees, failure to consult with local communities on operations that impact them or use of excessive force by security contractors in response to peaceful protests.

### Guidelines, Toolkits and More Information

[Danish Institute for Human Rights, Human Rights Impact Assessment Guidance and Toolbox, 2016](#)

[DCAF & ICRC, Addressing security and human rights challenges in complex environments, Toolkit](#)

[Götzmann, N. 2014 Human rights and impact assessment: Conceptual and practical considerations in the private sector context. Copenhagen: Danish Institute for Human Rights](#)

[ICMM, IPIECA, ICRC, IFC, Voluntary Principles on Security and Human Rights, Implementation Guidance Tool, 2012](#)

[UN Office of the High Commissioner for Human Rights: The UN Guiding Principles on Business and Human Rights](#)

[UN Office of the High Commissioner for Human Rights, Monash University and the UN Global Compact: Human Rights Translated: A Reference Guide for Business](#)

# Human Rights Standard

## Purpose

To establish the minimum requirements for respecting all human rights of everyone impacted by our business and value chain, as enshrined in the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the International Covenant on Civil and Political Rights, the UN Declaration on the Rights of Indigenous Peoples and the International Covenant on Economic, Social and Cultural Rights and the ILO Core Conventions, as well as ILO Indigenous and Tribal Peoples Convention 169.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

- 1.1.1 The General Manager of the Business Unit and Corporate have accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit and Corporate is responsible for implementing all the requirements set forth in the standard.
- 1.1.2 All Business Units and Corporate shall provide key resources and appropriate training to all appropriate employees and contractors, including human rights awareness training appropriate to the local context.

#### 1.2 Human rights due diligence

- 1.2.1 Implement a Human Rights Impact Assessment (HRIA) to identify and assess actual and potential human rights impacts. The HRIA will include the Voluntary Principles on Security and Human Rights.
- 1.2.2 Human Rights Impact Assessments shall be conducted by organisations/individuals with evident credibility.
- 1.2.3 HRIAs as a minimum shall be conducted every two years or if a material change within the operations has occurred.
- 1.2.4 Include consideration of human rights throughout all due diligence practices, including Environmental and Social Impact Assessments and evaluation of potential acquisitions, mergers and joint ventures.

#### 1.3 Compliance

- 1.3.1 Business Units and Corporate will respect the human rights of employees and contractors and of the individuals and communities potentially or actually impacted by OceanaGold's operations and business activities.
- 1.3.2 Take a risk-based approach to the management of human rights acting in accordance with domestic laws and international standards. Where local laws and international human rights standards conflict, OceanaGold complies with the law while seeking to meet the underlying principles of the international standards.

## **1.4 System**

1.4.1 Ensure human rights issues are integrated in code of conduct, management systems, operational policies and procedures; and controls are properly designed, constructed and monitored.

## **2 Planning**

### **2.1 Human rights / VPSHRs Impact Management plans**

2.1.1 Where due diligence identifies:

- An adverse human rights impact that OceanaGold has caused or contributed to, develop and implement a plan to remediate the impact and mitigate the risk of further impacts to the greatest extent possible, as soon as possible;
- An adverse human rights impact that OceanaGold has not contributed to but is directly linked to through a business relationship, use any leverage OceanaGold may have to influence the entity that committed the abuse towards remediation and risk mitigation; and
- Potential adverse human rights impact on Indigenous Peoples, communities or individuals, apply OceanaGold's Standard for engaging Indigenous Peoples described in the section below.

2.1.2 Establish a process of investigation and follow on mitigation plan if a human rights issue is identified in the supply chain.

2.1.3 Ensure the Voluntary Principles on Security and Human Rights are implemented as relevant to local and operational context.

2.1.4 Undertake activities to support and promote human rights while recognising these activities do not offset a failure to respect human rights throughout the operations.

2.1.5 Identify opportunities to reinforce commitment to respecting human rights with contractors.

### **2.2 Stakeholder consultation**

2.2.1 Consult with all stakeholders and provide them with the opportunity to express their views on potential human rights risks, impacts and mitigation measures that may affect them.

2.2.2 Document and address all concerns in an open and transparent manner.

2.2.3 Design participation and consultation so that the process is inclusive, accessible, free of manipulation and undertaken in a timely and culturally appropriate manner.

## 2.3 Engaging Indigenous Peoples

- 2.3.1 Use stakeholder analysis as defined in External Affairs and Social Performance Management standard to identify Indigenous Peoples communities and individuals that may be affected by any stage of the project lifecycle for a given operation.
- 2.3.2 Apply impact and risk assessment in compliance with EA&SP Management Standard to identify actual and potential impacts on Indigenous Peoples and develop a knowledge base of Indigenous Peoples connections to land, water and natural resources, cultural traditions, traditional decision making structures and other aspects.
- 2.3.3 Comply with the applicable regulatory framework governing Indigenous Peoples engagement and impact management for the jurisdictions in which a project is located while also collaborating with the responsible authorities to achieve outcomes consistent with OceanaGold's human rights commitments.
- 2.3.4 Agree on appropriate engagement and consultation processes, in a manner consistent with Free Prior Informed Consent (FPIC), with potentially impacted Indigenous Peoples and relevant government authorities as early as possible during project planning, to ensure the meaningful participation of Indigenous Peoples in decision making.
- 2.3.5 Document agreed Indigenous Peoples engagement and consultation process, including by identifying representatives of potentially impacted communities and government, responsibilities of parties and avenues of recourse in the event of disagreements.
- 2.3.6 To the extent possible, consider feasible alternative project designs to avoid and minimise adverse impacts on Indigenous Peoples.
- 2.3.7 Ensure affected communities of Indigenous Peoples are informed of their land rights under national law, including any national law recognising customary use rights.
- 2.3.8 Work to obtain FPIC of Indigenous communities for new projects and changes to existing projects that are located on lands traditionally owned by or under customary use of Indigenous Peoples and are likely to have significant adverse impacts on Indigenous Peoples, including where relocation of Indigenous Peoples and/or significant adverse impacts on critical cultural heritage are likely to occur.
- 2.3.9 Where a sufficient number of stakeholders representing affected communities of Indigenous Peoples consent to relocation and/or development of their land and natural resources, in accordance with the Land Access and Resettlement Standard all affected Indigenous Peoples must be compensated fully, fairly and promptly for all lost assets as well as offered culturally appropriate sustainable development opportunities.
- 2.3.10 Each Business Unit including Corporate will ensure a record is maintained of all commitments, agreements and action items between the parties with dates and responsibilities for completion at the end of the engagement and negotiation process.

### **3 Performance**

#### **3.1 Monitoring**

- 3.1.1 Develop and implement a process to regularly monitor, evaluate and address human rights issues raised through grievance mechanisms as well as impact and risk assessments and management, in accordance with the EA&SP Management Standard.
- 3.1.2 Use information received from monitoring and evaluation to update the impact management plans and to identify trends that may require changes in management systems, operational policies and procedures.
- 3.1.3 Review and update the HRIA every two years or when there is a material change to the business that could substantially affect the scope of human rights impacts.

#### **3.2 Grievance mechanism**

- 3.2.1 Implement a grievance mechanism as per the Complaints and Grievance Mechanism Standard.

### **4 Reputation**

#### **4.1 Communication**

- 4.1.1 Regularly communicate how human rights are being managed through the Sustainability Report, website and other channels as appropriate.
- 4.1.2 Provide all information required for external reporting purposes, within the bounds of law and protecting commercial confidentiality and the safety and security of all stakeholders.

## 12 Communication Standard

OceanaGold's brand and reputation is determined by activities across all our Business Units, including operations, exploration, projects and corporate offices. For this reason, no Business Unit is reputationally independent of the others and it is important to ensure communication standards and practice across OceanaGold supports the whole.

All marketing and communication activities must support OceanaGold's purpose to produce superior results that leave a positive legacy, every day. Our Values of Respect, One Team, Contribute and Knowledge should be reflected in all internal and external communication activities. This will be achieved by:

- Communicating clearly and honestly, with the goal of never knowingly misleading the public, media or our employees;
- Always engaging in two-way communication and dialogue, and proactively identifying opportunities for listening;
- Promoting transparency and accessibility while complying with the law and maintaining appropriate business confidentiality;
- Providing information both internally and externally in an accessible, timely and engaging manner to all; and
- Being innovative in our communication style that supports the geographical and cultural diversity of our employees and stakeholders while safeguarding OceanaGold's corporate reputation and brand identity.

### Guidelines, Toolkits and More Information

[GlobeScan, ICMM 2017 Industry Stakeholders Opinion Survey](#)

[IFC, ICMM and The Brunswick Group, Changing the Game: Communications & sustainability in the mining industry](#)

# Communication Standard

## Purpose

To establish the minimum requirements for internal and external communication to improve internal company linkages, deliver efficient and effective external messaging, and promote and protect OceanaGold's brand identity and reputation.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

- 1.1.1 The General Manager of the Business Unit and Corporate have accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit and Corporate are responsible for implementing all the requirements set forth in the standard.
- 1.1.2 Ensure that all employees responsible for communication have appropriate training and experience.

#### 1.2 Know the audience

- 1.2.1 All Business Units and Corporate shall research and understand the context into which the communication is going, through context assessment and stakeholder analysis (including employees) to define the priority audiences and understand their concerns, interests and expectations.
- 1.2.2 The outcomes of social impact and risk assessments will be used to identify communication needs and strategy (including prioritising the needs and expectations of internal and external communication).

## **2 Planning**

### **2.1 Plan communication activities**

2.1.1 Each Business Unit and Corporate will develop an annual communication plan. At a minimum, this plan shall include:

- The communication goals and objectives for that calendar year;
- 12-month calendar of operational and communication milestones;
- The timing, communication channels, key communication risks and mitigations and key messages for planned communication activities; and
- How communication channels and messages are aligned with Informed Consultation and Participation (ICP) and Stakeholder Engagement (strategies, plans and activities) and other functions.

2.1.2 Each Business Unit will share the communication plan with the Corporate Communication Manager and support community and stakeholder engagement plans (and operational plans more broadly).

### **2.2 Media engagement strategy**

2.2.1 Develop a media engagement strategy in liaison with the Corporate Communication Manager.

2.2.2 All Business Units shall provide adequate training and resources to plan for and respond to media enquiries.

## **3 Performance**

### **3.1 Timely and accurate reporting**

3.1.1 Ensure timely and accurate reporting of information to internal and external stakeholders while promoting transparency and accessibility, complying with laws and regional expectations and maintaining appropriate business confidentiality.

## **3.2 Internal communications**

- 3.2.1 Support communication across OceanaGold by maintaining an open two-way communication process and proactively reporting milestones, events, operational challenges and leveraging opportunities where common stakeholders may be impacted.
- 3.2.2 All Business Units and Corporate are responsible for the generation of ongoing communications to inform, engage and empower their employees.
- 3.2.3 All information communicated to employees about OceanaGold performance shall be considered business sensitive and be respectful of our continuous disclosure requirements, set out in the Continuous Disclosure Policy. All internal communication content shall be written in a way that would be suitable for external audiences.
- 3.2.4 Each Business Unit shall establish an internal approval process for information communicated to internal audiences that is appropriate to varying levels of sensitivity.
- 3.2.5 Corporate will maintain group-wide communication to inform all internal audiences about what is happening across the business.

## **3.3 Media monitoring**

- 3.3.1 Define a process to ensure that the Corporate Communication Manager is provided all media responses and key messages in response to enquiries prior to them being shared externally (no surprises).
- 3.3.2 Use a centralised system to monitor and track media enquiries, responses and communication campaigns. Where local media report incorrect facts inform the Corporate Communication Manager and take all appropriate steps to correct the information.
- 3.3.3 Corporate shall implement media protocols. All Business Units must communicate media protocols internally ensuring only approved media spokespeople engage with any media (exceptions as approved by the Corporate Communication Manager and appropriate General Manager or EXCO representatives).

## **3.4 Corporate style**

- 3.4.1 All Business Units and Corporate must always adhere to the Corporate Style Guide.
- 3.4.2 Corporate shall establish the minimum requirements and approval needed for still photography and video productions conducted at or on behalf of OceanaGold. Implement the Photography and Videography Guideline.

### **3.5 Tracking and registration**

- 3.5.1 All Business Units and Corporate will proactively monitor and follow emerging trends or changes in the mining industry, media and/or socio-political environment that could pose reputational risk. Develop an issues management process to reduce reputational risks in a crisis and leverage positive opportunities.
- 3.5.2 Track and record key milestones anticipated in the annual communications plan.
- 3.5.3 Document and maintain records of communication activities, particularly public and community commitments and bilateral dialogues, within a centralised system.

### **3.6 Use of social media**

- 3.6.1 Ensure any employee posting to a company social media channel is approved to do so and has completed media training. All social media content and responses must be approved by the responsible functional or operational manager.
- 3.6.2 Establish a defined process for social media development and delivery. All OceanaGold employees and contractors will follow the Social Media Guideline and Code of Conduct.

### **3.7 Websites**

- 3.7.1 Both the corporate and operational websites (where they exist) must be maintained and at a minimum updated annually or as new/updated information is available.
- 3.7.2 Establish a clear and concise process for operational website design and maintain brand identity in accordance with the Style Guide.

## **4 Reputation**

### **4.1 Issues management and crisis communication**

- 4.1.1 Identify actual or perceived gaps between stakeholder expectations, media reports and/or beliefs about the business against our true performance, at a minimum every two years. Understand and analyse emerging issues to protect OceanaGold's reputation.
- 4.1.2 Establish an issues management process to effectively manage and avert a reputational crisis and leverage opportunities for promotion.
- 4.1.3 Identify an escalation process for dealing with reputational risk, including advising the Corporate Communication Manager early in the process (no surprises).
- 4.1.4 Clearly outline the functions for community relations, external affairs and associated communication functions within the Crisis Response Plan.

## **4.2 External reporting**

4.2.1 All Business Units and Corporate offices shall provide the Corporate Communication Manager a list of all corporate reporting requirements for the Business Units in the calendar year.

4.2.2 Ensure all required external reports are delivered in line with this standard.

## 13 Complaints and Grievance Mechanism Standard

OceanaGold recognises the importance of creating and running effective operational level grievance mechanisms to:

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

OceanaGold is committed to the United Nations Guiding Principles on Business and Human Rights (UNGPBHR), the fundamental instrument for preventing and addressing risk of adverse impacts on human rights linked to business activity, which sets expectations around remediation and participation in effective grievance mechanisms. OceanaGold is also a member of the United Nations Global Compact where it commits to respect human rights.

This standard confirms the timely and adequate resolution of concerns, complaints and grievances related to its operations and projects, through a process and management system that allows preventive and transformational conflict management. It is aligned with the criteria of effectiveness for non-judicial grievance mechanisms in the UNGPBHR; legitimate, accessible, predictable, equitable, transparent, rights-compatible and a source of continuous learning.

A **concern** is 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.

A **complaint** is a general expression of dissatisfaction with a situation or the behaviours of the business. Generally, a complaint will be able to be managed within the business and is resolved internally and at the first level.

A **grievance** is 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**, which is culturally and legally acceptable, is an attempt to affect a peaceful settlement between disputing parties via the facilitation of another independent third party, with all parties and a third party present at the same time. The parties involved in the dispute determine the resolution themselves rather than have it imposed on them.

## Guidelines, Toolkits and More Information

[Company mechanisms for addressing human rights complaints, CSR Europe March 2013](#)

[IFC, Addressing grievance from project-affected communities, guidance for projects an companies on designing grievance mechanisms, 2009](#)

[IPIECA, Community Grievance Mechanisms in the Oil and Gas Industry. A Manual for implementing operational-level Grievance Mechanisms and designing Corporate Frameworks, 2012](#)

[Mining Association of Canada \(MAC\), Site-Level grievance and community response mechanisms: A Practical Design and Implementation Guide for the Resource Development Industry, 2015](#)

[Rees, C. Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders. Corporate Social Responsibility Initiative, John F. Kennedy School of Government, Harvard University, Cambridge, MA. 2008](#)

[Transparency International, Complaint mechanisms: reference guide for good practice, 2016](#)

# Complaints and Grievance Mechanism Standard

## Purpose

To establish the minimum requirements for a grievance mechanism, whether at the site or corporate level, designed to receive and facilitate resolution of concerns, complaints and grievances about the business's activities, in a timely manner, using an understandable and transparent investigation and consultative process that is culturally appropriate, readily accessible, at no cost and without retribution.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

1.1.1 The General Manager of the Business Unit and Corporate have accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit and Corporate are responsible for implementing all the requirements set forth in the standard.

1.1.2 Business Units shall ensure all employees and contractors know and understand the implementation of the complaints and grievance procedure. All key personnel will have the appropriate training required to implement the procedure (including key personnel of contractors).

#### 1.2 Design, values and principles

1.2.1 Establish a mechanism to address concerns, complaints and grievances with clear lines of accountability; as a minimum the mechanism will:

- Recognise domestic laws and will not hinder or restrict access to judicial or administrative remedies at the domestic or international level;<sup>1</sup>
- Be scaled to the risks and the impacts of the business;
- Have Affected Communities as its primary user;
- Acknowledge the Protected Disclosures (Speak Up) Policy; and
- Uphold the values and principles as contained in Principle 31 of the UN Guiding Principles during design, implementation and operation of the mechanism (including procedures).

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<sup>1</sup> When providing remediation through OceanaGold's mechanism, no complainant shall be asked to waive their right to access any judicial or administrative remedies particularly in any criminal actions that they may want to instigate.

## **1.3 Human rights**

### **1.3.1 Comply with the Human Rights Policy and Standard by:**

- Assessing any concern, complaint or grievance on its possible human rights impact;
- Ensuring the process or outcomes do not infringe on the human rights of the complainant, including confidentiality; and
- Adopting the higher standard in case of conflict between national legislation and internal norms on human rights, when assessing concern, complaint and grievance.

## **1.4 Stakeholder consultation**

### **1.4.1 Conduct consultations with key stakeholders for those who use the process as intended; for the design, revision and monitoring of the mechanism. Consult with stakeholders on:**

- The design of a culturally appropriate complaints and grievance procedure;
- How concerns, complaints and grievances will be treated, including timeframes, confidentiality of a complainant's identity;
- Options for recourse if the issue was not addressed to the satisfaction of the complainant or if the mechanism is inadequate or inappropriate for handling serious human rights grievances;
- Identification of barriers stakeholders may have in accessing the mechanism; and
- Providing assistance to access the mechanism for those that may face barriers to access including considering facilitating independent support to access the mechanisms where appropriate.

### **1.4.2 Each Business Unit must provide information about the existence and function of the mechanism in a way that is adapted to the context and audience for whose use it is intended. If barriers are found through stakeholder engagement, address them by providing multiple access points that are well adapted to the operational context.**

## **2 Planning**

### **2.1 Human rights**

#### **2.1.1 Comply with the Human Rights Policy and Standard by:**

- Assessing any concern, complaint or grievance on its possible human rights impact;
- Ensuring the process or outcomes do not infringe on the human rights of the complainant, including confidentiality; and
- Adopting the higher standard in case of conflict between national legislation and internal norms on human rights, when assessing concern, complaint and grievance.

## **2.2 Process (including third party mediation)**

- 2.2.1 Establish defined process steps for types of complaints that fall within the scope, receiving, resolving and remediating concerns, complaints and grievance with clear roles, responsibilities, including monitoring and evaluation of the effectiveness of the mechanism.
- 2.2.2 Establish a clear timeframe for each step or stage of the process and inform complainant accordingly.
- 2.2.3 Identify an appropriate and independent third party to help with the resolution process, when appropriate. Choice of the third party shall include consultation with the complainant and other relevant parties as appropriate, where domestic laws do not apply.

## **2.3 Stakeholder access**

- 2.3.1 Ensure confidentiality and acceptance of anonymous complaints (where allowed by national law), are included in the mechanism.

## **2.4 Remediation**

- 2.4.1 Define a process for remedial action for:
  - Keeping users of the mechanism informed during the process of complaint;
  - A sustained, fair, equitable and transparent process for remedial action, which first tries to repair and restore; and
  - Implementing monetary and potentially other forms of compensation, including authorisation.
- 2.4.2 Facilitate the means through which the affected stakeholders can have access to external advice or expertise.
- 2.4.3 Have an explicit commitment to protect the user from retaliation.

# **3 Performance**

## **3.1 Registration & tracking systems**

- 3.1.1 Corporate shall identify and establish a robust centralised system to record all concerns, complaints and grievances. All records must be complete, accurate and detailed, including all remedial processes.
- 3.1.2 All remedial outcomes will be documented and reported to management.

## **3.2 Monitoring and evaluation**

- 3.2.1 Establish a defined system and key performance indicators to monitor and evaluate operational level complaints and grievance mechanisms.
- 3.2.2 Monitor and evaluate the performance of the operational level complaints and grievance mechanism routinely to determine if changes need to be made to improve its effectiveness, this includes collecting regular feedback from users.
- 3.2.3 Routinely to integrate key learnings and feedback about all aspects of the mechanism including remedy effectiveness, as a minimum this shall be reviewed annually.

## **4 Reputation**

### **4.1 Continued improvement**

- 4.1.1 Analyse trends and lessons learned to inform changes in policy, behaviour of employees and contractors and stakeholder engagement strategies and actions that can help prevent something from happening again.
- 4.1.2 Prioritise engagement and dialogue as the means to address and resolve concern, complaints and grievances.

### **4.2 Reporting**

- 4.2.1 Routinely report internally and externally on the key performance indicators of the complaints and grievance mechanism in a way that can be easily understood and accessible. Reports should include the frequency of complaints, the extent to which complaints relate to serious issues, satisfaction of resolution and breakdown of the number of complaints by area and household.

## 14 Land Access and Resettlement Standard

Access to land is required to explore, develop, build and operate a mine and its associated infrastructure, including linear facilities like pipelines and powerlines. Land access refers to all methods of obtaining land for exploration, mine development and operations on a temporary or permanent basis. This may include outright purchase, expropriation, leases and acquisition of access rights such as easements or rights of way.

The form land access takes, and the mechanisms applied to the transaction depends on the local jurisdiction, legal requirements and the social / cultural values related to land tenure. For example, in some jurisdictions, land tenure can be collective rather than private or belong to a set of traditional owners. In all jurisdictions, land can be a primary source of livelihood for local people, a resource of significant ecological value, and/or an irreplaceable asset linked to people's heritage and cultural identity.

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, OceanaGold has developed the 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:

1. **Avoidance of Displacement Impacts:** Land access plans and programs will be based on a comprehensive assessment of both the physical and economic displacement that the land access will cause. OGC will ensure that displacement impacts are avoided and minimised where possible and mitigated when they occur in a manner that fosters trust and mutual respect;
2. **Fair Market and Replacement Value:** Compensation and benefits for land access arrangements will be based on fair market value and/or replacement value;
3. **Legal Compliance and Social Legitimacy:** All land access and resettlement will comply with applicable laws in the host jurisdiction and will also be socially legitimate. Social legitimacy means that despite designated title, rights or decision making powers held by a person or communal owner/occupant, the transaction will consider who else in the household, extended family or community level needs to be engaged in the land access process to ensure its long-term legitimacy and sustainability; and
4. **Fairness, Equity and Transparency:** Land access programs and execution of related transactions will strive to be considered fair and equitable by landowners/occupants, communities, government and other stakeholders. Land access management plans will consider what aspects need to be addressed to achieve this, giving attention to ensuring transparency and consistency in the Business Units land access approach and compensation standards while respecting expectations for confidentiality.

## Guidelines, Toolkits and More Information

Land Access and Resettlement Guideline

[European Bank for Reconstruction and Development \(EBRD\), Resettlement Guidance and Good Practice](#)

[ICMM, Land acquisition & resettlement: lessons learned, 2015](#)

[IFC, Handbook for preparing a resettlement action plan, 2002](#)

[IFC, Draft Good practice guide: Land Acquisition and Resettlement, 2019](#)

[IFC, Performance Standard 5 Land Acquisition and Involuntary Resettlement, 2012](#)

# Land Access and Resettlement Standard

## Purpose

To establish minimum requirements for managing all forms of temporary and permanent land access related to exploration, development and operations, as well as associated areas and facilities, such as access roads, power lines, pipelines, ports, etc; to ensure that all land access plans align with OceanaGold's (OGC) Responsible Land Access Principles.

## Scope

This standard will apply:

- To any exploration and mine development and operations related land access (be this in the form of land acquisition or restrictions on land use) and consequent involuntary or voluntary resettlement impacts in the form of physical displacement, economic displacement, or both;
- In relation to land required directly for mining activities, as well as for associated areas and facilities e.g. contractor sites; access roads; dams; power generation plants and lines; ore slurry, waste, water, fuel and other pipelines; ports; and required safety, health and environmental buffer zones and rights of way;
- During all phases of the mine life cycle when land access is required or when displacement is caused, including exploration, design, construction, operation and closure;
- Regardless of the number of people displaced, the level of severity of displacement impacts, or whether such impacts are temporary or permanent; and
- Regardless of whether land access is undertaken or secured directly by OceanaGold or one of its subsidiaries, an agent, a government, a contractor or subcontractor or a joint-venture partner.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

- 1.1.1 The General Manager of the Business Unit has accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit is responsible for implementing all the requirements set forth in the standard.
- 1.1.2 All land access and resettlement activities must be conducted by sufficient and adequately skilled, experienced and resourced personnel.
- 1.1.3 Business Units will ensure that locally and culturally appropriate dialogue, engagement and/or ICP methods and mechanisms are established with communities, government and stakeholders to listen, share information and collaborate. The results of dialogue, engagement and/or ICP are essential inputs into all phases of this standard.

## 1.2 Assessment

- 1.2.1 Where land access is contemplated, an initial scoping and risk & opportunity assessment process must be undertaken to identify:
- The types, nature and extent of land access required;
  - The nature and types of land tenure including the legal, customary and social aspects governing ownership and access to land; and
  - The nature and extent of economic and physical displacement impacts and associated risks and opportunities from a company (including schedule, cost, reputational, and lost opportunity costs) and community (environmental, social, economic, health and gender) perspective.
- 1.2.2 Implement appropriately tailored baseline data collection and impact assessment processes to gather the information required for 1.2.1.
- 1.2.3 Based on the risk and opportunity and baseline assessment:
- Determine if the land access transactions will be voluntary or involuntary; and
  - Determine if land access impacts the rights and interests of Indigenous Peoples.
- 1.2.4 Identify the mitigations and criteria required to design a land access approach that aligns with the OceanaGold Responsible Land Access Principles and the requirements related to Indigenous People stated in the Human Rights Policy.
- 1.2.5 If land access is involuntary, then International Financial Corporation (IFC) Performance Standard 5 must be complied with.
- 1.2.6 All aspects of this standard apply to both voluntary and involuntary land access and/or resettlement.
- 1.2.7 All Business Units will ensure that people who will be affected by land access and/or resettlement and other key stakeholders, such as parties responsible for approving and/or delivering resettlement-related plans and assistance are adequately consulted during the assessment process.

## 2 Planning

### 2.1 Coordinated planning during all mine development and operational phases

- 2.1.1 The Manager of a Business Unit that may require land access will ensure that this topic is considered from an early stage of the mine life cycle by ensuring that adequate experienced personnel are allocated to consider and deal with land access in a coordinated manner with other Business Unit technical, financial, social, environmental and other personnel.
- 2.1.2 Land access and resettlement issues, impacts and risks will be considered during all phases of the mine operations, development and expansion process as per the defined scope and in accordance with the EA&SP Management Standard.
- 2.1.3 Business Units will strive to avoid ad hoc approaches to land access over life of mine and as much as possible, ensure continuity across land access approaches.

## **2.2 Policy framework**

2.2.1 The Business Unit will develop a policy, compensation and benefits framework for land access and/or resettlement. This framework will govern the detailed management plan.

## **2.3 Management plan**

2.3.1 Each Business Unit, where land access and/or resettlement is identified as required, will prepare a management plan:

- Appropriately tailored to the nature, extent and locality of displacement (in accordance with the requirements of the Guideline);
- That builds on the provisions of assessments undertaken and any earlier policy framework;
- That reflects the findings and recommendations of the social and environmental impact assessment undertaken;
- Is based on the meaningful participation of people who will be displaced or affected by land access; and
- Demonstrates conformance to the OGC Responsible Land Access Principles.

2.3.2 No displacement of people or land access will occur until the management plan is approved, implemented and appropriate mitigation measures taken.

## **2.4 Mitigation measures**

2.4.1 Where displacement is unavoidable, displaced people must be compensated fully, fairly and promptly for all lost assets. Impacts on host communities must also be appropriately addressed.

2.4.2 Land access and resettlement must be conducted in a way that assists displaced persons to transition to their new location, to improve or at least restore their livelihoods and standards of living as well as to assist their integration into host communities.

## **2.5 Benefit sharing / development opportunities**

2.5.1 In addition to displacement related compensation measures, Business Units will endeavour to provide appropriate opportunities to displaced persons to enable them to derive development benefits from the operation or project.

2.5.2 The exact nature and extent of any development benefits provided will be carefully considered to ensure they are practical and appropriately structured and explained considering local conditions.

## **2.6 Scheduling and costing**

2.6.1 Business Units will develop a detailed land access and resettlement work plan, with a realistic schedule and budget to ensure activities are undertaken properly and in a timely manner. These will be integrated into the overall Business Unit work plan, schedule and budget.

## **2.7 Participation and engagement**

2.7.1 Assessment, planning, implementation and monitoring activities will be undertaken with adequate and appropriate disclosure of information and active, free, prior, informed and ongoing dialogue and consultation with and participation of people who will be affected by land access and resettlement and other relevant stakeholders, including host communities.

2.7.2 Business Units will seek to acquire land in a way which promotes the broadest possible consensus among affected people. Business Units will develop and implement a comprehensive stakeholder engagement process and plan as per Communities Standard, to ensure that there is appropriate and ongoing engagement with all stakeholders throughout the process; including after communities have resettled and are re-establishing themselves.

2.7.3 Where activities with adverse displacement impacts on Indigenous Peoples, the Business Unit will engage with them also considering the provisions of the Human Rights Policy and Standard.

## **3 Performance**

### **3.1 Grievance management**

3.1.1 Implement a grievance mechanism as per Complaints and Grievance Mechanism Standard.

### **3.2 Suspension of operations and mine closure**

3.2.1 Where an operation or project has caused displacement is suspended or enters its closure phase, the Business Unit management will review the impacts of the suspension or closure to determine and ensure that the necessary measures will be taken to meet prior commitments related to land access and/or resettlement where possible, or, where adjustments to existing commitments are unavoidable, to put in place other appropriate arrangements that meet the requirements of this Standard.

### **3.3 Monitoring and evaluation**

3.3.1 Land access and resettlement activities and outcomes will be monitored and evaluated on a regular basis throughout all phases of the process. The Business Unit will put in place a Monitoring and Evaluation Plan, that will include performance and outcome (or impact) indicators to measure results against objectives and baseline conditions (including after people have been resettled).

## **4 Reputation**

### **4.1 Communication**

- 4.1.1 Continue to communicate and dialogue with communities on a regular basis after they have been resettled.
- 4.1.2 Regularly communicate how land access and resettlement processes are being managed through the Sustainability Report, website and other channels as appropriate.
- 4.1.3 Provide all information required for external reporting purposes, within the bounds of law and protecting commercial confidentiality and the safety and security of all stakeholders.

## 15 Contribution to Sustainable Development

OceanaGold's vision is to leave behind a positive legacy and actively contribute to the global Sustainable Development Agenda 2030 and its 17 Sustainable Development Goals. To do this, we can leverage contributions and benefits across four categories:

1. **Collaborative Management of Socio-Economic Change:** Through collaboration with local communities, government and stakeholders address the causes and effects of socio-economic change to the communities and population that are induced by the Business Unit and that require a shared management approach, e.g. in-migration induced by mining projects and operations;
2. **Local Employment and Supplier Opportunities (Local Content):** Using the economic contribution that mining operations can make directly through local employment and creating business opportunities for suppliers;
3. **Shared Infrastructure:** Through collaboration on shared or multi-purpose use of infrastructure required by the Business Unit and the Communities such as roads, railways, bridges, etc; and
4. **Partnerships on Shared Interests:** Through collaboration and partnership with Local Communities, Government and Stakeholders on issues and challenges of shared interest. For example, integrated watershed management and improvements to health and education services and infrastructure, among others.

CSD refers to the strategies and actions OceanaGold takes towards the sustainable economic and social development of local communities in the area of operations, the adjoining regions and the national level. In the context of mining, sustainable actions are defined as ones that continue to make positive impacts well beyond the end of company involvement.

CSD actions complement and do not replace management strategies designed to avoid or mitigate adverse impacts to local communities, government and stakeholders. The first responsibility of the Business Unit is to avoid or mitigate business activities that may cause harm (see External Affairs and Social Performance Management Standard).

Unlike impact management, which involves anticipating, avoiding and/or mitigating impacts, CSD actions are based on the concept of "outcome-based management" – that means developing actions to achieve positive outcomes for sustainable development. Sustainable development aims to use natural resources to meet the needs of all people, without compromising future generations and the environment.

The 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) represent the world's plan of action for social inclusion, environmental sustainability and economic development. Targets for delivering specific outcomes by 2030 have been set across 17 goals. The [Mapping Mining to the Sustainable Development Goals: An Atlas](#) provides specific examples and guidance on how mining companies can contribute.

## Guidelines, Toolkits and More Information

[Columbia Center on Sustainable Investment & UNDP, Mapping Mining to the Sustainable Empowered lives. Resilient nations Development Goals: An Atlas, 2016](#)

[Danish Institute for Human Rights \(DIHR\), The human rights compliance assessment tool contractors and supply chain, 2016](#)

[IFC, A Guide to getting started in Local Procurement: For companies seeking the benefits of linkages with local SMEs., 2011](#)

[IFC, Strategic Community Investment, 2010](#)

[ICMM, Community Development Toolkit, 2012](#)

[ICMM, Making a positive contribution to the SDGs](#)

[IPIECA, Social investment across the oil and gas project life cycle, 2017](#)

[IPIECA, Local content: A guidance document for the oil and gas industry, 2016](#)

[IPIECA Guidance on Community Development Agreements, CSR, draft, 2018](#)

[Minerals Council of Australia/Cardno, \(2018\) \*Sustainability in Action: Australian Mining and the United Nations Sustainable Development Goals\*](#)

[Perrine Toledano, Sophie Thomashausen, Nicolas Maennling, and Alpa Shah, "A Framework to Approach Shared Use of Mining-Related Infrastructure," Columbia Center on Sustainable, Investment, Columbia University, 2014](#)

[The International Institute for Sustainable Development, Local Content Policies: Stimulating direct local employment, 2018](#)

[UNSTATS, \(2017\). E-handbook of SDG indicators](#)

# Contribution to Sustainable Development Standard

## Purpose

To establish the minimum requirements to leverage positive economic, environmental and social contributions in the communities, regions and societies where we work that are locally acceptable, contribute to local aspirations and interests, and improve the quality of life.

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

- 1.1.1 The General Manager of the Business Unit has accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit is responsible for implementing all the requirements set forth in the standard.
- 1.1.2 All CSD activities must be conducted by adequately skilled, experienced and resourced personnel.
- 1.1.3 Business Units will ensure that locally and culturally appropriate dialogue and engagement methods and mechanisms are established with communities, government and stakeholders to listen, share information and collaborate. The results of dialogue and engagement are essential inputs into all phases of this standard.

#### 1.2 Context, impact and opportunity assessment

- 1.2.1 Implement a Context and Impact Assessment to serve as the outline for the CSD Plan as per EA&SP Management Standard.
- 1.2.2 Complete stakeholder analysis as per the Communities Standard, including analysis of existing local organisational capacities and capabilities for sustainable development actions.
- 1.2.3 Utilise existing baseline studies, impact assessments and community engagement registers to identify and align opportunities to leverage CSD across four categories: Collaborative management of socio-economic change, local employment and supplier opportunities, shared infrastructure and partnerships on shared interests.
- 1.2.4 Review external examples and best practice in the four categories of sustainable development actions to inform planning.
- 1.2.5 Review requests for ad hoc charitable contributions against opportunities in the four categories and broader regional development objectives.
- 1.2.6 Review local and regional development planning documents and engage with all groups involved in planning to identify synergies and opportunities for collaborative action and partnerships. Regional development plans and partnerships may be supported via Business Unit operational processes and/or allocation of funds.

### **1.3 Collaborative management of socio-economic change**

- 1.3.1 Based on the Context and Impact Assessment, identify mitigation strategies that require collaboration with external stakeholders to manage the causes or consequences of socio-economic change induced by the Business Units.
- 1.3.2 Carry out an identification and analysis of risks of collaborative management and the define mitigations and controls.

### **1.4 Local Employment and supplier opportunities**

- 1.4.1 Via collaboration across Human Resources, operations, Procurement and EA&SP, consider the medium-term demands of the project, the needs of the interrelated industries, existing local capacity and stakeholder expectations to identify opportunities for local content activities.
- 1.4.2 From the opportunities analysis, select local content activities that have the potential to optimise development opportunities in alignment with other CSD strategies throughout the mine lifecycle.
- 1.4.3 Carry out an identification and risk analysis of local content strategies (e.g. economic dependency, corruption risks, etc.) and define mitigations and controls.

### **1.5 Shared Infrastructure opportunities**

- 1.5.1 Identify risks for infrastructure strain based on the Context and Impact Assessment.
- 1.5.2 Identify and assess opportunities for shared or multi-purpose use of infrastructure required by the Business Unit and the Communities.
- 1.5.3 Carry out an identification and risk analysis of sharing infrastructure and define mitigations and controls.

### **1.6 Shared Interests identification**

- 1.6.1 Identify and assess the thematic areas (issues of shared interest) where there is potential for partnerships between companies and other stakeholders to enhance the positive contribution to CSD actions.
- 1.6.2 Assess potential multi-stakeholder partnerships based on the organisations/counterparts needs, purpose and potential to contribute to sustainable development. Assess potential on their actual contribution and track record, the willingness to invest time and relevant resources as well as the necessary skills for collaborative action.
- 1.6.3 Carry out an identification and risk analysis of each multi-stakeholder partnership and define mitigations and controls.

## **2 Planning**

### **2.1 Design for sustainability**

2.1.1 Ensure CSD actions and partnerships meet the following criteria:

- Reflect and align with the aspirations of local communities and society for their own economic and social development;
- Designed and implemented based on engagement, dialogue and participation with relevant stakeholders, including the participation of women and vulnerable groups;
- Culturally appropriate, equitable and do not favour any segment of the local community and host society;
- Roles and responsibilities in collaborative partnerships are transparent and aligned with the scope of capacities and authorities held by each of the participating organisations;
- Measurable outcomes, monitoring and evaluation processes, proactive internal and external reporting and a commitment to continuous improvement;
- Designed for long-term sustainability and community ownership beyond the expected life of mine;
- Consider alternative funding sources (resources available from external sources); and
- Build on/avoid replacing existing capacities and responsibilities and, where relevant, increase the capacity of local organisations and government.

### **2.2 Collaborative management of socio-economic change**

2.2.1 Collaborate with key stakeholders to develop a strategy and action plan with clear and measurable outcomes. Consider strengthening of local government and stakeholder capacity to participate actively in impact mitigation.

### **2.3 Local employment and supplier opportunities**

2.3.1 From the opportunity assessment, design Local Employment and Local Procurement programs and assign partner roles (including contractors) to address local content challenges.

2.3.2 Set up the organisation to deliver local content value (such as procedures for procurement and contracting, strategy to communicate opportunities, involvement of contractors and leading suppliers, etc).

### **3 Performance**

#### **3.1 Monitoring and evaluation of Contribution to Sustainable Development actions**

- 3.1.1 Establish measurable and shared indicators and monitoring and evaluation procedures for each CSD action. Indicators should measure the efficiency of the work process; the effectiveness of the outcomes; and the added value of collaborative management to the outcomes leveraged through multi-stakeholder partnerships.
- 3.1.2 Establish a collaborative monitoring plan to track the indicators.
- 3.1.3 Review, update and report on outcomes periodically with key internal and external stakeholders. Assess what worked and what did not work so well to improve the CSD plans or partnerships.

### **4 Reputation**

#### **4.1 Communication**

- 4.1.1 Report to communities, government and stakeholders annually, in culturally appropriate ways and in line with national and global SDG indicators.
- 4.1.2 Regularly communicate examples of CSD through the Sustainability Report, website and other channels as appropriate.

## 16 Sponsorships and Donations Standard

OceanaGold (OGC) is committed to working with our communities and recognises the importance of leaving behind a positive legacy. Our Sponsorship and Donation program is one of the mechanisms used to support organisations and initiatives that benefit our local communities and support our commitment to being a good neighbour. In other words, Sponsorships and Donations are not the only way OGC provides social investment but are tools in the overall approach to enhancing positive contributions and benefits.

This standard is to be implemented in a way that is consistent with the Contributions of Sustainable Development Standard. One-off donations typically have limited impact. Donations made as part of a focused and planned approach to contributing to sustainable development can have greater positive impacts.

Sponsorships can provide a way for OGC to build and promote the corporate brand with strategic marketing opportunities. At OGC we choose groups and events that align with our values.

Sponsorships and Donations can be a form of bribery and corruption if they provide an Improper Benefit to OGC. So, we also need to take steps to identify and address potential risks before we make a Sponsorship or Donation. These steps include an initial risk assessment and further investigation if red flags are identified.

The key process points are outlined in the flow chart below.

A **donation** is a single payment/s and/or provision of in-kind support which are not subject to a sponsorship agreement. Donations are voluntary contributions made by OceanaGold to an Outside Party for a charitable purpose, where the Company receives nothing tangible in return.

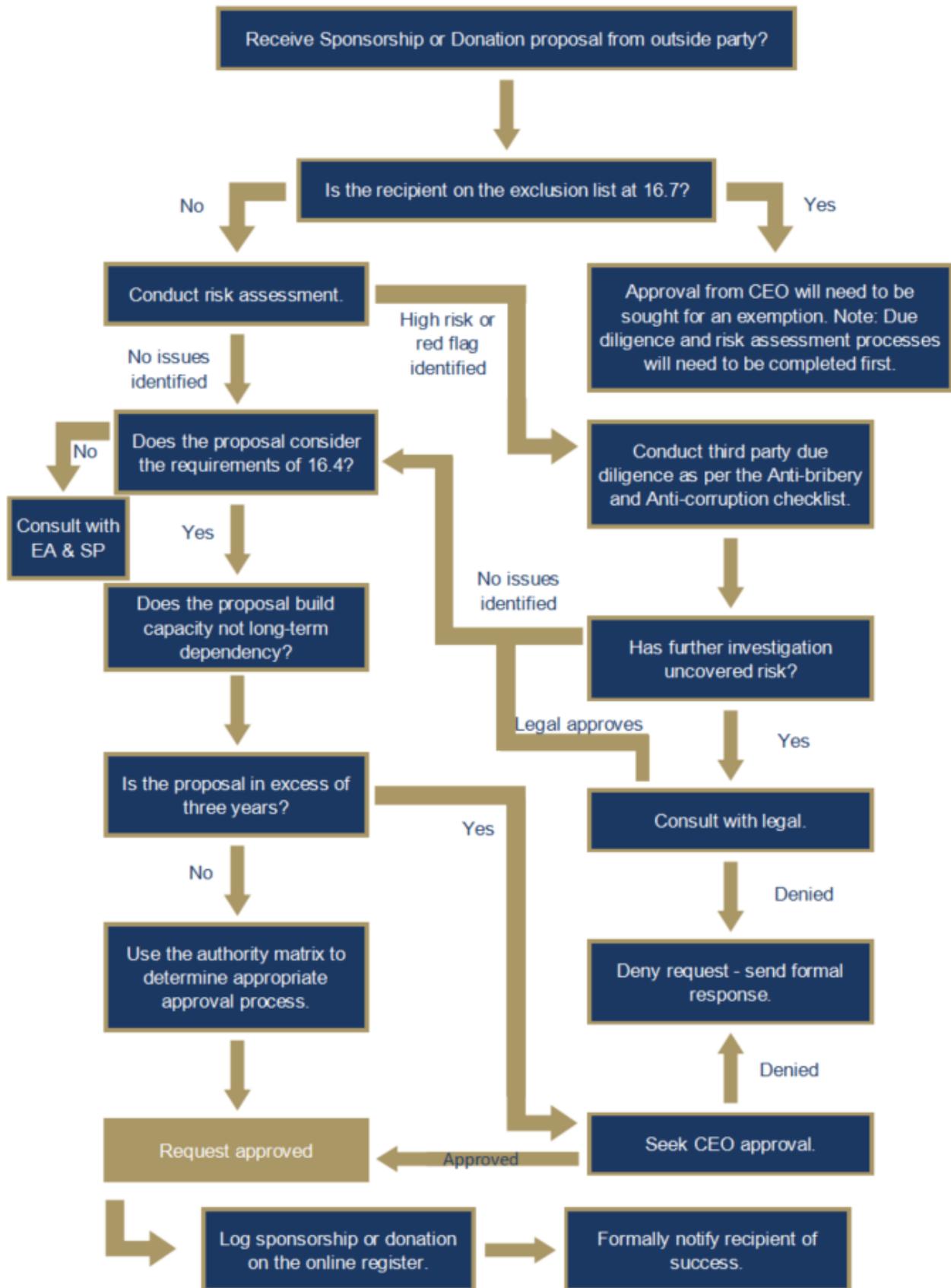
**In-Kind** support is any non-financial activity e.g. meeting room use, printing, use of equipment, employee volunteer activities etc.

**Long-term dependency** is a situation where a local community or region relies heavily on the Sponsorship or Donation provided by OGC, in other words, when a community group or organisation could not exist in the long-term without the assistance of OGC. Instead the Sponsorship and Donation should seek to enhance or strengthen a group's ability to support itself, if assistance for an extended period of time.

An **Outside Party** means any person, outside of OceanaGold and includes individuals, employees or representatives of private organisations (e.g. suppliers), Government Officials or someone that is associated with a Government Official.

A **sponsorship** is either a single or longer-term payment and/or provision of in-kind support detailed in a written agreement. Sponsorships include any contributions of anything of value towards an event, initiative, organisation or other promotional platforms which are owned or organised by an Outside Party. Generally, not linked to a specific business objective or target and does not involve reciprocity other than branding or promotional acknowledgement.

# Sponsorship and Donation Flowchart



# Sponsorships and Donations Standard

## Purpose

To establish the minimum requirements to ensure any support from Sponsorships and Donations provided by OceanaGold Corporation and its subsidiaries (OGC) contribute to OGC's purpose of mining gold for a better future

## Minimum Standards

### 1 Context

#### 1.1 Responsibility, organisation and resourcing

1.1.1 The General Manager of the Business Unit has accountability for implementing this standard. Responsibility for its implementation will be delegated to designated persons. Unless otherwise noted, the Business Unit is responsible for implementing all the requirements set forth in the standard.

1.1.2 Business Units shall develop a written procedure to describe the process for allocation, authorisation and distribution of all Sponsorships and Donations (both financial and in-kind). The written procedure shall:

- Comply with the OGC Anti-bribery & Anti-corruption Policy and Standard, including requiring:
  - An initial risk assessment on any proposed Sponsorship or Donation to an Outside Party; and
  - Due diligence on the Outside Party receiving the proposed Sponsorship or Donation (in the form required by the standard), if the initial risk assessment results in a high-risk rating.
- Require all Sponsorships and Donations provided by the Business Unit or Division to be recorded in the Sponsorship and Donation Register regardless of value or approval. Information recorded in the Register must include:
  - Request or proposal documents;
  - All supporting documents for final decision, including criteria; and
  - Final costing and spend.
- Be consistent with the OGC Contribution to Sustainable Development Standard in relation to leveraging contributions and benefits across the categories defines in the Standard.

- Include an evaluation process that includes consideration of:
  - Potential reputational impacts and risks, both positive and negative to OGC (risk assessment);
  - Potential business integrity risks to OGC, including:
    - Bribery and corruption; and
    - Potential, perceived or actual conflicts of interest;
  - The reputation of the organisation requesting sponsorship (due diligence);
  - The extent the Sponsorship or Donation builds strategic influence and /or recognition in the host Country, Community or target stakeholder;
  - Enhancement of positive opportunities as per the Contribution to Sustainable Development Plan; and
  - How the Sponsorship or Donation improves capacity and aligns with local/regional civil society and/or government initiatives.

## 2 Planning

### 2.1 Intent of Sponsorships and Donations

2.1.1 Sponsorships and Donations shall meet the intent of OGC to build capacity, not long-term dependency in the communities in which we operate (see definition below)

2.1.2 Sponsorships and Donations shall support one or more of the following categories:

- Community Health and Safety
- Employment and Training
- Education opportunities
- Environment protection or enhancement
- Business Development
- Traditional art and local culture (including sport)
- Infrastructure

### 2.2 Authorisation of Sponsorships and Donations

2.2.1 The authorisation of all Sponsorships and Donations shall be made by the relevant General Manager or EXCO Member as described within the [Authority Framework](#). When the General Manager has insufficient authority, the appropriate EXCO member shall be named as the approver.

2.2.2 Approval shall be sought from the CEO if any of the below criteria occurs:

- The Sponsorship or Donation exceeds the budgetary or approval threshold as defined in the Authority Framework;
- The Sponsorship or Donation is provided for longer than a three-year period; and/or
- The Sponsorship or Donation is included in the restricted list noted below at 2.2.3.

2.2.3 Unless authorised by the CEO, Sponsorship and Donations shall not be made to:

- Religious organisations (except in relation to programs offered by the welfare branches of religious organisations);
- Political parties or campaigns;
- Third Party advertising for products and services;
- Individuals; or
- Funding bodies without a specific purpose, charter or registration.

2.2.4 A process to communicate the decision to applicants shall be defined to ensure a consistent approach.

2.2.5 Successful recipients of sponsorships shall submit information to OGC detailing the following:

- A description of activities and achievements;
- Budget and allocation of the sponsors funds/services; and
- An assessment of value to the sponsor.

### **3 Performance**

#### **3.1 Monitoring and evaluation of Sponsorships and Donations**

3.1.1 Compliance with the Sponsorships and Donations procedure shall be audited at least every 3 years.

3.1.2 Corporate EA & SP will maintain and monitor the Corporate Sponsorship and Donations register and provide the associated reports required for data monitoring.

3.1.3 Reporting of Sponsorship and Donations shall occur on a monthly basis in alignment with internal reporting requirements or as needed.

### **4 Reputation**

#### **4.1 Communication**

4.1.1 Report to communities, government and stakeholders annually, in culturally appropriate ways.

4.1.2 Regularly communicate examples of Sponsorship and Donations through the Sustainability Report, website and other channels as appropriate.

## Annex 1: Definitions

Term	Definition
<b>Adaptive Management</b>	A systematic process for continually improving management policies and practices by learning from the outcomes of operational activities; often referred to as 'do-monitor-evaluate-revise.'
<b>Affected Community</b>	Local community groups that are subject to potential impacts from the activities of an operation, a project, exploration or any related activity. Also see Local or Host Community
<b>Anthropology / Anthropologist</b>	Anthropology is the science that uses specialist methods to better understand the origins, cultural development, physical development, livelihood patterns, social customs and beliefs, kinship and heritage of people and social groups. An anthropologist is a person qualified to apply these specialist methods, assess findings and make management recommendations appropriate to context.
<b>Archaeology / Archaeologist</b>	Archaeology is the study of human activity in the past, primarily through surface surveys and excavations. This includes the recovery and analysis of artefacts and can also include describing cultural landscapes as part of the archaeological record. An archaeologist is a person with appropriate qualifications to conduct an archaeological survey, assess findings and make recommendations.
<b>Archaeological Site</b>	Concentrated and patterned physical remains of past human activity, especially human settlement. A site may include artefacts, plant and animal remains, structural remains and surface and soil features. Sites may be underwater, including shipwrecks and flooded habitation sites. Although all sites, including isolated finds, are a record of human activity, the importance of an archaeological site may vary widely according to site type and condition, and usually cannot be determined based on surface examination alone.
<b>Area of Influence</b>	The social and environmental landscape affected in some way by the activities that an operation undertakes and/or controls and whose ongoing viability depends significantly on the operation and whose goods or services are essential for the successful operation of the operation.
<b>Artefact</b>	An object that is created by human activity often found as part of an archaeological site or isolated archaeological find. Most archaeological artefacts lose substantial cultural and scientific value when removed from their 'context' in the ground. Archaeological artefacts, in context or not, are most often the property of national governments. Their scientific collection and use are controlled through a permitting process administered by heritage authorities. National law and international treaty forbid the sale and export of archaeological artefacts.
<b>Artisanal And Small-scale Mining (ASM)</b>	Mining by individuals, groups, families or cooperatives with zero, minimal or small-scale mechanisation, often in the informal economy and more likely to occur in developing economies.
<b>Assurance</b>	Authorised process that checks for compliance against legislative requirements, other internally and externally required obligations, and the adequacy of its forward-looking planning and resourcing to mitigate risk.
<b>Baseline Data</b>	Data gathered to describe the conditions that exist before activity is undertaken that may introduce data distortions or trends. See also Socio-economic Knowledge Base
<b>Behaviour-based Training</b>	Behaviour-based training which is often described as a bottom-up approach (frontline employees), with top-down support from leaders. A behaviour-based approach promotes interventions that are people-focused and often incorporate one-to-one or group observations of employees performing routine work tasks, setting goals carefully and giving timely feedback on behaviours, coaching and mentoring. The initiatives have a proactive focus, encouraging individuals and their work groups to consider the potential for incident involvement and to assess their own behaviours. It is based on solid principles about engaging, motivating, assisting, reinforcing and sustaining good behaviours. It takes a systematic approach, examining the motivation underlying behaviours, in order to increase responsible behaviours. And is an ongoing effort; not 'once-off' provisions, but a new way of working that the team leader must continually promote for sustainable, positive results.

<b>Benefits</b>	Benefits from resource extraction extend to many areas, including tax, royalty, rent, dividend and finance interest distributions, local and national employment, local and national procurement, shared infrastructure and much more. In the case of local consent arrangements, benefits are discretionary contributions (in contrast to non-discretionary compensation) of a monetary and/or in-kind nature contributed to affected communities within the area of influence, with the aim of improving the affected community's standard of living, livelihoods and general wellbeing in a locally appropriate way. The contributions can be made unilaterally or via a formal negotiated local-level agreement and need to be publicly disclosed consistent with anti-corruption and anti-bribery requirements.
<b>Benefits-Sharing</b>	Benefits, often negotiated, arising from the activities of OceanaGold that have a strong element of mutual advantage to the operation, project, exploration or any related activity and to affected community groups; e.g. the creation of local jobs within safe working environments; the diversification of income-generating opportunities; technology transfer; improvements in local infrastructure; better access to finance and markets for small and medium-sized local businesses; payments for environmental services and various forms of distribution of company revenues.
<b>Bribery</b>	An offer or receipt of any gift, loan, fee, reward or other advantage to or from any person as an inducement to do something that is dishonest, illegal or a breach of trust in the conduct of engagement and/or business.
<b>Business Unit</b>	An operational entity, development project or exploration tenement and/or associated infrastructure managed by a resource sector business. Older terminology often referred to "Sites".
<b>Broad-based Support</b>	Publicly expressed written, spoken or other forms of endorsement from a broad range of stakeholder groups and people in support of a company's presence and activities. Support may be expressed by individuals and/or through their recognised representatives and can be broad-based even if some stakeholder individuals or groups object to the presence of OceanaGold.
<b>Capacity Building</b>	Developing and strengthening the skills, abilities, qualifications and experiences of individuals and social groups.
<b>Chance Find Procedure</b>	A procedure that outlines what will happen if previously unknown heritage values, particularly archaeological features, are encountered during operations, development, exploration or related activities. The procedure includes record keeping and expert verification, chain of custody instructions for movable finds, and clear criteria for temporary work stoppages that could be required for protection of the finds.
<b>Civil Society Organisation</b>	See Non-government Organisation
<b>Collaboration</b>	Collaboration is the act of working together to produce a piece of work or towards shared goals. Mining companies can employ different methods to foster greater collaboration between stakeholders (Deloitte's 2017 Tracking the Trends report): Address (cumulative) impacts: Engage other parties needed for effective collaboration or coordination to propose, implement and monitor mitigation. Build long-term solutions: Develop long-term views to solve societal issues that will benefit the business. Link societal outcomes to business success: Consider including social issues in project planning, develop cross-functional teams that are well versed in business and societal issues. Measure social outcomes: Acknowledge the benefits of properly addressing community and government concerns. This could be through community impact studies to measure the factors, including job creation, professional satisfaction and financial and physical security. Align with government: Work with the government to find ways to support broader local, regional and national development.
<b>Communicable Diseases (Also Infectious Diseases)</b>	Illnesses that are attributable to specific infectious agents or their toxic products that arise through transmission of these agents or their products from an infected person, animal or inanimate reservoir to a susceptible host. Examples include water-borne, water-related, food-borne, respiratory diseases and sexually transmitted diseases.
<b>Communication</b>	Transfer of information about an actual or proposed event, activity or process from one party to another with no expectation of response.

<b>Community Asset Base</b>	A community's stock of tangible and intangible physical, economic, human, social and natural capital.
<b>Community Development</b>	Community group economic, social and cultural development – a process by which community groups improve their social cohesion and effectiveness, their quality of life, meaningful decision making and greater long-term control over their future living conditions.
<b>Community, Communities, Community Groups</b>	A group of interacting people with common interests and values who are directly affected by a company activities, generally inhabiting or having land connections in the immediate or surrounding areas. The word community implies that there is a single, unified social identity and ethos among all people living in a geographic area. 'Community groups' (or social groups) is recommended as a more useful term because there are usually more than one such group sharing a common domain. See Also Local, Host or Affected Community
<b>Complaints and Grievance Mechanism</b>	A formal, legal or non-legal (judicial/non-judicial) process to address complaints that can be accessed by individuals, workers, communities and/or civil society organisations who are or feel they are being negatively affected by the activities of a project or business.
<b>Compensation</b>	Payment in cash or in-kind for loss of, disruption of access to or damage to an asset or a resource that is acquired or affected by a project.
<b>Compensation Framework</b>	An upfront (preferably government-endorsed) framework agreed between a company and affected peoples and/or their representatives for determining and awarding compensation. It 1) identifies all affected people and social groups; 2) provides an inventory of affected assets; 3) describes the methods applied for valuing land and other affected assets at full replacement value; 4) indicates the kinds and rates of compensation to be paid; 5) outlines a schedule of land and assets and compensation items and payments; and 6) describes the process whereby affected people and social groups can appeal valuations they deem to be inadequate.
<b>Complaint</b>	A general expression of dissatisfaction with a situation or the behaviours of the business. Generally, a complaint will be able to be managed within the business and is resolved internally and at the first level.
<b>Concern</b>	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.
<b>Conflict-affected Areas</b>	Conflict-affected areas are identified by the presence of armed conflict or social conflict, widespread violence or other risks of harm to people. Armed Conflict: A contested incompatibility which concerns government and/or territory where the use of armed force between two parties, of which at least is the government of a state. Social Conflict: Where social, economic, environmental and labour issues, manifesting as protest, can escalate into violence.
<b>Conflict Analysis</b>	The deliberate study of the causes, actors and dynamics of conflict. Conflict analysis helps mining companies understand the larger dynamics of conflict in the areas where they operate; how their operations may exacerbate or hinder drivers to conflict; and how the drivers may impact their operations.
<b>Conflict of Interest</b>	A compromised ability to perform primary duties due to conflicting other interests. Conflicts of interest may take place at an individual or an institutional level.
<b>Consensus</b>	An outcome from group decision making in which the group develops an agreement that is good enough (though not necessarily perfect or 100% supported) such that all the people involved are willing to acquiesce to it.
<b>Consultation</b>	Consultation is a process of dialogue between a company and the affected communities and stakeholders. The consultation process should be undertaken in a manner that is inclusive and culturally appropriate and provides affected community people and groups with opportunities to express their views on social risks and impacts and mitigation measures of our activities, allowing us to consider and respond.

<b>Consultative Committee / Board</b>	A group of individuals elected or chosen, preferably by the constituents of the group they represent, to be members of a governing body tasked with specific responsibilities. Whereas the term "Board of Directors" usually refers to corporate entities, the term "Committee" is used more broadly to refer to the oversight of a range of local-level activities.
<b>Continuous Improvement</b>	Ongoing effort to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.
<b>Corruption</b>	The abuse of entrusted power for private gain. Corruption can include acts committed at high levels of government that distort policies or the proper functioning of the state, everyday abuse of trust and power by low- and mid-level public officials in their interactions with ordinary citizens, or the manipulation of policies, institutions and rules of procedure in the allocation of resources and finance by political decision-makers.
<b>Cultural and Intellectual Property Rights</b>	A right to own and control cultural and intellectual property; to benefit commercially from the authorised use of that property; to enjoy full and proper attribution and to commercialise these in accordance with statutory or traditional laws and customary obligations.
<b>Cultural / Local Awareness Training</b>	Training which aims to develop OceanaGold's workforce and visitor awareness of the local and cultural dimensions of social values and interactions in the areas in which they operate.
<b>Cultural Heritage</b>	Legacy of the physical artefacts and intangible attributes of a community group or society that are inherited from past generations, maintained in the present and passed on for the benefit of future generations. Specific values and features can be burial sites, performance grounds, rock art, waterholes, landscapes and other physical manifestations of mythological or historical events, remains of archaeological, industrial, palaeontological, historical, religious, scientific and/or cultural significance at a local, regional, national and/or international level.
<b>Cultural Heritage Management System (CHMS)</b>	A management system that ensures conformance with cultural heritage management expectations and is designed to minimise the risk of damage to cultural heritage features and the resulting reputational or legal harm to OceanaGold and its owners.
<b>Cumulative Impact Assessment</b>	Identifies cumulative impacts in a company's areas of influence from its own and other actual and proposed activities and outcome possibilities.
<b>Cumulative Impacts</b>	The successive, incremental and combined impacts of one or more projects (existing, current and foreseeable future projects) on society, the economy or the environment. They can result from the aggregation and/or interaction of impacts within a social or environmental system and are defined from the perspective of the people or environment experiencing them.
<b>Customary Use (of Land and Resources)</b>	Patterns of longstanding land, water and other natural resource use in accordance with customary norms, law and traditions, including seasonal, cyclical and shared use.
<b>Cut-off Date</b>	Date of completion of census and possessions inventory of persons and social groups affected by a proposed operation or project. Persons and groups who take up occupation of land in the area of influence after the cut-off date are generally not eligible for compensation and/or resettlement assistance. Similarly, fixed possessions (such as built structures, crops, fruit trees and woodlots) established after the date of completion of the inventory, or an alternative mutually agreed-upon date, are not eligible for compensation.
<b>Dependency</b>	A situation where a local community or region depends heavily on one company or industry, in other words, when a high proportion of people in the region work for that company or industry. See long-term dependency.
<b>Dialogue</b>	The word dialogue is used in common language to refer to people who are having a meaningful discussion. Even in its common parlance the word dialogue implies a level of seriousness and formality. It is used professionally to refer to a deliberate, disciplined and methodical discussion between two or more people or groups of people on topics in which the parties have divided opinions and interests.

<b>Disadvantaged, Marginalised Or Vulnerable Individuals Or Social Groups</b>	Individuals or social groups who, because of their vulnerable or disadvantaged status, could experience adverse effects differently and/or more severely than others. Such status may be associated with race, ethnicity, culture, (skin, hair and eye) colour, sex, language, gender, religion, sickness, physical or mental disability, poverty, historic disadvantage, political or other opinion, national or social origin, birth or other status and dependence on unique natural resources.
<b>Discrimination</b>	Discrimination is prejudiced, altered treatment of a person, team or group because of a real or perceived quality. Discrimination in the workplace involves making decisions as to promotion, workload, praise, recruitment and discipline based on the decision-maker's own views on the relative worth of the real or perceived quality. Common areas where employees may find themselves discriminated against at work include gender, sexual orientation and race.
<b>Displaced Persons</b>	People whose access to a location for residential, environmental, economic and occupational activities is curtailed or limited by new infrastructure and/or the activities of a company.
<b>Dispute</b>	A community complaint that has escalated to the point where there is fundamental disagreement on allegations and structured investigation is required.
<b>Diversity</b>	Diversity at OceanaGold refers to the diverse thinking, skills, experience, perspectives and working styles of all people from a wide range of backgrounds. Diversity includes, but is not limited to 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.
<b>Donation</b>	A single payment(s) and/or provision of in-kind support which are not subject to a sponsorship agreement. See Sponsorship. Donations are voluntary contributions made by OceanaGold to an Outside Party for a charitable purpose, where the Company receives nothing tangible in return.
<b>Due Diligence</b>	Due diligence is an investigation a person or company would conduct before signing a contract or before making an acquisition, especially in situations where there may be some risks. In SIA, due diligence refers to much the same concept except with more reference to the UNGP Principle 17 which states that "In order to identify, prevent, mitigate and account for how they address their adverse human rights impacts, business enterprises should carry out human rights due diligence. The process should include assessing actual and potential human rights impacts, integrating and acting upon the findings, tracking responses and communicating how impacts are addressed."
<b>Economic Displacement</b>	Loss of assets or access to assets that leads to loss of income sources or other means of livelihood' (IFC PS 5, 2015). It can be permanent or temporary (for example, when affected persons lose temporary access to a portion of their fields during the construction of an access road).
<b>Elders/Elderly</b>	People who have reached a stage of life whereby they are deemed by the rest of their social group to have accumulated life lessons and wisdom beyond that of most of the rest of the population. They are often regarded as important repositories of inter-generational social knowledge. The actual age transition to Elder/Elderly status can vary widely between and within social groups.
<b>Employment (Direct, Indirect, Induced)</b>	Employment created that can be measured as direct (those employed by OceanaGold directly), indirect (those employed in supplying inputs to OceanaGold) and induced (those employed to provide goods and services to meet consumption demands of additional directly and indirectly employed workers).

<b>Environmental and Social Impact Assessment (ESIA)</b>	<p>Environmental Impact Assessment is a formal process used to predict the likely environmental consequences (positive or negative) of a plan, policy, program or project prior to implementation, usually as part of the regulatory (environmental licensing) procedure.</p> <p>Social impact assessment is the process of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Its primary purpose is to bring about a more sustainable and equitable biophysical and human environment.</p> <p>An ESHIA differs from an EIA for its generally more comprehensive and inclusive approach to evaluating potential impacts, such as on public health, and other features such as an ecosystem services approach to assessing biophysical and community impacts.</p>
<b>Equal Opportunity</b>	<p>Equal opportunity means that all people will be treated equally or similarly and not disadvantaged by prejudices or bias. This means that the best person for a job or a promotion is the person who earns that position based on qualifications, experience and knowledge. Workplace diversity values everyone's differences.</p>
<b>Equator Principles</b>	<p>A risk management framework voluntarily adopted by the Equator Principles Financial Institutions (EPFI) for determining, assessing and managing social and environmental risks in the operation, project, exploration or any related activity developments they fund. The principles align to the IFC Performance Standards and are primarily intended to guide due diligence and responsible decision making.</p>
<b>Ethnography / Ethnographic</b>	<p>A branch of anthropology involving direct contact and the study of social groups, seeking to analyse and describe their characteristics as a distinct group in their overall social and environmental context.</p>
<b>External Affairs</b>	<p>Typically, we function responsible for managing engagement and relationships with strategic stakeholders, including government, civil society, industry groups, etc. Usually includes internal and external communications.</p>
<b>Evaluation</b>	<p>The systematic and objective assessment of ongoing or completed activity, program or policy design, implementation and results. The aim is to determine the relevance and fulfilment of objectives in terms of efficiency, effectiveness, impact and sustainability.</p>
<b>Facilitation</b>	<p>A process used to help a group of people or individuals have constructive discussions about complex or potentially controversial issues. A facilitator provides assistance by helping to set ground rules for discussion, ensuring effective two-way communication, fostering creative options and keeping the involved groups focused and on track.</p>
<b>Feedback Loops</b>	<p>A feedback loop is a concept found in systems theory. Feedback loops provide information to an organisation about system successes and problems. By monitoring for feedback loops, an organisation can either reinforce the inputs or throughputs that relate to the success or correct the problem if the feedback is negative.</p>
<b>Focus Group</b>	<p>An interviewing technique in which selected respondents are interviewed in a group setting about selected discrete matters.</p>
<b>Forced / Compulsory Labour</b>	<p>Any work carried out by a person involuntarily under threat of negative consequences if they do not comply. This covers any kind of compulsory or indentured labour, or similar contract arrangements.</p> <p>See also Human Trafficking</p>
<b>Freedom of Association</b>	<p>The right of workers, employees and social groups to join organisations of their own choosing without authorisation. The institutions so formed have the right to draw up their own constitutions and rules, freely elect representatives, organise their own administration, formulate their own programs and join larger confederations without interference or threat of dissolution or suspension from public authorities.</p>
<b>Free, Prior and Informed Consent (FPIC)</b>	<p>A term encapsulating the principle that all development proposals affecting Indigenous Peoples should only proceed with their freely given consent and that all relevant information about the proposal should be available to them before they provide their consent. FPIC can have legal and definitional ambiguity and is generally implemented as defined in the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) and IFC Performance Standard 7 (IFC PS7) Indigenous Peoples.</p>

<b>Gender</b>	Gender refers to the socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. It varies from society to society and can be changed. Also used to describe people that identify or express themselves in ways that broaden the culturally defined behaviour or expression associated with one gender.
<b>Gender Equity</b>	The fair treatment of all, based on the recognition that every identity or expression of gender have different needs, preferences and interests, this may include equal treatment or treatment that is different, but which is considered equivalent in terms of rights, benefits, obligations and opportunities. Equality is the end goal and equity is the means to get there.
<b>Good Faith Negotiation</b>	A documented process of negotiation and outcomes of negotiation that generally involves: (i) a willingness to engage in a process and availability to meet at reasonable times and frequency; (ii) provision of information necessary for informed participation by all parties; (iii) open exploration of key issues of importance; (iv) mutually agreed procedures for the negotiation; (v) willingness to change initial position and modify offers where possible; and (vi) the provision for sufficient time for decision making.
<b>Grievance</b>	Is 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.
<b>Historic District</b>	A contiguous assemblage of historic structures and associated landscape features that constitute heritage values extending over a larger area than any single structure. Temple precincts, graveyards, urban neighbourhoods and sometimes entire villages or towns can be classified as historic districts. Operation, project, exploration or any related construction and/or activity in or near an historic district or structure might require specific design considerations to mitigate 'visual' impacts to heritage values.
<b>Historic or Cultural Landscape</b>	An area where traditional land use patterns have created and maintained landscape features that reflect a particular cultural or vocational presence or historical time period which merits consideration as a heritage value, typically in a non-urban context. This may include culturally important natural features such as sacred lakes, springs, water holes, rivers, hills, mountain ranges, waterfalls, forests and trees.
<b>Host Communities (Asset Context, Also See Local And Affected Communities)</b>	The community group or groups where OceanaGold operates.
<b>Host Communities (Resettlement Context)</b>	Any social or community group receiving displaced persons in circumstances of mining-induced resettlement.
<b>Household Survey</b>	Household surveys are questionnaires that are given to all or a sample of households in a population to help understand the general situation and specific characteristics of households in the population in a given period of time.
<b>Human Rights</b>	Rights and freedoms to which all humans are entitled, as defined in the Universal Declaration of Human Rights adopted by the United Nations General Assembly in 1948 and subsequent updates.
<b>Human Rights Impact Assessment (HRIA)</b>	In the business context, HRIA can be defined as a process for identifying, understanding, assessing and addressing the adverse effects of a business project or activities on the human rights enjoyment of impacted rights-holders such as workers and community members. Engagement with rights-holders and other stakeholders are essential in HRIA. To ensure that human rights are addressed comprehensively, it is important that the content, process and outcomes of the assessment apply and are compatible with international human rights standards and principles.
<b>Human Trafficking</b>	Undertaking the movement of people from their usual place of residence for the purpose of exploitation of labour or for other purposes such as forced prostitution or concubinage. Many countries have specific anti-human trafficking legislation that seeks to extend enforcement beyond their own jurisdiction (e.g. Australian Modern Slavery Act).

<b>ICMM</b>	The International Council on Mining and Metal is an international organisation dedicated to a safe, fair and sustainable mining and metals industry. Bringing together 26 mining and metals companies and 35 regional and commodities associations ICMM aims to strengthen environmental and social performance, serving as a catalyst for change and enhancing mining's contribution to society. The ICMM has developed ten principles to which member companies must adhere.
<b>ICOMOS</b>	International Council on Monuments and Sites dedicated to the conservation of internationally-important monuments and cultural heritage and sites.
<b>International Financial Corporation (IFC) Performance Standards</b>	IFC's Performance Standards that define IFC clients' responsibilities for managing their environmental and social impacts and risks. The 2012 Performance Standards apply to all investment and advisory clients whose assets go through IFC's initial credit review process after 1 January 2012. The IFC standards also effectively set Equator Bank funding conditions.
<b>Impact (Social)</b>	Something that is experienced or felt, in a perceptual or corporeal sense at the level of an individual, social unit (family/household/collectivity) or community/society. Impacts can be negative or positive and can change quickly as operation, a project, exploration or any related activities evolve. By contrast, Social Risk is the uncertainty experienced by an operation, a project, exploration or any related activity through its interactions with community groups, people and stakeholders generally.
<b>Impact Assessment (environment, social, gender, human rights, etc)</b>	Process of assessing and monitoring the intended and unintended consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any change processes invoked by those interventions. Planned mitigation management is often expected in regulatory impact assessment statements, however, operations, projects, exploration or any related activities are advised to do this by way of management plans that derive from the scientific analysis of good data and impact assessments.
<b>Improper Benefit</b>	See definition in Anti-bribery and Corruption Standard.
<b>Inclusion / Inclusive</b>	Policies and institutional arrangements designed to include affected people. While theoretically 'bottom-up' exercises, they are often 'top-down' in practice, using tools designed by policy makers to include affected people and social groups.
<b>Indigenous Peoples</b>	As articulated in IFC Performance Standard 7, broadly defined as a distinct social and cultural group possessing the following characteristics in varying degrees: i) self-identification as members of a distinct cultural group and recognition of this identity by others; ii) collective attachment to geographically distinct habitats or ancestral territories and to the natural resources in these habitats and territories; iii) customary cultural, economic, social or political institutions that are separate from those of the dominant society or culture; iv) their own language, often different from the official language of the country or region of residence.
<b>Informed Consultation and Participation (ICP)</b>	Informed participation involves organised and iterative community group consultation, incorporating the views of affected community groups into decision making processes on matters that affect them directly, such as proposed mitigation measures, the sharing of development benefits and opportunities, and implementation review.
<b>In-kind Compensation</b>	Compensation for losses that cannot be easily valued in monetary terms. In-kind replacement is the preferred form of compensation and should be appropriate to location by reference to precedent and/or government schedules where available.
<b>In-kind Donation</b>	In-kind support is any non-financial activity e.g. meeting room use, printing, use of equipment, employee volunteer activities etc.
<b>In-migration</b>	The movement of people into an area in anticipation of, or in response to, economic opportunities associated with the development and/or operation of a mining activity.
<b>Institution</b>	A public or business structure involving social order, rules and cooperation governing the behaviour of a set of individuals, associated with a purpose beyond the intentions of individual members. The rules can be a combination of formalised, customary and informal elements. Examples of institutions include business entities, tribal councils, government agencies, representative organisations, traditional gatherings, non-governmental organisations and religious and civic organisations).
<b>Intangible Cultural Heritage</b>	Cultural knowledge, innovations and practices of community groups embodied within their traditional lifestyles and (often subconscious) daily activity.

<b>Interests</b>	The needs, hopes, fears and/or motivations that underlie stakeholders' stated goals or preferred outcomes. Conversely, a 'position' is a stakeholder's inflexibly-held outcome expectation. When stakeholders focus on their interests instead of positions it increases the possibility that accommodation, compromise and agreement will be reached that satisfies multiple interests.
<b>Intersectionality</b>	The concept that considers the various forms of social stratification to be interrelated. Initially used to examine the connection between gender and race, it now incorporates analysis of other social identifiers including gender, class, race, ethnicity, age, disability etc.
<b>Involuntary Resettlement</b>	Refers both to physical (residential) displacement and economic displacement as a result of operation, project, exploration related land acquisition. Resettlement is considered involuntary when affected individuals and/or community groups do not have the right to refuse land acquisition that results in their displacement.
<b>International Organization for Standardization (ISO)</b>	Standards developed by independent international organisations recognised globally as reference documents to assist management. These are accessible via the OGC intranet.
<b>Knowledge Base</b>	A knowledge base is a centralised repository where information is stored, organised and then shared. Community Knowledge Base: The economic and community knowledge base comprises community characteristics, socio-economic baselines, impact assessments, social risk assessments, stakeholder analyses. It informs business planning, strategy and decision making based on the types of actors and their resources, logic of production and constraints. It also allows the assessment of social risks and conflicts. A solid knowledge base is continually updated.
<b>Land Acquisition and Access</b>	The process of gaining land access refers to all methods of obtaining land for exploration, mine development and operations on a temporary or permanent basis. This may include outright purchase, expropriation, leases and acquisition of access rights such as easements or rights of way.
<b>Land-connected People</b>	Generic term for social groups that have demonstrated residency and/or spiritual and/or livelihood connections to definable geographic areas that have persisted over more than one generation. This include peoples labelled Indigenous, as well as multi-generational real property owners and others who have an emotional and/or spiritual attachment to the geographic estate in question.
<b>Landowners/Land holders</b>	People who have a financial, customary, historical, spiritual, formally registered, inherited and/or other connection with land, held individually or as part of a collective. Note that these ownership rights may not be exclusive and several people, or social groups, may have some form of ownership rights coincident to the same area.
<b>Large-scale Mining (LSM)</b>	Industrial mining on a scale larger than artisanal and small-scale mining. LSM is typically capital intensive, heavily mechanised and carried out under formal licence conditions.
<b>Legal Owners</b>	Land-connected people who have formal legal rights to land (including statutorily recognised customary and traditional rights) recognised under the laws of the nation in whose territory they live.
<b>Livelihood</b>	A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base.
<b>Local and National Content</b>	Local and/or national content is the proportion of inputs to a product or service (e.g. materials, goods and services) that have been sourced in the country of operation rather than imported from another country. Frequently this also involves local- and provincial-level requirements, often referred to as 'local-local'. Foreign companies can be required to use a certain amount of local and national content to gain the right to operate in a particular place.

<b>Local-Level Agreement</b>	A generalised term for a formal, legally binding contract between an individual, business entity and/or an institution representing a local community group or groups that commits the parties to actions specified in the agreement and may or may not include a government entity as a party. Context-specific examples include Community Development Agreements (CDAs), Impact Benefit Agreements (IBAs) and Indigenous Land Use Agreements (ILUAs).
<b>Local Community</b>	Social groups inhabiting or having land connections within a company's area of influence that are directly affected by its activities. See also Host and Affected Community.
<b>Local / Indigenous Enterprise Development</b>	Enterprise development can cover a wide range of initiatives from supporting the establishment of local/Indigenous business through to growing existing linkages in the supply chain. It may be structured in various ways, for instance as a sole proprietorship or a joint-venture/partnership. It may be for profit or may be for social or cultural purposes. ('Local' in this case is generally narrower than the province, state or nation in which OceanaGold's activity is located).
<b>Long-Term Dependency</b>	A situation where a local community or region relies heavily on the Sponsorship or Donation provided by OGC, in other words, when a community group or organisation could not exist in the long-term without the assistance of OGC. Instead the Sponsorship and Donation should seek to enhance or strengthen a group's ability to support itself, if assistance for an extended period of time.
<b>Management System</b>	A management system is the way in which an organisation manages the interrelated parts of its business in order to achieve its objectives. These objectives can relate to a few different topics, including product or service quality, operational efficiency, environmental performance, health and safety in the workplace and many more. The level of complexity of the system will depend on each organisation's specific context. For some organisations, especially smaller ones, it may simply mean having strong leadership from the business owner, providing a clear definition of what is expected from each individual employee and how they contribute to the organisation's overall objectives, without the need for extensive documentation. More complex businesses operating, for example, in highly regulated sectors, may need extensive documentation and controls in order to fulfil their legal obligations and meet their organisational objectives.
<b>Materiality</b>	Material topics are the organisation's significant economic, environmental and social impacts or aspects that substantively influence the assessments and decisions of stakeholders. Material topics for an organisation should include those topics that have a direct or indirect impact on its ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders, the environment and society at large. These material topics cross a threshold in affecting the ability of the organisations to meet the needs of the present without compromising the needs of future generations.
<b>Mediation</b>	A process through which a third party provides procedural assistance to help individuals or groups in conflict to negotiate solutions to conflicts. Align with standard
<b>Mitigation</b>	The process of devising and implementing processes, procedures and/or changes to a planned intervention in order to avoid, reduce or minimise, or to compensate (offset) for impacts likely to be experienced.
<b>Monitoring</b>	The periodic or continuous surveillance or testing to determine the level of compliance with process or statutory requirements in various media or in humans, plants and animals. Periodic reporting of social and environmental performance as part of an operations, projects, exploration or any related activity management program, particularly against key social and environmental indicators and targets set out in management plans. Monitoring is the systematic process of collecting, analysing and using information to track a program's progress towards reaching its objectives and to guide management decisions. Related to social impact assessment, monitoring can refer to a process of checking for compliance to conditions of consent for a planned intervention to go ahead, but also to the process of ongoing testing to determine that there are no unanticipated impacts.
<b>Mutual Agreement</b>	All parties agree to the outcome.

<b>Multi-stakeholder Process (MSP)</b>	MSP is an umbrella term referring to a wide range of processes seeking to achieve social integration between a range of stakeholders; from national round tables through operations, projects, exploration or any related activity engaging with their local stakeholders.
<b>Non-Government Organisations (NGOs)</b>	Self-organised social groups usually with a common interest in particular interests, issues or values, they can also be called Civil Society Organisations (CSOs) or Special Interest Groups (SIGs).
<b>Options Analysis</b>	Analysis to examine feasible options such as alternative project locations, designs or operational processes or alternative ways of dealing with social and environmental effects and associated risks.
<b>Outside Party</b>	Means any person, outside of OceanaGold and includes individuals, employees or representatives of private organisations (e.g. suppliers), Government Officials or someone and is associated with a Government Official.
<b>Public Interest</b>	Information deemed to be in the public interest is any information the public disclosure of which is of benefit to society at large. This may include, for example, information relating to the policies, management and activities of operations, projects, exploration, investors and governments.
<b>Participatory Process and/or Monitoring</b>	Applying methods, adapted to the local context, to facilitate active, informed participation by community group members in making decisions that affect their interests and help verify information to ensure that mitigation measures are appropriate.
<b>Partnership</b>	Alliance -with one or more individuals or organisations- that has a written commitment with clear scope and objectives, joint development of agreed deliverables, sharing of risks and benefits, agreed exit conditions and regular review of the relationship and its programs.
<b>Positive Legacy</b>	Legacies are relevant whenever consequences of one's actions are inherited by future generations of organisational members or societal cohorts. In business contexts, legacy building can take the form of working to ensure the long-term viability of an organisation, leaving the organisation stronger, more productive and more valuable than one found it. Leaving a lasting and sustainable positive legacy to communities means creating value that will outlive themselves, leaving enduring positive environmental, community and public health impacts that remains post-closure for future generations. Providing a positive legacy on a local scale means leaving lasting and sustainable benefits well beyond mining. Mine closure designed to leave a lasting positive legacy requires an approach in which a mine is planned from the outset to become a vehicle for sustainable socio-economic development.
<b>Poverty Line</b>	An income level that is considered minimally sufficient in a specific context to sustain a family in terms of food, housing, clothing, medical needs, education etc. Usually set by government.
<b>Public Hearing or Meeting</b>	An official meeting, open to the public, for the proposed activities of an operation or project to be put on record and to which those present have an opportunity to state their views and have them considered in operation, project, exploration or any related activity design and mitigation measures. In many countries it is a regulatory requirement of EIA and/or SIA.
<b>Qualitative Data</b>	Descriptive, narrative or textual data.
<b>Quantitative Data</b>	Numerical data.
<b>Raw Data</b>	Data collected directly from a source that has not been subjected to processing, "cleaning" by researchers to remove outliers, obvious instrument reading errors or data entry errors, or any analysis and refinement, any other manipulation by a software program or a human researcher, analyst or technician. Also see Primary Data and Secondary Data.
<b>Relocation (also see Resettlement)</b>	Moving an identified socio-economic unit and its tangible assets, such as a village, community group, neighbourhood, household or individual, to another location.

<b>Remedy</b>	In a human rights context, remedies may take a range of substantive forms the aim of which is to counteract or make good any harms that have occurred. Remedy may include apologies, restitution, rehabilitation, financial or non-financial compensation and sanctions (whether criminal or administrative, such as fines), as well as the prevention of future harm in the form of injunctions or guarantees of non-repetition. Align with standard
<b>Replacement Costs</b>	The market value of purchasing land of equal productive use or potential located in the vicinity of the affected land, plus the cost of preparation to levels similar to or better than those of the affected land, and transaction costs such as registration and transfer taxes. Should be the same as in the standard
<b>Reputation</b>	A company's corporate reputation is the sum of all the views and beliefs held about the company based on its history and its future prospects, in comparison to close competitors. A company's overall reputation is a function of its reputation among its various stakeholders (investors, customers, suppliers, employees, regulators, politicians, non-governmental organisations, the communities in which the firm operates) in specific categories (product quality, corporate governance, employee relations, etc.).
<b>Resettlement</b>	A comprehensive process of relocation involving planning, displacement impact analysis, livelihood restoration and support for social integration into a new location as a result of operation or project related land acquisition. Can be voluntary or involuntary; the latter occurs when the relocation of displaced people happens without their ability to refuse relocation. Refer to IFC Performance Standard 5. See the standard and guideline
<b>Resettlement Action Plan (RAP)</b>	The document in which an operation, project, exploration or the responsible entity specifies the procedures that it will follow and the actions that it will take to mitigate adverse effects, compensate losses and provide development benefits to persons and community groups affected by land acquisition for operation, project, exploration or any related activity development purposes. This is known as the land access and/or resettlement management plan.
<b>Resettlement Relocation Assistance</b>	Support provided to people who are physically displaced by an operation, project, exploration or any related activity development. Assistance may include transportation, food, shelter and social services provided to affected people during relocation. Assistance may also include cash allowances that compensate affected people for the inconvenience associated with resettlement and defray associated expenses such as lost work days.
<b>Responsible Gold Mining Principles</b>	Principles for how gold mining companies should operate set by the World Gold Council and covering labour, environment, community, ASM and other issues.
<b>Risk</b>	The effect of uncertainty of objectives. Uncertainty is the state of deficiency of information related to, understanding or knowledge of an event, its consequences or likelihood. An effect is a deviation from the expected – may be harm or benefit.
<b>Risk Assessment</b>	Risk Assessment is the sequence of steps involved in identifying the risks to the operation with consideration of the consequence and likelihood of the potential harm or loss. It involves risk identification, determination of harm or consequence, evaluation of risks and controls, and monitoring and review of controls. <a href="#">OGC risk matrix/assessment</a>
<b>Risk Management</b>	Coordinated activities to direct and control an organisation regarding risk. Systematic application of policies, procedures and practice to the activities of communicating, consulting, establishing the context, and identifying, analysis, evaluating, treating, monitoring and reviewing risk. <a href="#">OGC risk guideline</a>
<b>Secondary Data</b>	Pre-existing or publicly available data that was originally collected for another purpose than the use it is being employed for now. Frequently means published data. Common sources of secondary data for social science include censuses, information collected by government departments, organisational records and data that was originally collected for other research purposes. Also see Raw Data and Primary Data.
<b>Self-determination</b>	All people and self-identifying social groups have the human right of self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development.

<b>Social (or Community) Incident</b>	A distinct event caused by a company's activity that may affect community groups or any of their members, or conversely, a distinct event caused by a community group or any of its members that may affect a company, usually in a negative way. Community incidents can also correspond to environmental, security and safety incidents. Identification and analysis of incidents over time can be used to correct hazards and mitigate risks.
<b>Social Change</b>	Significant structural changes in human interactions and relationships (changes in social practices or discourses) that transform society, cultural and social institutions and well-being of livelihoods: <ul style="list-style-type: none"> <li>• Planned or unplanned</li> <li>• Internal and external sources ("drivers")</li> <li>• Multi-causal</li> <li>• Creates chain reactions: have profound and long-term consequences for society and well-being</li> </ul>
<b>Social Licence to Operate (SLTO)</b>	A much-debated colloquial term referring to an 'intangible social contract' that derives from an operation, project, exploration or any related activities ability to secure broad-based social support by working with community groups and stakeholders, demonstrating to them that it is in everybody's best interest to develop the project or operation and maintain operations. SLTO is intangible, dynamic, non-permanent and must be earned and maintained at operation or project level. Social consent.
<b>Social Mapping</b>	A method of demonstrating the social structures, networks, kinship systems and relative distributions of social and community groups (such as language groups, governing bodies, households and clans); used to map individuals' and community groups' connection to land and/or waters and modes of interaction with these and with each other.
<b>Social Performance</b>	Social Performance is the management of, and outcomes from, operation, project, exploration or any related activity-level behaviours and activities involving direct and local social interactions. It is increasingly recognised as a whole-of-business accountability, a distinct business function and a professional discipline that oversees and supports an asset's mitigation of social risk and activities variously referred to as community relations, corporate social responsibility, social sustainability, social investment and other such terms.
<b>Social Performance Competencies</b>	The competencies required of individuals and operations or projects to effectively undertake Social Performance work to the standards set out by the operation or project, jurisdictional requirements and by lenders as a condition of securing finance.
<b>Social Performance Plan</b>	A plan that is linked or integral to an operation or project plan that details actions to minimise, mitigate, and/or compensate for adverse local social and economic impacts, and identifies opportunities and actions to enhance positive impacts of an operation, project, exploration or any related activity on affected community groups.
<b>Social Risk</b>	The uncertainty arising from the social, socio-economic and/or socio-political interactions of an operation, project, exploration or any related activity that may affect the achievement of an operational or business objective. Social Risks can cause lost or enhanced production, affect development timelines and impact capital expenditure, in turn affecting Net Present Value. Social Risks can also have non-economic ('social licence to operate') consequences with local community groups, government authorities, political office bearers and other stakeholders. For example, poor relationships with local communities can lead to withdrawal of support for establishing or expanding operations or any related activity, making permitting and other consents difficult, costly and potentially impossible. Social Risk and Social Impact are 'different sides of the same coin' and iteratively affect each other.
<b>Social Risk Assessment</b>	A specific risk assessment consistent with an operation's or project's Risk Standard carried out as a stand-alone exercise or part of a more comprehensive risk analysis to identify and rank risks to the operation or project arising from its actual and potential social, socio-economic and/or socio-political interactions. See Risk Assessment
<b>Social Significance</b>	Value attributed to a place, object or practice for its cultural or social relevance, according to social group-defined values.
<b>Socio-economic Knowledge Base</b>	See knowledge base

<b>Sociology / Sociologist</b>	The systematic study of organisations, institutions and societies with a focus on them as self-contained entities or in relation to society. These studies are often undertaken in conjunction with anthropological studies. A sociologist is a person with appropriate qualifications to conduct sociological surveys and use other research tools to carry out studies, assess the findings and make recommendations.
<b>Sponsorship</b>	A sponsorship is either a single or longer-term payment and/or provision of in-kind support detailed in a written agreement. Sponsorships include any contributions of anything of value towards an event, initiative, organisation or other promotional platforms which are owned or organised by an Outside Party. Generally, not linked to a specific business objective or target and does not involve reciprocity other than branding or promotional acknowledgement.
<b>Stakeholder Engagement</b>	A broad, inclusive, and continuous process between a company and those potentially impacted by its activities that encompasses a range of activities and approaches that occur over the life of a project, exploration activity or operation. See the Guideline
<b>Stakeholder Engagement Plan</b>	A plan that sets out how a company will manage its engagement with all its stakeholders to build and maintain constructive relationships.
<b>Stakeholder Mapping</b>	Stakeholder Analysis is the identification of a project's key stakeholders, an assessment of their interests and the ways in which these interests affect the project and its viability. A stakeholder needs not be directly affected by the project but includes also stakeholders that could affect the project.
<b>Stakeholder / Stakeholder Groups</b>	Persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, CSOs and groups with special interests, the academic community or other businesses.
<b>Speak Up Procedure</b>	A systematic procedure that enables individuals from within or external to an operation, project, exploration or any related activity to raise concerns about unethical or unlawful conduct to senior management. Provision for anonymity is considered important. <a href="#">OceanaGold Speak Up Policy</a>
<b>Supply Chain</b>	Supply Chain refers to both labour and material inputs of a good or service, including suppliers of raw material and components for assembly and production.
<b>Survey Fatigue</b>	The condition that arises when social groups, and particularly households and individuals, are surveyed so frequently they become annoyed and develop antipathy towards the researchers and the research sponsoring agency.
<b>Sustainability / Sustainable Development</b>	Development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. (ref. Brundtland Report "Our Common Future", 1987)
<b>Third Party Advertising (Sponsorship and Donation)</b>	Third Party advertising for products and services, are external parties are paid to advertise products or services. This is not Sponsorship but instead a commercial relationship.
<b>Third Party Assessment</b>	An evaluation by an independent or external practitioner. Can be useful for quality assurance, compliance or to provide expertise.
<b>Transparency</b>	The public disclosure of all payments, contributions and information relevant to an operation's, project's, exploration or any related activities interactions with people, community groups and institutions, subject to commercial and legal confidentiality provisions.
<b>Trust (Social)</b>	Confidence in the ability of one party to rely on the other.
<b>Trust (Financial)</b>	A legal entity for the purpose of receipt, supervision and management of benefit sharing funds.

<b>UNDRIP</b>	United Nations Declaration on the Rights of Indigenous Peoples, adopted by the UN General Assembly in 2007, sets out standards promoted by the UN for nations and corporations to adhere to when interacting with Indigenous Peoples. It codifies general Indigenous history, contemporary challenges and socio-economic, political and cultural aspirations, and is the culmination of long efforts by Indigenous organisations to get international recognition of their aspirations and political agendas.
<b>UNGP</b>	The UN Guiding Principles on Business and Human Rights are a set of guidelines for States and companies to prevent, address and remedy human rights abuses committed in business operations.
<b>United Nations Global Compact</b>	The United Nations Global Compact is a non-binding United Nations pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.
<b>Usage Right</b>	Land, water, harvesting and other natural resource use rights agreed and generally recognised legally and/or by custom, often stratified with and/or synchronous to landowner rights. In Anthropology and in Law often referred to as 'Usufructuary Right'.
<b>Voluntary Land Transaction</b>	Market transactions in which the seller is not obliged to sell, and the buyer cannot resort to expropriation or other compulsory procedures if negotiations fail.
<b>Voluntary Principles on Security and Human Rights</b>	A set of voluntary principles designed to guide extractive sector businesses in maintaining the safety and security of their operations within an operating framework that encourages respect for human rights.
<b>Vulnerable Groups</b>	See Disadvantaged, marginalised or vulnerable groups
<b>Worker / Workforce</b>	Any person engaged in work at an operation, project, exploration or any related activity regardless of their legal employment status. Workers may or may not have contracts of employment and may work for the operation, project, exploration or any related activity owner directly or for a contractor or subcontractor.
<b>Youth</b>	The stage in life between childhood and adulthood defined by the UN as the ages between 15 and 24 years.
<b>Adaptive Management</b>	A systematic process for continually improving management policies and practices by learning from the outcomes of operational activities; often referred to as 'do–monitor–evaluate–revise.'

## Annex 2: Plan Diagram

