

# 2019

## Sustainability Performance Data Supplement

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# Letter to Stakeholders

Dear Reader,

As we write this letter, the world is going through an unprecedented event, fighting the COVID-19 pandemic which is causing health, social and economic challenges across the globe. Governments, businesses and society are working together to navigate through these very difficult times. As a company and as individuals, we are supporting this fight with all means at our disposal. Our priority is the health, safety and well-being of our employees, and the communities in which we operate. We have introduced measures to limit the possible spread of the virus within our operations, and we are operating under these limitations. We believe united we can resolve this, and DPM will be there to lead and support the initiatives to redefine the new “normal”.

With this in mind, it is with pleasure that we introduce our 2019 Sustainability Data Supplement. We are continuing to make great strides in integrating Corporate Responsibility into every aspect of our business.

In recent years, Environmental, Social and Governance (ESG) factors have emerged to become a central theme in mainstream investment decision-making. Less than a decade ago, ESG or Sustainability Investing was a niche investment strategy that garnered little to no attention among trustees of mainstream institutional investors, who by-and-large believed that focusing on such issues undermined their ability to fulfill a fiduciary duty. Fast forward to today, and according to the Global Sustainable Investment Alliance, funds totaling approximately US\$30 trillion worldwide use some form of ESG methodology in their investment decision-making process.

At DPM, we welcome this trend among our current and potential investors. ESG has been an integral part of DPM’s modus operandi since its inception in 2004. At DPM, we have used terms such as Corporate Social Responsibility, Corporate Responsibility and Sustainability to describe our non-financial ESG impacts, but the basic underlying premise remains the same: We succeed because we care. We have believed from the outset that our economic and financial viability is dependent on delivering prosperity to all our stakeholders and that our environmental and social commitments and performance should never be compromised.

The mining sector is not like many other industries. Given the nature and typical geographic location of mining operations, there is often an immediate and direct measurable impact of a company’s environmental and social performance. If done right, the local socio-economic multiplier effects can have a tremendous positive impact on the prosperity

of a community and its environment. If not done correctly, business and operations are rapidly curtailed, either by local government permitting sanctions, or increasingly, by local community protest and activism. In these days of social media and rapid information dissemination, there is very little room for error.

The world and the industry is changing and evolving rapidly. For example, climate change and a transition to low carbon economies globally will impact the mining business and change the opportunity landscape for all mining companies going forward. Climate change will require us to understand and manage the impact of both the transitional factors, such high-level policy changes resulting from changes in society, and physical factors, such as extreme weather events, water and energy availability, and rising sea levels. There will also be opportunities arising from a shift to low carbon economies. According to the World Bank, the move to low carbon economies has huge potential to shift both the scale and composition of the demand for minerals and metals.

At the same time, both governments and the broader populace will likely demand more from the private sector with an expectation that business take a more active role in the socio-economic wellbeing of societies and contribute directly to the achievement of broader societal goals, such as the UN Sustainable Development Goals. In other words, companies will be required to define and act on their “social purpose”.

Managing these rapidly changing industry dynamics requires a deep understanding of our specific role in the broader global supply chain, how the metals we supply ultimately contribute to human and institutional capacity development, entrepreneurship development and socio-economic development in general. More specifically, at the micro level, we believe there is room for DPM to work collaboratively and directly with our stakeholders in identifying opportunities (e.g. new technologies, new services) that will ultimately benefit society, increase demand for our products and increase the socio-economic multiplier effects mentioned above. The mining industry definitely has a role to play in the architecture of current and future societies, and we need to understand how DPM contributes specifically to that role.

DPM’s business strategy is founded on acquiring under-capitalized assets and unlocking and delivering superior value through the deployment of capital, both human and financial, and technological innovation. Our early successes were focused on ensuring that our operations were

brought up to world-class standards. This has consumed a substantial proportion of our financial capital since 2004. We have also focused resources on ensuring that our workforce is fully represented by the local community, has the necessary training to ensure expertise in their respective tasks, and that the environment in which they work meets the highest international standards of health and safety. We also have a strong and resilient “license to operate”, as a result of allocating appropriate resources in support of the socio-economic development of our local communities and protecting the environment on which our communities base their livelihoods and the livelihoods of future generations. This work has garnered many awards from credible third parties over the years.

Corporate Responsibility is one of DPM’s four “Strategic Imperatives” – together with Effective & Accountable Organization, Core Business Excellence and Creativity & Innovation (see 2018 Sustainability Report for more detailed description). In 2018, we strengthened our corporate-wide management systems, including the introduction of a new Corporate Responsibility Policy, which reinforced our commitments and responsibilities across three broad, but interrelated, pillars: Health and Safety; Environment; and Social. This policy was supplemented by new or updated corporate-wide Standards on Arsenic Management, Tailings Management and Human Rights, all of which were fully operationalized at each of our sites in 2019.

In 2019, we further refined our thinking with regard to material ESG topics that will likely impact our business. These topics include: Arsenic management; climate change and energy; eco-system services, biodiversity and environmental impact; mineral waste; human rights (in particular Free, Prior & Informed Consent); supply chain; and social impact. We have committed to developing a five-year plan that augments our existing approach to managing these material factors, both at the corporate and operational levels. The aim is to strengthen and broaden our performance driven management system and methodologies.

**Rick Howes**

President and Chief Executive Officer

**Nikolay Hristov**

Vice President, Sustainability and External Relations

## Operational

|  | 2019      | 2018      | 2017      | 2016      | 2015      |
|--|-----------|-----------|-----------|-----------|-----------|
| <b>Ore processed (tonnes)</b><br>Chelopech                       | 2,203,242 | 2,216,753 | 2,218,717 | 2,212,340 | 2,052,138 |
| <b>Ore processed (tonnes)</b><br>Ada Tepe <sup>1</sup>           | 470,545   | n/a       | n/a       | n/a       | n/a       |
| <b>Ore mined (tonnes)</b><br>Chelopech                           | 2,211,067 | 2,211,557 | 2,232,799 | 2,211,814 | 2,039,921 |
| <b>Ore mined (tonnes)</b><br>Ada Tepe                            | 430,384   | 157,835   | n/a       | n/a       | n/a       |
| <b>Waste rock mined (tonnes)</b><br>Chelopech                    | 267,447   | 249,360   | 202,700   | 254,222   | 210,911   |
| <b>Concentrate Equivalent (tonnes)</b> <sup>2</sup><br>Chelopech | 140,294   | 139,502   | 135,031   | 136,489   | 146,202   |
| <b>Au-Cu Concentrate Produced (tonnes)</b><br>Chelopech          | 105,741   | 104,087   | 100,994   | 107,108   | 113,466   |
| <b>Pyrite Concentrate Produced (tonnes)</b><br>Chelopech         | 252,582   | 258,884   | 248,810   | 214,775   | 239,298   |
| <b>Concentrate smelted (tonnes)</b><br>Tsumeb                    | 219,904   | 232,043   | 219,252   | 210,655   | 196,107   |
| <b>Copper blister produced (tonnes)</b><br>Tsumeb                | 45,953    | 48,970    | 45,523    | 40,869    | 45,221    |

<sup>1</sup> Formerly known as Krumovgrad

<sup>2</sup> Calculation of equivalence has been changed to align with the most recent information available, previous years have been restated.

## Materials Used

|  | 2019      | 2018      | 2017                    | 2016                    | 2015                    |
|--|-----------|-----------|-------------------------|-------------------------|-------------------------|
| <b>Lime (tonnes)</b>   |           |           |                         |                         |                         |
| Chelopech  | 8,360     | 8,710     | 6,034                   | 6,732                   | 7,001                   |
| Tsumeb   | 16,211    | 14,703    | 10,082                  | 8,831                   | 7,912                   |
| <b>Cement (tonnes)</b>                                       |           |           |                         |                         |                         |
| Chelopech  | 33,024    | 39,617    | 38,834                  | 45,648                  | 35,876                  |
| <b>Blasting agents (tonnes)</b>                              |           |           |                         |                         |                         |
| Chelopech  | 1,013     | 1,123     | 1,140                   | 1,159                   | 1,012                   |
| <b>Blasting agents (tonnes)</b>                              |           |           |                         |                         |                         |
| Ada Tepe   | 283,108   | n/a       | n/a                     | n/a                     | n/a                     |
| <b>Black oil/heavy fuel oil (kilograms)</b>                  |           |           |                         |                         |                         |
| Chelopech  | 915,225   | 1,006,310 | 967,509                 | 943,820                 | 1,082,060               |
| Tsumeb   | 3,745,079 | 3,427,057 | 2,684,873               | 2,174,506               | 2,026,500               |
| <b>Light fuel oil (kilograms)</b>                            |           |           |                         |                         |                         |
| Tsumeb   | 1,689,223 | 2,092,546 | 2,252,145               | 1,680,012               | 1,722,000               |
| <b>Diesel – mine, process plant, light vehicles (litres)</b> |           |           |                         |                         |                         |
| Chelopech  | 2,471,344 | 2,426,414 | 2,551,666               | 2,635,796               | 2,550,919               |
| Tsumeb   | 1,138,105 | 1,154,398 | 1,182,584               | 2,294,100               | 1,276,092               |
| <b>Coal/Charcoal (tonnes) (data have been merged)</b>        |           |           |                         |                         |                         |
| Tsumeb   | 4,013     | 3,520     | 8,550                   | 9,487                   | 8,268                   |
| <b>Steel balls and rods (tonnes)</b>                         |           |           |                         |                         |                         |
| Chelopech  | 2,762     | 2,510     | 2,568                   | 2,764                   | 2,505                   |
| Tsumeb   | 165       | 178       | 194                     | 270                     | 212                     |
| <b>Oxygen consumed (tonnes)</b>                              |           |           |                         |                         |                         |
| Tsumeb <sup>1</sup>  | 97,122    | 95,209    | 81,243                  | 135,258                 | 72,197                  |
| <b>Silica sand (tonnes)</b>                                  |           |           |                         |                         |                         |
| Tsumeb   | 15,353    | 13,715    | 14,345                  | not previously reported | not previously reported |
| <b>Crushed silica (tonnes)</b>                               |           |           |                         |                         |                         |
| Tsumeb   | 10,784    | 13,918    | not previously reported | not previously reported | not previously reported |
| <b>Hydrated lime (tonnes)</b>                                |           |           |                         |                         |                         |
| Tsumeb   | 3,015     | 4,094     | 2,691                   | not previously reported | not previously reported |

<sup>1</sup> In 2018 Tsumeb began reporting oxygen consumed, as this more accurately depicts our process. All previous years are oxygen produced.

## Direct Energy Use (Gigajoules)

|   | 2019    | 2018    | 2017    | 2016    | 2015    |
|---|---------|---------|---------|---------|---------|
| <b>Black oil/heavy fuel oil</b>   |         |         |         |         |         |
| Chelopech   | 36,609  | 40,252  | 38,700  | 37,753  | 43,282  |
| Tsumeb  | 151,301 | 138,453 | 110,872 | 88,829  | 82,783  |
| <b>Light fuel oil</b>   |         |         |         |         |         |
| Tsumeb  | 68,245  | 84,539  | 90,987  | 64,974  | 66,602  |
| <b>Diesel – mine, process plant and light vehicles (includes petrol/gasoline)</b> |         |         |         |         |         |
| Chelopech   | 89,463  | 85,670  | 90,093  | 93,075  | 90,065  |
| Tsumeb  | 40,130  | 41,300  | 43,209  | 83,514  | 36,024  |
| <b>Coal/Charcoal</b>  |         |         |         |         |         |
| Tsumeb  | 107,145 | 93,985  | 231,237 | 295,331 | 242,772 |

## Indirect Energy Use (Gigajoules)

|                        | 2019    | 2018    | 2017    | 2016    | 2015    |
|------------------------|---------|---------|---------|---------|---------|
| <b>Electricity</b>     |         |         |         |         |         |
| Chelopech <sup>1</sup> | 457,535 | 445,717 | 438,753 | 444,617 | 437,986 |
| Tsumeb                 | 582,742 | 634,764 | 578,571 | 573,617 | 502,654 |

## Energy Use Intensity

|   | 2019  | 2018  | 2017  | 2016  | 2015  |
|---|-------|-------|-------|-------|-------|
| <b>Indirect</b>   |       |       |       |       |       |
| Chelopech – per tonne of Cu concentrate equivalent <sup>2</sup> | 3.26  | 3.19  | 3.25  | 3.25  | 3.00  |
| Tsumeb – per tonne of Cu blister produced                       | 12.68 | 12.96 | 12.71 | 14.06 | 11.17 |
| <b>Direct</b>   |       |       |       |       |       |
| Chelopech – per tonne of Cu concentrate equivalent <sup>2</sup> | 0.90  | 0.90  | 0.95  | 0.96  | 0.91  |
| Tsumeb – per tonne of Cu blister produced                       | 7.98  | 7.32  | 10.46 | 13.17 | 9.72  |

<sup>1</sup> In 2019 an Optimization plan was finalized and gap analyses were conducted. The increase is due to an added consumer. Data for previous years has been restated.

<sup>2</sup> Changes to calculation of CU Equivalency resulted in restatements for previous years

## Emissions

|   | 2019    | 2018    | 2017    | 2016   | 2015                 |
|---|---------|---------|---------|--------|----------------------|
| <b>Direct GHG emissions – Scope 1</b>             |         |         |         |        |                      |
| Chelopech (tonnes of CO <sub>2</sub> )            | 9,554   | 9,556   | 9,765   | 9,914  | 10,121               |
| Tsumeb (tonnes of CO <sub>2</sub> e)              | 30,504  | 29,559  | 41,878  | 50,577 | 45,641               |
| <b>Indirect GHG emissions – Scope 2</b>           |         |         |         |        |                      |
| Chelopech (tonnes of CO <sub>2</sub> )            | 64,995  | 58,401  | 60,694  | 62,370 | 61,683               |
| Tsumeb (tonnes of CO <sub>2</sub> e) <sup>1</sup> | 147,158 | 114,081 | 103,982 | 86,388 | 75,677               |
| <b>All other indirect GHG emissions – Scope 3</b> |         |         |         |        |                      |
| Chelopech (tonnes of CO <sub>2</sub> )            | 55,169  | 61,064  | 56,876  | 63,889 | 55,202               |
| <b>Sulphur dioxide emissions (tonnes)</b>         |         |         |         |        |                      |
| Tsumeb (tonnes of CO <sub>2</sub> e) <sup>2</sup> | 11,442  | 11,852  | 15,105  | 27,825 | 133,000 <sup>2</sup> |

1 The increase from 2018 to 2019 is a direct result of a change in emission factors

2 Estimate based on 2014 emissions, minus tonnes of sulphur dioxide, converted to sulphuric acid.

## GHG Emissions Intensity

|  | 2019 | 2018 | 2017 | 2016 | 2015 |
|--|------|------|------|------|------|
| <b>Scope 1 &amp; 2</b>   |      |      |      |      |      |
| Chelopech<br>per tonne of Cu concentrate equivalent <sup>1</sup> | 0.53 | 0.49 | 0.52 | 0.53 | 0.49 |
| Tsumeb<br>per tonne of Cu blister produced <sup>2</sup>          | 3.87 | 2.93 | 3.20 | 3.36 | 2.70 |
| <b>Scope 3 (Chelopech only)</b>                                  |      |      |      |      |      |
| Chelopech<br>per tonne of Cu concentrate equivalent <sup>1</sup> | 0.39 | 0.44 | 0.42 | 0.47 | 0.38 |

1 Changes to calculation of CU Equivalence resulted in restatements for historical data

2 The increase from 2018 to 2019 is a direct result of a change in emission factors

## Water Use

|   | 2019      | 2018      | 2017      | 2016      | 2015      |
|---|-----------|-----------|-----------|-----------|-----------|
| <b>Water withdrawn – groundwater (cubic metres)</b>                                 |           |           |           |           |           |
| Chelopech   | 298,089   | 350,847   | 188,841   | 320,901   | 396,915   |
| Tsumeb  | 1,078,530 | 921,410   | 1,499,568 | 880,228   | 1,223,586 |
| Ada Tepe  | 86,543    | 21,877    | 0         | n/a       | n/a       |
| <b>Water withdrawn – surface water: rivers, dams (cubic metres)</b>                 |           |           |           |           |           |
| Chelopech   | 895,720   | 783,971   | 756,846   | 778,015   | 930,579   |
| Ada Tepe  | 342,345   | 0         | 0         | n/a       | n/a       |
| <b>Rainwater collected directly and stored (cubic metres)</b>                       |           |           |           |           |           |
| Chelopech <sup>1</sup>  | 624,203   | 351,682   | 355,558   | 371,478   | 434,869   |
| Ada Tepe  | 74,765    | 0         | 0         | n/a       | n/a       |
| <b>Total water withdrawn from municipal water supplies (cubic metres)</b>           |           |           |           |           |           |
| Chelopech   | 6,000     | 4,128     | 5,664     | 1,200     | 1,200     |
| Tsumeb  | 145,497   | 127,205   | 132,887   | 218,873   | 206,160   |
| Ada Tepe  | 0         | 2,579     | 0         | n/a       | n/a       |
| <b>Total water withdrawn from ANY source</b>  |           |           |           |           |           |
| Chelopech   | 1,199,809 | 1,138,946 | 951,351   | 1,100,116 | 1,328,694 |
| Tsumeb  | 1,224,027 | 1,048,615 | 1,632,455 | 1,099,101 | 1,429,746 |
| Ada Tepe  | 428,888   | 24,456    | 0         | n/a       | n/a       |
| <b>Total volume of water recycled and reused (cubic metres)</b>                     |           |           |           |           |           |
| Chelopech   | 1,682,056 | 1,814,524 | 1,701,156 | 1,560,244 | 1,538,268 |
| Tsumeb  | 546,097   | 580,372   | 651,771   | 579,363   | 368,627   |
| Ada Tepe  | 400,104   | 0         | 0         | n/a       | n/a       |
| <b>Volume of water recycled/reused as a % of total water withdrawn <sup>2</sup></b> |           |           |           |           |           |
| Chelopech   | 140%      | 159%      | 179%      | 142%      | 116%      |
| Tsumeb  | 45%       | 55%       | 40%       | 53%       | 26%       |
| Ada Tepe  | 93%       | n/a       | 0         | n/a       | n/a       |

1 The rainwater calculation was amended in 2019, historical data will be recalculated and presented in our next report

2 Total volume of water recycled and reused as a percentage of total volume of water withdrawn from any source.

## Water Use Intensity

|   | 2019  | 2018  | 2017  | 2016  | 2015  |
|---|-------|-------|-------|-------|-------|
| Chelopech<br>per tonne of Cu concentrate equivalent | 8.55  | 8.20  | 7.08  | 8.09  | 9.12  |
| Tsumeb<br>per tonne of Cu blister produced          | 26.64 | 21.41 | 35.86 | 26.94 | 31.77 |

## Water Discharge

|   | 2019    | 2018                | 2017    | 2016    | 2015    |
|---|---------|---------------------|---------|---------|---------|
| <b>Discharged domestic waste water (cubic metres)</b>   |         |                     |         |         |         |
| Chelopech   | 37,021  | 37,972 <sup>1</sup> | 83,950  | 83,950  | 63,875  |
| Tsumeb <sup>2</sup>                                     | 82,540  | 78,084              | 73,908  | 67,543  | 55,959  |
| Ada Tepe <sup>3</sup>                                   | 2,121   | 1,381               | n/a     | n/a     | n/a     |
| <b>Discharged industrial waste water (cubic metres)</b> |         |                     |         |         |         |
| Chelopech   | 190,710 | 0                   | 143,733 | 491,559 | 715,264 |
| Ada Tepe  | 0       | n/a                 | n/a     | n/a     | n/a     |

<sup>1</sup> In 2017, a meter was installed to measure discharged domestic water instead of the limit established in a permit.

<sup>2</sup> The domestic waste water is an estimate based on the number of people onsite which are provided by the H&S department. The estimation is conservative as individuals are not on site for 24 hours a day, every day of the month.

<sup>3</sup> Waste water discharged is from the administrative building in town, not from the mine site.



Waste Management

|   | 2019      | 2018      | 2017      | 2016      | 2015      |
|---|-----------|-----------|-----------|-----------|-----------|
| <b>Waste rock mined (tonnes)</b>                                    |           |           |           |           |           |
| Chelopech   | 267,447   | 249,360   | 202,700   | 254,222   | 210,911   |
| Ada Tepe  | 1,370,118 | 216,802   | n/a       | n/a       | n/a       |
| <b>Percentage of waste rock returned underground as backfill</b>    |           |           |           |           |           |
| Chelopech   | 100%      | 100%      | 100%      | 100%      | 100%      |
| <b>Mill tailings (tonnes)</b>                                       |           |           |           |           |           |
| Chelopech   | 1,844,920 | 1,853,781 | 1,868,913 | 1,890,458 | 1,699,374 |
| Tsumeb  | 139,269   | 147,779   | 143,353   | 152,247   | 71,302    |
| Ada Tepe  | 467,830   | 0         | n/a       | n/a       | n/a       |
| <b>Percentage of mill tailings returned underground as backfill</b> |           |           |           |           |           |
| Chelopech   | 40%       | 39%       | 38%       | 46%       | 38%       |
| <b>Mill tailings placed in surface tailings facilities (tonnes)</b> |           |           |           |           |           |
| Chelopech   | 1,115,692 | 1,123,850 | 1,163,277 | 1,023,595 | 1,049,443 |
| Tsumeb  | 139,269   | 147,779   | 143,353   | 152,247   | 71,302    |
| Ada Tepe  | 467,830   | 0         | n/a       | n/a       | n/a       |
| <b>Hazardous waste sent off-site but not recycled (tonnes)</b>      |           |           |           |           |           |
| Chelopech   | 13        | 7         | 0         | 10        | 6         |
| Tsumeb  | 17        | 56        | 377       | 219       | 0         |
| Ada Tepe  | 4         | 0         | n/a       | n/a       | n/a       |
| <b>Hazardous waste treated and disposed of on-site (tonnes)</b>     |           |           |           |           |           |
| Tsumeb  | 29,819    | 32,552    | 27,172    | 17,207    | 17,236    |
| <b>Hazardous waste recycled off-site (tonnes)</b>                   |           |           |           |           |           |
| Chelopech   | 111       | 91        | 125       | 90        | 113       |
| Tsumeb  | 62        | 31        | 25        | 22        | 30        |
| Ada Tepe  | 12        | 2         | n/a       | n/a       | n/a       |
| <b>Non-hazardous waste sent off-site but not recycled (tonnes)</b>  |           |           |           |           |           |
| Chelopech   | 292       | 245       | 261       | 257       | 196       |
| Ada Tepe  | 191       | 102       | n/a       | n/a       | n/a       |
| <b>Non-hazardous waste treated and disposed of on-site (tonnes)</b> |           |           |           |           |           |
| Chelopech   | 1,253     | 979       | 835       | 788       | 1,709     |
| Tsumeb  | 431       | 362       | 359       | 437       | 286       |
| Ada Tepe  | 0         | 0         | n/a       | n/a       | n/a       |
| <b>Non-hazardous waste recycled off-site (tonnes)</b>               |           |           |           |           |           |
| Chelopech   | 1,477     | 1,738     | 1,210     | 1,539     | 1,659     |
| Tsumeb  | 362       | 219       | 1,144     | 0         | 0         |
| Ada Tepe  | 129       | 7         | n/a       | n/a       | n/a       |



## ENVIRONMENTAL/OPERATIONAL

### Spills

|  | 2019 | 2018 | 2017 | 2016 | 2015 |
|--|------|------|------|------|------|
| <b>Number</b>  |      |      |      |      |      |
| <b>Total number of spills reportable to regulatory authorities</b> |      |      |      |      |      |
| Chelopech  | 1    | 2    | 4    | 0    | 4    |
| Tsumeb   | 0    | 0    | 0    | 0    | 0    |
| Ada Tepe   | 0    | 0    | n/a  | n/a  | n/a  |
| <b>Volume (cubic metres)</b>                                       |      |      |      |      |      |
| <b>Total volume of spills reportable to regulatory authorities</b> |      |      |      |      |      |
| Chelopech  | 0    | 0    | 0    | 0    | 0    |
| Tsumeb   | 0    | 0    | 0    | 0    | 0    |
| Ada Tepe   | 0    | n/a  | n/a  | n/a  | n/a  |

### Environmental Fines and Non-Monetary Sanctions

|   | 2019    | 2018 | 2017     | 2016     | 2015     |
|---|---------|------|----------|----------|----------|
| <b>Value of fines for non-compliance with environmental laws and/or regulations</b>                   |         |      |          |          |          |
| Chelopech   | \$7,245 | \$0  | \$12,298 | \$14,845 | \$33,996 |
| Tsumeb  | \$0     | \$0  | \$0      | \$0      | \$0      |
| Ada Tepe  | \$0     | \$0  | \$0      | \$0      | \$0      |
| <b>Number of non-monetary sanctions for non-compliance with environmental laws and/or regulations</b> |         |      |          |          |          |
| Chelopech   | 0       | 0    | 0        | 0        | 0        |
| Tsumeb  | 0       | 0    | 0        | 0        | 0        |
| Ada Tepe  | 0       | 0    | 0        | 0        | 0        |

## Land Use/Biodiversity

|   | 2019  | 2018  | 2017  | 2016  | 2015  |
|---|-------|-------|-------|-------|-------|
| <b>Total land area owned or leased and not yet rehabilitated at the start of the year (hectares)</b>          |       |       |       |       |       |
| Chelopech <sup>1</sup>  | 145   | 425   | 381   | 366   | 366   |
| Tsumeb  | 3,035 | 3,035 | 3,029 | 3,044 | 3,044 |
| Ada Tepe  | 132   | 126   | 132   | 132   | 0     |
| <b>Total amount of land newly disturbed by mining within the reporting period (hectares)</b>                  |       |       |       |       |       |
| Chelopech   | 49    | 0     | 0     | 0     | 0     |
| Tsumeb  | 0     | 0     | 0     | 0     | 0     |
| Ada Tepe  | 0     | 3     | 49    | 47    | 0     |
| <b>Total amount of land newly rehabilitated within the reporting period (hectares)</b>                        |       |       |       |       |       |
| Chelopech   | 0     | 0     | 0     | 0     | 1     |
| Tsumeb  | 0     | 0     | 0     | 0     | 0     |
| Ada Tepe  | 3     | 6     | 0     | 0     | 0     |
| <b>Total land owned and leased and not yet rehabilitated at the end of the year (hectares)</b>                |       |       |       |       |       |
| Chelopech <sup>1</sup>  | 194   | 425   | 381   | 366   | 366   |
| Tsumeb  | 3,035 | 3,029 | 3,029 | 3,044 | 3,044 |
| Ada Tepe  | 129   | 72    | 132   | 132   | 0     |
| <b>Total amount of land in or adjacent to protected areas and areas of high biodiversity value (hectares)</b> |       |       |       |       |       |
| Chelopech   | 0     | 0     | 0     | 0     | 0     |
| Tsumeb  | 0     | 0     | 0     | 0     | 0     |
| Ada Tepe  | 132   | 132   | 132   | 132   | 0     |
| <b>Sites requiring biodiversity/ biological management plans</b>  |       |       |       |       |       |
| Chelopech   | No    | No    | No    | No    | No    |
| Tsumeb  | Yes   | Yes   | Yes   | Yes   | Yes   |
| Ada Tepe  | Yes   | Yes   | Yes   | Yes   | Yes   |

<sup>1</sup> Previous years represents the concession area which is not owned by DPM but is Bulgarian State forestry owned

## Employees<sup>1</sup>

|  | EMPLOYEES 2019 |        |       | EMPLOYEES' 2018 |        |       | 2017 | 2016 | 2015 |
|--|----------------|--------|-------|-----------------|--------|-------|------|------|------|
|  | Male           | Female | Total | Male            | Female | Total |      |      |      |
| <b>Number of Lost Time Injuries</b>          |                |        |       |                 |        |       |      |      |      |
| Chelopech                                    | 0              | 0      | 0     | 2               | 0      | 2     | 2    | 1    | 7    |
| Tsumeb                                       | 5              | 1      | 6     | 2               | 0      | 2     | 3    | 15   | 4    |
| Ada Tepe                                     | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | 0    |
| Exploration <sup>2</sup>                     | 0              | 0      | 0     | 1               | 0      | 1     | 0    | 0    | 1    |
| Capital Projects <sup>3</sup>                | 0              | 0      | 0     | 0               | 0      | 0     | 0    | n/a  | n/a  |
| Corporate                                    | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | 0    |
| <b>Lost time Injury Frequency Rate</b>       |                |        |       |                 |        |       |      |      |      |
| Chelopech                                    | 0              | 0      | 0     | 0.34            | 0      | 0.28  | 0.2  | 0.1  | 0.59 |
| Tsumeb                                       | 0.67           | 0.92   | 0.70  | 0.23            | 0      | 0.23  | 0.19 | 0.88 | 0.27 |
| Ada Tepe                                     | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | 0    |
| Exploration                                  | 0              | 0      | 0     | 1.04            | 0      | 1.04  | 0    | 0    | 1.63 |
| Capital Projects                             | 0              | 0      | 0     | 0               | 0      | 0     | 0    | n/a  | n/a  |
| Corporate                                    | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | 0    |
| <b>Number of Restricted Work Injuries</b>    |                |        |       |                 |        |       |      |      |      |
| Chelopech <sup>4</sup>                       | n/a            | n/a    | n/a   | n/a             | n/a    | n/a   | n/a  | n/a  | n/a  |
| Tsumeb                                       | 1              | 0      | 1     | 0               | 0      | 0     | 1    | 6    | 4    |
| Ada Tepe <sup>4</sup>                        | n/a            | n/a    | n/a   | n/a             | n/a    | n/a   | n/a  | n/a  | n/a  |
| Exploration                                  | 0              | 0      | 0     | 0               | 0      | 0     | n/a  | n/a  | n/a  |
| Capital Projects                             | n/a            | n/a    | n/a   | n/a             | n/a    | n/a   | n/a  | n/a  | n/a  |
| Corporate                                    | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | 0    |
| <b>Restricted Work Injury Frequency Rate</b> |                |        |       |                 |        |       |      |      |      |
| Chelopech <sup>4</sup>                       | n/a            | n/a    | n/a   | n/a             | n/a    | n/a   | n/a  | n/a  | n/a  |
| Tsumeb                                       | 0.13           | 0      | 0.12  | 0               | 0      | 0     | 0.26 | 0.65 | 0.63 |
| Ada Tepe <sup>4</sup>                        | n/a            | n/a    | n/a   | n/a             | n/a    | n/a   | n/a  | n/a  | n/a  |
| Exploration                                  | 0              | 0      | 0     | 0               | 0      | 0     | n/a  | n/a  | n/a  |
| Capital Projects <sup>4</sup>                | n/a            | n/a    | n/a   | n/a             | n/a    | n/a   | n/a  | n/a  | n/a  |
| Corporate                                    | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | 0    |
| <b>Number of Medical Treatment Injuries</b>  |                |        |       |                 |        |       |      |      |      |
| Chelopech                                    | 1              | 0      | 1     | 0               | 0      | 0     | 1    | 4    | 5    |
| Tsumeb                                       | 0              | 0      | 0     | 2               | 0      | 2     | 1    | 2    | 3    |
| Ada Tepe                                     | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | n/a  |
| Exploration                                  | 0              | 1      | 1     | 0               | 0      | 0     | 1    | 1    | 1    |
| Capital Projects                             | 0              | 0      | 0     | 0               | 0      | 0     | 1    | n/a  | n/a  |
| Corporate                                    | 0              | 0      | 0     | 0               | 0      | 0     | 0    | 0    | 0    |

<sup>1</sup> Previous to 2018, this data included employees and contractors.

<sup>2</sup> Exploration activities occur in Bulgaria, Serbia, Canada and Armenia

<sup>3</sup> In 2019 Capital Project covered activities in Bulgaria only.

<sup>4</sup> In Bulgaria, Restricted Work Injuries are considered Lost Time Injuries and are, therefore, not calculated separately.

## Employees (cont'd)

|   | 2019 |        |       | 2018 |        |       | 2017 | 2016 | 2015 |
|---|------|--------|-------|------|--------|-------|------|------|------|
|   | Male | Female | Total | Male | Female | Total |      |      |      |
| <b>Medical Treatment Injury Frequency Rate</b>                              |      |        |       |      |        |       |      |      |      |
| Chelopech   | 0.17 | 0.00   | 0.14  | 0    | 0      | 0     | 0.10 | 0.39 | 0.42 |
| Tsumeb  | 0    | 0      | 0     | 0.23 | 0      | 0.23  | 0.06 | 0.12 | 0.2  |
| Ada Tepe  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | n/a  |
| Exploration   | 0    | 2.85   | 0.91  | 0    | 0      | 0     | 1    | 1.19 | 1.63 |
| Capital Projects  | 0    | 0      | 0     | 0    | 0      | 0     | 0.26 | n/a  | n/a  |
| Corporate   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Number of Fatalities</b>   |      |        |       |      |        |       |      |      |      |
| Chelopech   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Tsumeb  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Ada Tepe  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | n/a  |
| Exploration   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Capital Projects  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | n/a  | n/a  |
| Corporate   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Total Recordable Injury Frequency Rate <sup>1</sup> – employees only</b> |      |        |       |      |        |       |      |      |      |
| Chelopech   | 0.17 | 0      | 0.14  | 0.34 | 0      | 0.28  |      |      |      |
| Tsumeb  | 0.80 | 0.92   | 0.82  | 0.46 | 0      | 0.46  |      |      |      |
| Ada Tepe  | 0    | 0      | 0     | 0    | 0      | 0     |      |      |      |
| Exploration   | 0    | 2.85   | 0.91  | 1.04 | 0      | 1.04  |      |      |      |
| Capital Projects  | 0    | 0      | 0     | 0    | 0      | 0     |      |      |      |
| Corporate   | 0    | 0      | 0     | 0    | 0      | 0     |      |      |      |

<sup>1</sup> Rates previous to 2018 were not calculated separately.

## Contractors<sup>1</sup>

|  | 2019 |        |       | 2018 |        |       | 2017 | 2016 | 2015 |
|--|------|--------|-------|------|--------|-------|------|------|------|
|  | Male | Female | Total | Male | Female | Total |      |      |      |
| <b>Number of Lost Time Injuries</b>          |      |        |       |      |        |       |      |      |      |
| Chelopech                                    | 1    | 0      | 1     | 0    | 0      | 0     | 2    | 1    | 7    |
| Tsumeb                                       | 4    | 0      | 4     | 0    | 0      | 0     | 3    | 15   | 4    |
| Ada Tepe                                     | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Exploration                                  | 1    | 0      | 1     | 0    | 0      | 0     | 0    | 0    | 1    |
| Capital Projects                             | 1    | 0      | 1     | 0    | 0      | 0     | 0    | n/a  | n/a  |
| Corporate                                    | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Lost Time Injury Frequency Rate</b>       |      |        |       |      |        |       |      |      |      |
| Chelopech                                    | 0.44 | 0      | 0.34  | 0    | 0      | 0     | 0.20 | 0.10 | 0.59 |
| Tsumeb                                       | 0.56 | 0      | 0.51  | 0    | 0      | 0     | 0.19 | 0.88 | 0.27 |
| Ada Tepe                                     | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Exploration <sup>2</sup>                     | n/a  | n/a    | 1.35  | 0    | 0      | 0     | 0    | 0    | 1.63 |
| Capital Projects <sup>2</sup>                | n/a  | n/a    | 0.87  | 0    | 0      | 0     | 0    | n/a  | n/a  |
| Corporate                                    | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Number of Restricted Work Injuries</b>    |      |        |       |      |        |       |      |      |      |
| Chelopech <sup>3</sup>                       | n/a  | n/a    | n/a   | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Tsumeb                                       | 0    | 0      | 0     | 0    | 0      | 0     | 1    | 6    | 4    |
| Ada Tepe <sup>3</sup>                        | n/a  | n/a    | n/a   | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Exploration                                  | 0    | 0      | 0     | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Capital Projects <sup>3</sup>                | n/a  | n/a    | n/a   | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Corporate                                    | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Restricted Work Injury Frequency Rate</b> |      |        |       |      |        |       |      |      |      |
| Chelopech <sup>2</sup>                       | n/a  | n/a    | n/a   | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Tsumeb                                       | 0    | 0      | 0     | 0    | 0      | 0     | 0.26 | 0.65 | 0.63 |
| Ada Tepe <sup>2</sup>                        | n/a  | n/a    | n/a   | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Exploration                                  | 0    | 0      | 0     | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Capital Projects <sup>2</sup>                | n/a  | n/a    | n/a   | n/a  | n/a    | n/a   | n/a  | n/a  | n/a  |
| Corporate                                    | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Number of Medical Treatment Injuries</b>  |      |        |       |      |        |       |      |      |      |
| Chelopech                                    | 0    | 0      | 0     | 0    | 0      | 0     | 1    | 4    | 5    |
| Tsumeb                                       | 1    | 0      | 1     | 1    | 0      | 1     | 1    | 2    | 3    |
| Ada Tepe                                     | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | n/a  |
| Exploration                                  | 0    | 0      | 0     | 0    | 0      | 0     | 1    | 1    | 1    |
| Capital Projects                             | 0    | 0      | 0     | 0    | 0      | 0     | 1    | n/a  | n/a  |
| Corporate                                    | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |

<sup>1</sup> Previous to 2018, this data included employees and contractors.

<sup>2</sup> Contractor hours are not available split by male/female and therefore, where applicable, only the total frequency rates are reported

<sup>3</sup> In Bulgaria, Restricted Work Injuries are considered Lost Time Injuries and are, therefore, not calculated separately.

## Contractors (cont'd)

|  | 2019 |        |       | 2018 |        |       | 2017 | 2016 | 2015 |
|--|------|--------|-------|------|--------|-------|------|------|------|
|  | Male | Female | Total | Male | Female | Total |      |      |      |
| <b>Medical Treatment Injury Frequency Rate</b>                               |      |        |       |      |        |       |      |      |      |
| Chelopech  | 0    | 0      | 0     | 0    | 0      | 0     | 0.1  | 0.39 | 0.42 |
| Tsumeb   | 0.14 | 0      | 0.13  | 0.14 | 0      | 0.14  | 0.06 | 0.12 | 0.2  |
| Ada Tepe   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | n/a  |
| Exploration  | 0    | 0      | 0     | 0    | 0      | 0     | 1    | 1.19 | 1.63 |
| Capital Projects   | 0    | 0      | 0     | 0    | 0      | 0     | 0.26 | n/a  | n/a  |
| Corporate  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Number of Fatalities</b>  |      |        |       |      |        |       |      |      |      |
| Chelopech  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Tsumeb   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Ada Tepe   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | n/a  |
| Exploration  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| Capital Projects   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | n/a  | n/a  |
| Corporate  | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0    | 0    |
| <b>Total Recordable Injury Frequency Rate<sup>1</sup> – contractors only</b> |      |        |       |      |        |       |      |      |      |
| Chelopech  | 0.44 | 0      | 0.34  | 0    | 0      | 0     |      |      |      |
| Tsumeb   | 0.70 | 0      | 0.63  | 0.14 | 0      | 0.14  |      |      |      |
| Ada Tepe   | 0    | 0      | 0     | 0    | 0      | 0     |      |      |      |
| Exploration  | n/a  | n/a    | 1.35  | 0    | 0      | 0     |      |      |      |
| Capital Projects   | n/a  | n/a    | 0.87  | 0    | 0      | 0     |      |      |      |
| Corporate  | 0    | 0      | 0     | 0    | 0      | 0     |      |      |      |

<sup>1</sup> Rates previous to 2018 were not calculated separately.

## Other Employee Safety-related Information

|  | 2019 |        |       | 2018 |        |       | 2017 | 2016 | 2015 |
|--|------|--------|-------|------|--------|-------|------|------|------|
|  | Male | Female | Total | Male | Female | Total |      |      |      |
| <b>Number of trained safety personnel</b>  |      |        |       |      |        |       |      |      |      |
| Chelopech <sup>1</sup>   | 3    | 1      | 4     | 3    | 0      | 3     | 3    | 3    | 4    |
| Tsumeb   | 2    | 3      | 5     | 3    | 3      | 6     | 7    | 7    | 8    |
| Ada Tepe   | 2    | 0      | 2     | 2    | 0      | 2     | 1    | n/a  | n/a  |
| <b>Number of specialized rescue personnel</b>  |      |        |       |      |        |       |      |      |      |
| Chelopech  | 12   | 0      | 12    | 12   | 0      | 12    | 12   | 12   | 14   |
| Tsumeb   | 5    | 0      | 5     | 3    | 0      | 3     | 2    | 2    | 3    |
| Ada Tepe   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | n/a  | n/a  |
| <b>Number of on-site health care practitioners <sup>2</sup></b>  |      |        |       |      |        |       |      |      |      |
| Chelopech  | 1    | 2      | 3     | 0    | 1      | 1     | 1    | 1    | 1    |
| Tsumeb   | 0    | 2      | 2     | 0    | 3      | 3     | 2    | 3    | 3    |
| Ada Tepe   | 0    | 0      | 0     | 0    | 0      | 0     | 0    | n/a  | n/a  |
| <b>Number of trained voluntary rescue personnel (includes mine and smelter personnel)</b>  |      |        |       |      |        |       |      |      |      |
| Chelopech  | 12   | 0      | 12    | 12   | 0      | 12    | 12   | 11   | 12   |
| Tsumeb   | 4    | 2      | 6     | 5    | 0      | 5     | 5    | 8    | 12   |
| Ada Tepe   | 30   | 0      | 30    | 23   | 0      | 23    | 0    | n/a  | n/a  |
| <b>Percentage of all workers (including employees and contractors) that are represented by formal joint managementworker health and safety committees.</b> |      |        |       |      |        |       |      |      |      |
| Chelopech  | 100% | 100%   | 100%  | 100% | 100%   | 100%  | 100% | 100% | 100% |
| Tsumeb   | 100% | 100%   | 100%  | 100% | 100%   | 100%  | 100% | 100% | 100% |
| Ada Tepe   | 100% | 100%   | 100%  | 100% | 100%   | 100%  | 100% | 100% | 100% |
| Capital Projects   | 100% | 100%   | 100%  | 100% | 100%   | 100%  | 100% | 100% | 100% |
| Corporate  | 100% | 100%   | 100%  | 100% | 100%   | 100%  | 100% | 100% | 100% |

<sup>1</sup> Includes Safety Manager as a shared service in Bulgaria.

<sup>2</sup> Includes doctors and nurses.



## OUR PEOPLE

### Information on Employees

|   | 2019 |        |       | 2018 |        |       |
|---|------|--------|-------|------|--------|-------|
|   | Male | Female | Total | Male | Female | Total |
| <b>Number of Permanent Employees by Region and Gender</b> |      |        |       |      |        |       |
| Chelopech   | 720  | 157    | 877   | 731  | 163    | 894   |
| Tsumeb  | 623  | 100    | 723   | 601  | 98     | 699   |
| Ada Tepe  | 201  | 40     | 241   | 174  | 26     | 200   |
| Exploration   | 39   | 24     | 63    | 35   | 23     | 58    |
| Corporate Other   | 20   | 6      | 26    | 11   | 4      | 15    |
| Corporate   | 20   | 18     | 38    | 23   | 19     | 42    |
| <b>Number of Temporary Employees by Region and Gender</b> |      |        |       |      |        |       |
| Chelopech   | 13   | 18     | 31    | 11   | 12     | 23    |
| Tsumeb  | 53   | 14     | 67    | 55   | 4      | 59    |
| Ada Tepe  | 0    | 2      | 2     | 42   | 15     | 57    |
| Exploration   | 48   | 17     | 65    | 38   | 17     | 55    |
| Corporate Other   | 0    | 0      | 0     | 0    | 0      | 0     |
| Corporate   | 0    | 0      | 0     | 0    | 0      | 0     |
| <b>Total Number of Employees by Region and Gender</b>     |      |        |       |      |        |       |
| Chelopech   | 733  | 175    | 908   | 742  | 171    | 913   |
| Tsumeb  | 676  | 114    | 790   | 656  | 102    | 758   |
| Ada Tepe  | 201  | 42     | 243   | 216  | 41     | 257   |
| Exploration   | 87   | 41     | 128   | 73   | 40     | 113   |
| Corporate Other   | 20   | 6      | 26    | 11   | 4      | 15    |
| Corporate   | 20   | 18     | 38    | 23   | 19     | 42    |
| Total Number of Employees                                 | 1737 | 396    | 2133  | 1721 | 368    | 2089  |



## OUR PEOPLE

### Number of Employees by Employment Type by Region and Gender

|                            | 2019 |        |       | 2018 |        |       |
|----------------------------|------|--------|-------|------|--------|-------|
|                            | Male | Female | Total | Male | Female | Total |
| <b>Full-Time Employees</b> |      |        |       |      |        |       |
| Chelopech                  | 733  | 168    | 901   | 742  | 171    | 913   |
| Tsumeb                     | 676  | 114    | 790   | 656  | 102    | 758   |
| Ada Tepe                   | 201  | 38     | 239   | 216  | 37     | 253   |
| Exploration                | 58   | 33     | 91    | 73   | 35     | 108   |
| Corporate Other            | 20   | 6      | 26    | 11   | 4      | 15    |
| Corporate                  | 20   | 18     | 38    | 23   | 19     | 42    |
| Total                      | 1690 | 373    | 2063  | 1721 | 368    | 2089  |
| <b>Part-Time Employees</b> |      |        |       |      |        |       |
| Chelopech                  | 0    | 7      | 7     | 0    | 4      | 4     |
| Tsumeb                     | 0    | 0      | 0     | 0    | 0      | 0     |
| Ada Tepe                   | 0    | 4      | 4     | 0    | 0      | 0     |
| Exploration                | 29   | 8      | 37    | 1    | 4      | 5     |
| Corporate Other            | 0    | 0      | 0     | 0    | 0      | 0     |
| Corporate                  | 0    | 0      | 0     | 0    | 0      | 0     |
| Total                      | 29   | 19     | 48    | 1    | 8      | 9     |

## Number of Employees by Employment Contract by Region and Gender

|                             | 2019        |            |             | 2018        |            |             |
|-----------------------------|-------------|------------|-------------|-------------|------------|-------------|
|                             | Male        | Female     | Total       | Male        | Female     | Total       |
| <b>Indefinite/Permanent</b> |             |            |             |             |            |             |
| Chelopech                   | 720         | 157        | 877         | 731         | 163        | 894         |
| Tsumeb                      | 623         | 100        | 723         | 601         | 98         | 699         |
| Ada Tepe                    | 201         | 40         | 241         | 174         | 26         | 200         |
| Exploration                 | 39          | 24         | 63          | 33          | 22         | 55          |
| Corporate Other             | 20          | 6          | 26          | 11          | 4          | 15          |
| Corporate                   | 18          | 17         | 35          | 20          | 18         | 38          |
| <b>Total</b>                | <b>1603</b> | <b>340</b> | <b>1943</b> | <b>1570</b> | <b>331</b> | <b>1901</b> |
| <b>Fixed Term/Temporary</b> |             |            |             |             |            |             |
| Chelopech                   | 13          | 18         | 31          | 11          | 12         | 23          |
| Tsumeb                      | 53          | 14         | 67          | 55          | 4          | 59          |
| Ada Tepe                    | 0           | 2          | 2           | 42          | 15         | 57          |
| Exploration                 | 48          | 17         | 65          | 41          | 17         | 58          |
| Corporate Other             | 0           | 0          | 0           | 0           | 0          | 0           |
| Corporate                   | 2           | 1          | 3           | 3           | 1          | 4           |
| <b>Total</b>                | <b>117</b>  | <b>52</b>  | <b>169</b>  | <b>152</b>  | <b>49</b>  | <b>201</b>  |

## Contractors

|                 | 2019        |            |             | 2018        |            |             |
|-----------------|-------------|------------|-------------|-------------|------------|-------------|
|                 | Male        | Female     | Total       | Male        | Female     | Total       |
| Chelopech       | 505         | 94         | 599         | 348         | 70         | 418         |
| Tsumeb          | 744         | 74         | 818         | 657         | 73         | 730         |
| Ada Tepe        | 233         | 11         | 244         | 450         | 50         | 500         |
| Exploration     | 210         | 0          | 210         | 94          | 3          | 97          |
| Corporate Other | 0           | 0          | 0           | 0           | 0          | 0           |
| Corporate       | 0           | 1          | 1           | 0           | 0          | 0           |
| <b>Total</b>    | <b>1692</b> | <b>180</b> | <b>1872</b> | <b>1549</b> | <b>196</b> | <b>1745</b> |

## Information on Management and Staff

|   | 2019 |        |       | 2018 |        |       |
|---|------|--------|-------|------|--------|-------|
|   | Male | Female | Total | Male | Female | Total |
| <b>Percentage of senior<sup>1</sup> management (full-time) hired from the local community<sup>4</sup></b> |      |        |       |      |        |       |
| Chelopech   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Tsumeb  | 57%  | 29%    | 86%   | 100% | 67%    | 88%   |
| Ada Tepe  | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Exploration   | 0%   | 100%   | 50%   | 100% | 100%   | 100%  |
| Corporate Other   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate   | 78%  | 67%    | 73%   | 56%  | 28%    | 84%   |
| <b>Percentage of middle<sup>2</sup> management (full-time) hired from the local community</b>             |      |        |       |      |        |       |
| Chelopech   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Tsumeb  | 69%  | 23%    | 92%   | 92%  | 100%   | 94%   |
| Ada Tepe  | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Exploration   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate Other   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate   | 100% | 100%   | 100%  | 71%  | 29%    | 100%  |
| <b>Percentage of operational/support staff<sup>3</sup> (full-time) hired from the local community</b>     |      |        |       |      |        |       |
| Chelopech   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Tsumeb  | 88%  | 11%    | 99%   | 100% | 100%   | 100%  |
| Ada Tepe  | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Exploration   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate Other   | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate   | 100% | 100%   | 100%  | 35%  | 65%    | 100%  |

1 Senior Management – Directors and above.

2 Middle Management – Managers, Superintendents, Supervisors, Shift Bosses.

3 Operational/Support Staff – all other employees.

4 Local community – the country of the operation.



## OUR PEOPLE

### Information on Management and Staff (cont'd)

|   | 2019 |        |       | 2018 |        |       |
|---|------|--------|-------|------|--------|-------|
|   | Male | Female | Total | Male | Female | Total |
| <b>Percentage of expatriate employees</b> |      |        |       |      |        |       |
| Chelopech                                 | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Tsumeb                                    | 2%   | 4%     | 3%    | 0%   | 0%     | 0%    |
| Ada Tepe                                  | 0%   | 0%     | 0%    | 7%   | 2%     | 6%    |
| Exploration                               | 3%   | 0%     | 2%    | 3%   | 0%     | 2%    |
| Corporate Other                           | 15%  | 0%     | 12%   | 0%   | 0%     | 0%    |
| Corporate                                 | 0%   | 6%     | 3%    | 0%   | 0%     | 0%    |
| Total                                     | 1%   | 1%     | 1%    |      |        |       |

### Other Information

|  | 2019   |        |        | 2018   |        |        |
|--|--------|--------|--------|--------|--------|--------|
|  | Male   | Female | Total  | Male   | Female | Total  |
| <b>Percentage of employees who are members of a trade union</b>                      |        |        |        |        |        |        |
| Chelopech  | 62%    | 39%    | 58%    | 64%    | 42%    | 60%    |
| Tsumeb   | 65%    | 34%    | 61%    | 70%    | 40%    | 66%    |
| Ada Tepe   | 91%    | 67%    | 87%    | 72%    | 41%    | 67%    |
| Exploration  | 50%    | 44%    | 49%    | 45%    | 22%    | 39%    |
| Corporate Other  | 5%     | 0%     | 4%     | 0%     | 0%     | 0%     |
| Corporate  | 0%     | 0%     | 0%     | 0%     | 0%     | 0%     |
| <b>Percentage of full-time employees covered by collective bargaining agreements</b> |        |        |        |        |        |        |
| Chelopech  | 100%   | 100%   | 100%   | 100%   | 100%   | 100%   |
| Tsumeb   | 79%    | 55%    | 76%    | 79%    | 58%    | 77%    |
| Ada Tepe   | 100%   | 100%   | 100%   | 100%   | 100%   | 100%   |
| Exploration  | 100%   | 100%   | 100%   | 100%   | 100%   | 100%   |
| Corporate Other  | 100%   | 100%   | 100%   | 100%   | 100%   | 100%   |
| Corporate  | 0%     | 0%     | 0%     | 0%     | 0%     | 0%     |
| <b>Mean annual wage in country</b>   |        |        |        |        |        |        |
| Bulgaria (BGN)   | 14,952 | 14,952 | 14,952 | 13,368 | 13,368 | 13,368 |
| Namibia (NAD)  | n/a    | n/a    | n/a    | n/a    | n/a    | n/a    |
| Exploration (BGN)  | 14,952 | 14,952 | 14,952 | 13,368 | 13,368 | 13,368 |
| Corporate Other (BGN)  | 14,952 | 14,952 | 14,952 | 13,368 | 13,368 | 13,368 |
| Corporate  | n/a    | n/a    | n/a    | n/a    | n/a    | n/a    |

## Other Information (cont'd)

|   | 2019    |         |         | 2018    |         |         |
|---|---------|---------|---------|---------|---------|---------|
|   | Male    | Female  | Total   | Male    | Female  | Total   |
| <b>Mean annual wage of company employees (excluding managers and above, direct contract and expatriate employees) in local currency</b> |         |         |         |         |         |         |
| Bulgaria (BGN)  | 32,608  | 29,138  | 32,020  | 30,104  | 28,448  | 29,834  |
| Namibia (NAD)   | 395,093 | 315,096 | 387,006 | 433,567 | 362,263 | 426,314 |
| Exploration (BGN)   | 28,548  | 39,684  | 30,840  | 29,208  | 33,450  | 30,057  |
| Corporate Other (BGN)   | 50,952  | 44,544  | 49,728  | 45,516  | 46,044  | 45,622  |
| Corporate   | n/a     | n/a     | n/a     | n/a     | n/a     | n/a     |
| <b>Number of strikes and lock-outs during year exceeding one week's duration</b>  |         |         |         |         |         |         |
| Chelopech   | 0       | 0       | 0       | 0       | 0       | 0       |
| Tsumeb  | 0       | 0       | 0       | 0       | 0       | 0       |
| Ada Tepe  | 0       | 0       | 0       | 0       | 0       | 0       |
| Exploration   | 0       | 0       | 0       | 0       | 0       | 0       |
| Corporate Other   | 0       | 0       | 0       | 0       | 0       | 0       |
| Corporate   | 0       | 0       | 0       | 0       | 0       | 0       |
| <b>Total number of incidents of discrimination</b>  |         |         |         |         |         |         |
| Chelopech   | 0       | 0       | 0       | 0       | 0       | 0       |
| Tsumeb  | 0       | 0       | 0       | 0       | 0       | 0       |
| Ada Tepe  | 0       | 0       | 0       | 0       | 0       | 0       |
| Exploration   | 0       | 0       | 0       | 0       | 0       | 0       |
| Corporate Other   | 0       | 0       | 0       | 0       | 0       | 0       |
| Corporate   | 0       | 0       | 0       | 0       | 0       | 0       |



## OUR PEOPLE

### Number of Employees by Gender and Employee Category

|                          | 2019 |        |       | 2018 |        |       |
|--------------------------|------|--------|-------|------|--------|-------|
|                          | Male | Female | Total | Male | Female | Total |
| <b>Employee Level</b>    |      |        |       |      |        |       |
| <b>Senior Management</b> |      |        |       |      |        |       |
| Chelopech                | 1    | 4      | 5     | 2    | 4      | 6     |
| Tsumeb                   | 5    | 3      | 8     | 5    | 3      | 8     |
| Ada Tepe                 | 1    | 4      | 5     | 1    | 4      | 5     |
| Exploration              | 1    | 1      | 2     | 4    | 2      | 6     |
| Corporate Other          | 0    | 1      | 1     | 0    | 2      | 2     |
| Corporate                | 9    | 6      | 15    | 12   | 6      | 18    |
| Total                    | 17   | 19     | 36    | 24   | 21     | 45    |
| <b>Middle Management</b> |      |        |       |      |        |       |
| Chelopech                | 105  | 19     | 124   | 98   | 20     | 118   |
| Tsumeb                   | 136  | 44     | 180   | 130  | 40     | 170   |
| Ada Tepe                 | 21   | 1      | 22    | 50   | 2      | 52    |
| Exploration              | 9    | 10     | 19    | 5    | 6      | 11    |
| Corporate Other          | 10   | 3      | 13    | 6    | 1      | 7     |
| Corporate                | 7    | 2      | 9     | 5    | 2      | 7     |
| Total                    | 288  | 79     | 367   | 294  | 71     | 365   |



## OUR PEOPLE

### Number of Employees by Gender and Employee Category (cont'd)

|                                       | 2019 |        |       | 2018  |        |       |
|---------------------------------------|------|--------|-------|-------|--------|-------|
|                                       | Male | Female | Total | Male  | Female | Total |
| <b>Employee Level (cont'd)</b>        |      |        |       |       |        |       |
| <b>Operational/Support Staff</b>      |      |        |       |       |        |       |
| Chelopech                             | 627  | 152    | 779   | 642   | 151    | 793   |
| Tsumeb                                | 536  | 67     | 603   | 521   | 59     | 580   |
| Ada Tepe                              | 179  | 37     | 216   | 165   | 35     | 200   |
| Exploration                           | 77   | 30     | 107   | 64    | 32     | 96    |
| Corporate Other                       | 10   | 2      | 12    | 5     | 1      | 6     |
| Corporate                             | 4    | 10     | 14    | 6     | 11     | 17    |
| Total                                 | 1433 | 298    | 1731  | 1,403 | 289    | 1,692 |
| <b>Employee Function</b>              |      |        |       |       |        |       |
| <b>Administrative</b>                 |      |        |       |       |        |       |
| Chelopech                             | 13   | 51     | 64    | 18    | 54     | 72    |
| Tsumeb                                | 106  | 55     | 161   | 108   | 58     | 166   |
| Ada Tepe                              | 3    | 6      | 9     | 5     | 6      | 11    |
| Corporate Other                       | 20   | 6      | 26    | 11    | 4      | 15    |
| Corporate                             | 10   | 9      | 19    | 15    | 11     | 26    |
| Total                                 | 152  | 127    | 279   | 157   | 133    | 290   |
| <b>Exploration</b>                    |      |        |       |       |        |       |
| Exploration                           | 87   | 41     | 128   | 73    | 40     | 113   |
| <b>Finance</b>                        |      |        |       |       |        |       |
| Chelopech                             | 22   | 24     | 46    | 23    | 20     | 43    |
| Tsumeb                                | 43   | 23     | 66    | 58    | 25     | 83    |
| Ada Tepe                              | 6    | 3      | 9     | 3     | 2      | 5     |
| Corporate Other                       | 0    | 0      | 0     | 0     | 0      | 0     |
| Corporate                             | 9    | 8      | 17    | 7     | 6      | 13    |
| Total                                 | 80   | 58     | 138   | 91    | 53     | 144   |
| <b>Health, Safety and Environment</b> |      |        |       |       |        |       |
| Chelopech                             | 19   | 18     | 37    | 18    | 17     | 35    |
| Tsumeb                                | 26   | 16     | 42    | 28    | 16     | 44    |
| Ada Tepe                              | 5    | 3      | 8     | 5     | 2      | 7     |
| Corporate Other                       | 0    | 0      | 0     | 0     | 0      | 0     |
| Corporate                             | 1    | 1      | 2     | 1     | 2      | 3     |
| Total                                 | 51   | 38     | 89    | 52    | 37     | 89    |
| <b>Maintenance</b>                    |      |        |       |       |        |       |
| Chelopech                             | 264  | 10     | 274   | 270   | 10     | 280   |
| Tsumeb                                | 203  | 19     | 222   | 188   | 3      | 191   |
| Ada Tepe                              | 58   | 3      | 61    | 58    | 3      | 61    |
| Corporate Other                       | 0    | 0      | 0     | 0     | 0      | 0     |
| Corporate                             | 0    | 0      | 0     | 0     | 0      | 0     |
| Total                                 | 525  | 32     | 557   | 516   | 16     | 532   |



## OUR PEOPLE

### Number of Employees by Gender and Employee Category (cont'd)

|                                   | 2019 |        |       | 2018 |        |       |
|-----------------------------------|------|--------|-------|------|--------|-------|
|                                   | Male | Female | Total | Male | Female | Total |
| <b>Employee Function (cont'd)</b> |      |        |       |      |        |       |
| <b>Operations</b>                 |      |        |       |      |        |       |
| Chelopech                         | 409  | 64     | 473   | 406  | 66     | 472   |
| Tsumeb                            | 298  | 1      | 299   | 274  | 0      | 274   |
| Krumovgrad                        | 129  | 27     | 156   | 102  | 13     | 115   |
| Corporate Other                   | 0    | 0      | 0     | 0    | 0      | 0     |
| Corporate                         | 0    | 0      | 0     | 0    | 0      | 0     |
| Total                             | 836  | 92     | 928   | 782  | 79     | 861   |
| <b>Projects (Bulgaria)</b>        |      |        |       |      |        |       |
| Chelopech                         | 6    | 8      | 14    | 7    | 8      | 15    |
| Tsumeb                            | 0    | 0      | 0     | 0    | 0      | 0     |
| Krumovgrad                        | 0    | 0      | 0     | 43   | 15     | 58    |
| Corporate Other                   | 0    | 0      | 0     | 0    | 0      | 0     |
| Corporate                         | 0    | 0      | 0     | 0    | 0      | 0     |
| Total                             | 6    | 8      | 14    | 50   | 23     | 73    |



## OUR PEOPLE

### Average hours of training per year per employee

|                                  | 2019 |        | 2018 |        |
|----------------------------------|------|--------|------|--------|
|                                  | Male | Female | Male | Female |
| <b>Employee Level</b>            |      |        |      |        |
| <b>Senior Management</b>         |      |        |      |        |
| Chelopech                        | 18   | 5      | 60   | 15     |
| Tsumeb                           | 48   | 43     | 48   | 63     |
| Ada Tepe                         | 18   | 14     | 12   | 3      |
| Exploration                      | 0    | 0      | 0    | 0      |
| Corporate Other                  | 0    | 0      | 0    | 66     |
| Corporate                        | 6    | 4      | 8    | 14     |
| <b>Middle Management</b>         |      |        |      |        |
| Chelopech                        | 37   | 43     | 47   | 45     |
| Tsumeb                           | 76   | 71     | 54   | 64     |
| Ada Tepe                         | 48   | 57     | 74   | 3      |
| Exploration                      | 32   | 74     | 40   | 29     |
| Corporate Other                  | 26   | 11     | 39   | 16     |
| Corporate                        | 2    | 2      | 15   | 8      |
| <b>Operational/Support Staff</b> |      |        |      |        |
| Chelopech                        | 36   | 20     | 31   | 13     |
| Tsumeb                           | 51   | 50     | 29   | 21     |
| Ada Tepe                         | 43   | 51     | 144  | 46     |
| Exploration                      | 26   | 14     | 49   | 69     |
| Corporate Other                  | 32   | 24     | 59   | 126    |
| Corporate                        | 1    | 2      | 7    | 8      |
| <b>Employee Function</b>         |      |        |      |        |
| <b>Administrative</b>            |      |        |      |        |
| Chelopech                        | 11   | 12     | 16   | 6      |
| Tsumeb                           | 79   | 64     | 83   | 54     |
| Ada Tepe                         | 16   | 18     | 18   | 4      |
| Corporate Other                  | 29   | 24     | 48   | 52     |
| Corporate                        | 5    | 2      | 9    | 10     |
| <b>Exploration</b>               |      |        |      |        |
| Exploration                      | 26   | 47     |      |        |
|                                  | 2019 |        | 2018 |        |
|                                  | Male | Female | Male | Female |



## OUR PEOPLE

### Average hours of training per year per employee

|                                       |     |     |     |     |
|---------------------------------------|-----|-----|-----|-----|
| <b>Finance</b>                        |     |     |     |     |
| Chelopech                             | 26  | 18  | 97  | 18  |
| Tsumeb                                | 57  | 74  | 59  | 38  |
| Ada Tepe                              | 40  | 7   | 69  | 37  |
| Corporate Other                       | 0   | 0   | 0   | 0   |
| Corporate                             | 3   | 3   | 10  | 11  |
| <b>Health, Safety and Environment</b> |     |     |     |     |
| Chelopech                             | 72  | 15  | 97  | 18  |
| Tsumeb                                | 115 | 70  | 144 | 57  |
| Ada Tepe                              | 32  | 20  | 69  | 37  |
| Corporate Other                       | 0   | 0   | 0   | 0   |
| Corporate                             | 6   | 8   | 8   | 8   |
| <b>Maintenance</b>                    |     |     |     |     |
| Chelopech                             | 29  | 8   | 27  | 20  |
| Tsumeb                                | 48  | 107 | 45  | 41  |
| Ada Tepe                              | 37  | 36  | 244 | 114 |
| Corporate Other                       | 0   | 0   | 0   | 0   |
| Corporate                             | 0   | 0   | 0   | 0   |
| <b>Operations</b>                     |     |     |     |     |
| Chelopech                             | 41  | 42  | 36  | 29  |
| Tsumeb                                | 51  | 60  | 50  | 24  |
| Ada Tepe                              | 48  | 66  | 123 | 91  |
| Corporate Other                       | 0   | 0   | 0   | 0   |
| Corporate                             | 0   | 0   | 0   | 0   |
| <b>Projects (Bulgaria)</b>            |     |     |     |     |
| Chelopech                             | 2   | 2   | 2   | 23  |
| Tsumeb                                | n/a | n/a | n/a | n/a |
| Ada Tepe                              | 0   | 0   | 5   | 2   |
| Corporate Other                       | n/a | n/a | n/a | n/a |
| Corporate                             | n/a | n/a | n/a | n/a |



## OUR PEOPLE

### Percentage of Employees by Gender and Employee Category who Receive Regular Performance and Career Development Reviews

|                                       | 2019 |        |       | 2018 |        |       |
|---------------------------------------|------|--------|-------|------|--------|-------|
|                                       | Male | Female | Total | Male | Female | Total |
| <b>Employee Level</b>                 |      |        |       |      |        |       |
| <b>Senior Management</b>              |      |        |       |      |        |       |
| Chelopech                             | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Tsumeb                                | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Ada Tepe                              | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Exploration                           | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate Other                       | 0%   | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate                             | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| <b>Middle Management</b>              |      |        |       |      |        |       |
| Chelopech                             | 55%  | 79%    | 59%   | 52%  | 75%    | 56%   |
| Tsumeb                                | 95%  | 91%    | 94%   | 37%  | 25%    | 34%   |
| Ada Tepe                              | 71%  | 100%   | 73%   | 50%  | 100%   | 52%   |
| Exploration                           | 100% | 100%   | 100%  | 100% | 83%    | 91%   |
| Corporate Other                       | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| Corporate                             | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| <b>Operational/Support Staff</b>      |      |        |       |      |        |       |
| Chelopech                             | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Tsumeb                                | 0%   | 0%     | 0%    | 16%  | 51%    | 19%   |
| Ada Tepe                              | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Exploration                           | 66%  | 87%    | 72%   | 58%  | 81%    | 66%   |
| Corporate Other                       | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Corporate                             | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| <b>Employee Function</b>              |      |        |       |      |        |       |
| <b>Administrative</b>                 |      |        |       |      |        |       |
| Chelopech                             | 15%  | 14%    | 14%   | 17%  | 15%    | 15%   |
| Tsumeb                                | 42%  | 29%    | 37%   | 16%  | 16%    | 16%   |
| Ada Tepe                              | 67%  | 33%    | 44%   | 40%  | 33%    | 36%   |
| Corporate Other                       | 50%  | 67%    | 54%   | 55%  | 75%    | 60%   |
| Corporate                             | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| <b>Exploration</b>                    |      |        |       |      |        |       |
| Exploration                           | 70%  | 90%    | 77%   | 63%  | 83%    | 70%   |
| <b>Finance</b>                        |      |        |       |      |        |       |
| Chelopech                             | 27%  | 13%    | 20%   | 22%  | 10%    | 16%   |
| Tsumeb                                | 21%  | 52%    | 32%   | 16%  | 48%    | 25%   |
| Ada Tepe                              | 17%  | 33%    | 22%   | 33%  | 50%    | 40%   |
| Corporate Other                       | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Corporate                             | 100% | 100%   | 100%  | 100% | 100%   | 100%  |
| <b>Health, Safety and Environment</b> |      |        |       |      |        |       |
| Chelopech                             | 16%  | 17%    | 16%   | 11%  | 18%    | 14%   |
| Tsumeb                                | 50%  | 63%    | 55%   | 46%  | 63%    | 52%   |
| Ada Tepe                              | 40%  | 33%    | 38%   | 40%  | 0%     | 29%   |
| Corporate Other                       | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Corporate                             | 100% | 100%   | 100%  | 100% | 100%   | 100%  |



## OUR PEOPLE

### Percentage of Employees by Gender and Employee Category who Receive Regular Performance and Career Development Reviews (cont'd)

|                                   | 2019 |        |       | 2018 |        |       |
|-----------------------------------|------|--------|-------|------|--------|-------|
|                                   | Male | Female | Total | Male | Female | Total |
| <b>Employee Function (cont'd)</b> |      |        |       |      |        |       |
| <b>Maintenance</b>                |      |        |       |      |        |       |
| Chelopech                         | 6%   | 10%    | 6%    | 6%   | 10%    | 6%    |
| Tsumeb                            | 16%  | 11%    | 16%   | 18%  | 67%    | 18%   |
| Ada Tepe                          | 5%   | 0%     | 5%    | 5%   | 0%     | 5%    |
| Corporate Other                   | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Corporate                         | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| <b>Operations</b>                 |      |        |       |      |        |       |
| Chelopech                         | 7%   | 6%     | 7%    | 7%   | 6%     | 7%    |
| Tsumeb                            | 10%  | 0%     | 10%   | 16%  | 0%     | 18%   |
| Ada Tepe                          | 5%   | 4%     | 5%    | 6%   | 8%     | 6%    |
| Corporate Other                   | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Corporate                         | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| <b>Projects</b>                   |      |        |       |      |        |       |
| Chelopech (Bulgaria)              | 83%  | 13%    | 43%   | 29%  | 13%    | 20%   |
| Tsumeb                            | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Ada Tepe                          | 0%   | 0%     | 0%    | 28%  | 7%     | 22%   |
| Corporate Other                   | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Corporate                         | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |

### Employee Analysis by Age

|  | 2019 |        |       | 2018 |        |       |
|--|------|--------|-------|------|--------|-------|
|  | Male | Female | Total | Male | Female | Total |
| <b>Number of new employees 30 years old and under</b>      |      |        |       |      |        |       |
| Chelopech  | 24   | 3      | 27    | 16   | 7      | 23    |
| Tsumeb   | 46   | 16     | 62    | 45   | 11     | 56    |
| Ada Tepe   | 11   | 6      | 17    | 52   | 8      | 60    |
| Exploration  | 7    | 1      | 8     | 8    | 4      | 12    |
| Corporate Other  | 5    | 1      | 6     | 1    | 0      | 1     |
| Corporate  | 1    | 0      | 1     | 1    | 1      | 2     |
| Total  | 94   | 27     | 121   | 123  | 31     | 154   |
| <b>Number of new employees between 31 and 49 years old</b> |      |        |       |      |        |       |
| Chelopech  | 41   | 6      | 47    | 31   | 5      | 36    |
| Tsumeb   | 25   | 4      | 29    | 26   | 4      | 30    |
| Ada Tepe   | 22   | 9      | 31    | 113  | 17     | 130   |
| Exploration  | 5    | 1      | 6     | 11   | 3      | 14    |
| Corporate Other  | 4    | 2      | 6     | 3    | 0      | 3     |
| Corporate  | 1    | 1      | 2     | 4    | 1      | 5     |
| Total  | 98   | 23     | 121   | 188  | 30     | 218   |



## OUR PEOPLE

### New Employee Hires by Age Group, Gender and Region (with less than one year of service) (cont'd)

|   | 2019 |        |       | 2018 |        |       |
|---|------|--------|-------|------|--------|-------|
|   | Male | Female | Total | Male | Female | Total |
| <b>Number of new employees 50 years old and above</b> |      |        |       |      |        |       |
| Chelopech   | 2    | 1      | 3     | 2    | 2      | 4     |
| Tsumeb  | 4    | 1      | 5     | 4    | 1      | 5     |
| Ada Tepe  | 2    | 2      | 4     | 26   | 0      | 26    |
| Exploration   | 1    | 0      | 1     | 1    | 0      | 1     |
| Corporate Other                                       | 0    | 0      | 0     | 0    | 0      | 0     |
| Corporate   | 0    | 0      | 0     | 1    | 0      | 1     |
| Total   | 9    | 4      | 13    | 34   | 3      | 37    |
| <b>Rate of New Employee Hires</b>                     |      |        |       |      |        |       |
| <b>Rate of new employees 30 years old and under</b>   |      |        |       |      |        |       |
| Chelopech   | 3%   | 2%     | 3%    | 2%   | 4%     | 3%    |
| Tsumeb  | 7%   | 14%    | 8%    | 7%   | 11%    | 7%    |
| Ada Tepe  | 5%   | 14%    | 7%    | 24%  | 20%    | 23%   |
| Exploration   | 8%   | 2%     | 6%    | 11%  | 10%    | 11%   |
| Corporate Other                                       | 25%  | 17%    | 23%   | 9%   | 0%     | 7%    |
| Corporate   | 5%   | 0%     | 3%    | 4%   | 5%     | 5%    |
| Total   | 5%   | 7%     | 6%    | 7%   | 8%     | 7%    |
| <b>Rate of new employees between 31 and 49</b>        |      |        |       |      |        |       |
| Chelopech   | 6%   | 3%     | 5%    | 4%   | 3%     | 4%    |
| Tsumeb  | 4%   | 4%     | 4%    | 4%   | 4%     | 4%    |
| Ada Tepe  | 11%  | 21%    | 13%   | 52%  | 41%    | 51%   |
| Exploration   | 6%   | 2%     | 5%    | 15%  | 8%     | 12%   |
| Corporate Other                                       | 20%  | 33%    | 23%   | 27%  | 0%     | 20%   |
| Corporate   | 5%   | 6%     | 5%    | 17%  | 5%     | 12%   |
| Total   | 6%   | 6%     | 6%    | 11%  | 8%     | 10%   |
| <b>Rate of new employees 50 years old and above</b>   |      |        |       |      |        |       |
| Chelopech   | 0%   | 1%     | 0%    | 0%   | 1%     | 0%    |
| Tsumeb  | 1%   | 1%     | 1%    | 1%   | 1%     | 1%    |
| Ada Tepe  | 1%   | 5%     | 2%    | 12%  | 0%     | 10%   |
| Exploration   | 1%   | 0%     | 1%    | 1%   | 0%     | 1%    |
| Corporate Other                                       | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Corporate   | 0%   | 0%     | 0%    | 4%   | 0%     | 2%    |
| Total   | 1%   | 1%     | 1%    | 2%   | 1%     | 2%    |



## OUR PEOPLE

### Employee Turnover Analysis

|                                    | 2019 |        |       | 2018 |        |       |
|------------------------------------|------|--------|-------|------|--------|-------|
|                                    | Male | Female | Total | Male | Female | Total |
| <b>Number of Employees</b>         |      |        |       |      |        |       |
| Chelopech                          | 733  | 175    | 908   | 742  | 175    | 917   |
| # Employees who left voluntarily   | 21   | 4      | 25    |      |        |       |
| # Employees who left involuntarily | 65   | 11     | 76    |      |        |       |
| Total Outgoing Employees           | 86   | 15     | 101   | 60   | 15     | 75    |
| Total Turnover Rate                | 12%  | 9%     | 11%   | 8%   | 9%     | 8%    |
| Number of Employees <30            | 120  | 18     | 138   | 123  | 16     | 139   |
| Number of Outgoing Employees <30   | 9    | 3      | 12    | 9    | 0      | 9     |
| Turnover Rate for <30              | 1%   | 2%     | 1%    | 1%   | 0%     | 1%    |
| Number of Employees 31–49          | 530  | 98     | 628   | 531  | 97     | 628   |
| Number of Outgoing Employees 31–49 | 54   | 3      | 57    | 44   | 6      | 50    |
| Turnover Rate for 31–49            | 7%   | 2%     | 6%    | 6%   | 3%     | 5%    |
| Number of Employees >50            | 83   | 59     | 142   | 89   | 62     | 151   |
| Number of Outgoing Employees >50   | 23   | 9      | 32    | 7    | 9      | 16    |
| Turnover Rate for >50              | 3%   | 5%     | 4%    | 1%   | 5%     | 2%    |
| Percentage of Employees <30        | 16%  | 10%    | 15%   | 17%  | 9%     | 15%   |
| Percentage of Employees 30–50      | 72%  | 56%    | 69%   | 72%  | 55%    | 68%   |
| Percentage of Employees >50        | 11%  | 34%    | 16%   | 12%  | 35%    | 16%   |
| <b>Number of Employees</b>         |      |        |       |      |        |       |
| Tsumeb                             | 676  | 114    | 790   | 656  | 102    | 758   |
| # Employees who left voluntarily   | 20   | 8      | 28    |      |        |       |
| # Employees who left involuntarily | 66   | 12     | 78    |      |        |       |
| Total Outgoing Employees           | 86   | 20     | 106   | 105  | 17     | 122   |
| Total Turnover Rate                | 13%  | 18%    | 13%   | 16%  | 17%    | 16%   |
| Number of Employees <30            | 160  | 39     | 199   | 121  | 26     | 147   |
| Number of Outgoing Employees <30   | 25   | 11     | 36    | 58   | 13     | 71    |
| Turnover Rate for <30              | 4%   | 10%    | 5%    | 9%   | 13%    | 9%    |
| Number of Employees 31–49          | 378  | 66     | 444   | 399  | 67     | 466   |
| Number of Outgoing Employees 31–49 | 27   | 5      | 32    | 27   | 1      | 28    |
| Turnover Rate for 31–49            | 4%   | 4%     | 4%    | 4%   | 1%     | 4%    |
| Number of Employees >50            | 138  | 9      | 147   | 136  | 9      | 145   |
| Number of Outgoing Employees >50   | 34   | 4      | 38    | 20   | 3      | 23    |
| Turnover Rate for >50              | 5%   | 4%     | 5%    | 3%   | 3%     | 3%    |
| Percentage of Employees <30        | 24%  | 34%    | 25%   | 18%  | 25%    | 19%   |
| Percentage of Employees 31–49      | 56%  | 58%    | 56%   | 61%  | 66%    | 61%   |
| Percentage of Employees >50        | 20%  | 8%     | 19%   | 21%  | 9%     | 19%   |



## OUR PEOPLE

### Employee Turnover Analysis (cont'd)

|                                    | 2019 |        |       | 2018 |        |       |
|------------------------------------|------|--------|-------|------|--------|-------|
|                                    | Male | Female | Total | Male | Female | Total |
| <b>Number of Employees</b>         |      |        |       |      |        |       |
| Ada Tepe                           | 201  | 42     | 243   | 216  | 41     | 257   |
| # Employees who left voluntarily   | 3    | 0      | 3     |      |        |       |
| # Employees who left involuntarily | 41   | 17     | 58    |      |        |       |
| Total Outgoing Employees           | 44   | 17     | 61    | 48   | 2      | 50    |
| Total Turnover Rate                | 22%  | 40%    | 25%   | 22%  | 5%     | 19%   |
| Number of Employees <30            | 45   | 13     | 58    | 51   | 11     | 62    |
| Number of Outgoing Employees <30   | 5    | 3      | 8     | 21   | 2      | 23    |
| Turnover Rate for <30              | 2%   | 7%     | 3%    | 10%  | 5%     | 9%    |
| Number of Employees 31-49          | 130  | 23     | 153   | 131  | 22     | 153   |
| Number of Outgoing Employees 31-49 | 29   | 10     | 39    | 20   | 0      | 20    |
| Turnover Rate for 31-49            | 14%  | 24%    | 16%   | 9%   | 0%     | 8%    |
| Number of Employees >50            | 26   | 6      | 32    | 35   | 8      | 43    |
| Number of Outgoing Employees >50   | 10   | 4      | 14    | 7    | 0      | 7     |
| Turnover Rate for >50              | 5%   | 10%    | 6%    | 3%   | 0%     | 3%    |
| Percentage of Employees <30        | 22%  | 31%    | 24%   | 24%  | 27%    | 24%   |
| Percentage of Employees 31-49      | 65%  | 55%    | 63%   | 61%  | 54%    | 60%   |
| Percentage of Employees >50        | 13%  | 14%    | 13%   | 16%  | 20%    | 17%   |
| <b>Number of Employees</b>         |      |        |       |      |        |       |
| Exploration                        | 87   | 41     | 128   | 73   | 40     | 113   |
| # Employees who left voluntarily   | 7    | 2      | 9     |      |        |       |
| # Employees who left involuntarily | 5    | 0      | 5     |      |        |       |
| Total Outgoing Employees           | 12   | 2      | 14    | 8    | 1      | 9     |
| Total Turnover Rate                | 14%  | 5%     | 11%   | 11%  | 3%     | 8%    |
| Number of Employees <30            | 20   | 4      | 24    | 15   | 4      | 19    |
| Number of Outgoing Employees <30   | 5    | 1      | 6     | 14   | 0      | 14    |
| Turnover Rate for <30              | 6%   | 2%     | 5%    | 19%  | 0%     | 12%   |
| Number of Employees 31-49          | 59   | 30     | 89    | 50   | 29     | 79    |
| Number of Outgoing Employees 31-49 | 6    | 1      | 7     | 4    | 0      | 4     |
| Turnover Rate for 31-49            | 7%   | 2%     | 5%    | 5%   | 0%     | 4%    |
| Number of Employees >50            | 8    | 7      | 15    | 8    | 7      | 15    |
| Number of Outgoing Employees >50   | 1    | 0      | 1     | 0    | 0      | 0     |
| Turnover Rate for >50              | 1%   | 0%     | 1%    | 0%   | 0%     | 0%    |
| Percentage of Employees <30        | 23%  | 10%    | 19%   | 21%  | 10%    | 17%   |
| Percentage of Employees 31-49      | 68%  | 73%    | 70%   | 68%  | 73%    | 70%   |
| Percentage of Employees >50        | 9%   | 17%    | 12%   | 11%  | 18%    | 13%   |



## OUR PEOPLE

### Employee Turnover Analysis (cont'd)

|                                    | 2019 |        |       | 2018 |        |       |
|------------------------------------|------|--------|-------|------|--------|-------|
|                                    | Male | Female | Total | Male | Female | Total |
| <b>Number of Employees</b>         |      |        |       |      |        |       |
| Corporate Other                    | 20   | 6      | 26    | 11   | 4      | 15    |
| # Employees who left voluntarily   |      |        | 0     |      |        |       |
| # Employees who left involuntarily |      |        | 0%    |      |        |       |
| Total Outgoing Employees           | 0    | 0      | 0     | 1    | 0      | 1     |
| Total Turnover Rate                | 0%   | 0%     | 0%    | 9%   | 0%     | 7%    |
| Number of Employees <30            | 0    | 0      | 0     | 3    | 0      | 3     |
| Number of Outgoing Employees <30   | 0    | 0      | 0     | 0    | 0      | 0     |
| Turnover Rate for <30              | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Number of Employees 31-49          | 0    | 0      | 0     | 8    | 4      | 12    |
| Number of Outgoing Employees 31-49 | 0    | 0      | 0     | 1    | 0      | 1     |
| Turnover Rate for 31-49            | 0%   | 0%     | 0%    | 9%   | 0%     | 7%    |
| Number of Employees >50            | 0    | 0      | 0     | 0    | 0      | 0     |
| Number of Outgoing Employees >50   | 0    | 0      | 0     | 0    | 0      | 0     |
| Turnover Rate for >50              | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| Percentage of Employees <30        | 0%   | 0%     | 0%    | 27%  | 0%     | 20%   |
| Percentage of Employees 31-49      | 0%   | 0%     | 0%    | 73%  | 100%   | 80%   |
| Percentage of Employees >50        | 0%   | 0%     | 0%    | 0%   | 0%     | 0%    |
| <b>Corporate</b>                   |      |        |       |      |        |       |
| Number of Employees                | 20   | 18     | 38    | 23   | 19     | 42    |
| # Employees who left voluntarily   | 3    | 1      | 4     |      |        |       |
| # Employees who left involuntarily | 2    | 1      | 3     |      |        |       |
| Total Outgoing Employees           | 5    | 2      | 7     | 3    | 3      | 6     |
| Total Turnover Rate                | 25%  | 11%    | 18%   | 13%  | 16%    | 14%   |
| Number of Employees <30            | 2    | 1      | 3     | 2    | 1      | 3     |
| Number of Outgoing Employees <30   | 1    | 0      | 1     | 0    | 0      | 0     |
| Turnover Rate for <30              | 5%   | 0%     | 3%    | 0%   | 0%     | 0%    |
| Number of Employees 31-49          | 9    | 10     | 19    | 10   | 9      | 19    |
| Number of Outgoing Employees 31-49 | 2    | 1      | 3     | 1    | 2      | 3     |
| Turnover Rate for 31-49            | 10%  | 6%     | 8%    | 4%   | 11%    | 7%    |
| Number of Employees >50            | 9    | 8      | 17    | 11   | 9      | 20    |
| Number of Outgoing Employees >50   | 2    | 1      | 3     | 2    | 1      | 3     |
| Turnover Rate for >50              | 10%  | 6%     | 8%    | 9%   | 5%     | 7%    |
| Percentage of Employees <30        | 10%  | 6%     | 8%    | 9%   | 5%     | 7%    |
| Percentage of Employees 31-49      | 45%  | 56%    | 50%   | 43%  | 47%    | 45%   |
| Percentage of Employees >50        | 45%  | 44%    | 45%   | 48%  | 47%    | 48%   |

# INDEPENDENT LIMITED ASSURANCE STATEMENT

To: The Stakeholders of Dundee Precious Metals Inc.

## Introduction and objectives of work

Bureau Veritas UK Ltd (Bureau Veritas) has been engaged by Dundee Precious Metals Inc. (DPM) to provide independent limited assurance of the reliability and accuracy of its health, safety and environment (HSE) data, as reported in the 2019 Sustainability Performance Data Supplement (the 'Data Supplement') published on DPM's website. This Assurance Statement applies to the related information included within the scope of work described below.

## Scope of work

The scope of our work was limited to assurance over the following information included within the Data Supplement for the period January 1, 2019 – December 31, 2019 (the 'Selected Information'):

- Data reported in Environment section of the Data Supplement. The sites included in these data sets are Chelopech, Bulgaria (Chelopech), Ada Tepe, Bulgaria (Ada Tepe), and Tsumeb, Namibia (Tsumeb); and
- Data reported in Health and safety section of the Data Supplement. The sites included in these data sets are Chelopech, Ada Tepe, and Tsumeb, the Exploration business and Capital Projects of DPM.

## Limitations and Exclusions

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

- any other information included in the Data Supplement that is not detailed in the Scope of work Section above;
- activities outside the defined verification period;
- financial data taken from DPM's annual report and accounts which is audited by an external financial auditor, including but not limited to any statements relating to production, tax, sales, and financial investments; and
- the appropriateness of the Reporting Criteria and its boundaries.

This limited assurance engagement relies on a risk based selected sample of the Selected Information and the associated limitations that this entails. The reliability of the reported data is dependent on the accuracy of metering and other measurement arrangements employed at site level, not addressed as part of this assurance. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

## Responsibilities

The preparation and presentation of the Selected Information in the Data Supplement are the sole responsibility of the management of DPM.

Bureau Veritas was not involved in the compilation of the Data Supplement. Our responsibilities were to:

- obtain limited assurance about whether the Selected Information has been prepared in accordance with internationally acceptable definitions of the relevant indicators;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report detailed findings and recommendations to the management of DPM.

Our work has been undertaken in accordance with the terms of our engagement with DPM and for those matters we have been engaged for. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than DPM for our work, for this statement, or for the conclusions we have reached.

## Assessment Standard

We performed our work in accordance with International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after December 15, 2015), issued by the International Auditing and Assurance Standards Board. Our conclusions are for 'limited' assurance as set out in ISAE 3000.

## Reporting Criteria

The Selected Information has been prepared in accordance with internal definitions established by DPM in its *Glossary of Common Sustainable Business Development Terms 2019*.

## Summary of work performed

As part of our independent verification, our work included:

1. Conducting interviews, both face to face and via web-conference, with relevant DPM personnel working in HSE;
2. Conducting a site visit to Tsumeb for verification of site data reported on a sample basis;
3. Conducting a remote site visit to Chelopech<sup>1</sup> for verification of site data reported on a sample basis, including a remote interview and live demonstration with a third party overseeing the maintenance of the site's environment data system;
4. Conducting a remote review of the Selected Information against the corresponding source documentation on a sample basis from other sites and projects;
5. Reviewing the data collection and consolidation processes used to compile Selected Information, including assessing assumptions made, and the data scope and reporting boundaries; and

6. Re-performed a selection of aggregation calculations of the Selected Information.

## Conclusion

On the basis of our methodology and activities described above, nothing has come to our attention to indicate that the Selected Information is not fairly stated in all material respects.

Further detailed recommendations are provided to DPM in the form of an internal Management Report.

## Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety and social accountability with over 190 years of history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified<sup>2</sup> Quality Management System which complies with the requirements of ISO 9001:2015, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)<sup>3</sup>, across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities.

The assurance team for this work conducted the verification independently and to our knowledge does not have any conflict of interest due to any other Bureau Veritas projects with DPM.

## Bureau Veritas UK Ltd.

London  
22 April 2020



<sup>1</sup> A physical site visit was planned for 17-19 March 2020 but had to be cancelled due to the Covid-19 pandemic outbreak and associated restrictions on travel.

<sup>2</sup> Certificate of Registration available upon request

<sup>3</sup> International Federation of Inspection Agencies – Compliance Code – Third Edition



[dundeeprecious.com](http://dundeeprecious.com)

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