



SOCIAL AND RELATIONSHIP CAPITAL

2024 MANAGEMENT APPROACH REPORT

DPM's management of our social priorities involves a comprehensive approach that includes ensuring the safety of our workforce, providing a rewarding work environment, respecting human rights, engaging with stakeholders, and enhancing the quality of life in our host communities. By consistently delivering on these priorities, we support our purpose of "unlocking resources and generating value to thrive and grow together".

HEALTH, SAFETY AND WELL-BEING BACKGROUND

Safety is paramount in mining operations due to the often-hazardous working conditions, and at DPM, prioritizing the safety and well-being of our people is a core value. Hazards like powered haulage, machinery misuse and loss of mine integrity can lead to injuries or even fatalities. By fostering a culture of safety and well-being, DPM works to prevent accidents, reduce costs and operational downtime, and boost productivity while keeping our people safe.

GOVERNANCE STRUCTURES AND ACCOUNTABILITIES

Key roles and responsibilities related to health, safety and well-being include

- **Board of Directors:** Provides oversight through the Sustainability Committee. A core component of the Committee's mandate is to oversee the health, safety, well-being and security of the employees and contractors of DPM and its subsidiaries and the communities in which DPM and its subsidiaries operate. Composed entirely of independent directors, the Sustainability Committee meets quarterly, including a virtual session without company management present. Management reports to the Committee on the organization's safety performance on a quarterly basis.
- **Executive management:** The Senior Vice President (SVP), Sustainable Business Development reports directly to the President and Chief Executive Officer (CEO) and is responsible for health and safety and sustainability at the group level. The Chief Operating Officer (COO), who also reports directly to the President and CEO, provides oversight of site-level leadership teams that manage health, safety, and wellness throughout their operations.

Our Balanced Score Card - pay for performance

Our management system includes a Balanced Score Card (BSC) which links short-term incentive compensation to defined and measurable annual objectives that align executives and employees on initiatives structured to achieve the Company's strategic objectives. The high-level strategic objectives and outcomes are cascaded into targets at the operating level.

Initiatives are linked to DPM's business strategy, including related risks, to ensure successful execution that engages the entire organization and drives accountability beyond the executive level. Measures at both the group and site-level are

part of the BSC objectives and the resulting performance informs executive and employee compensation.

OUR POLICIES AND STANDARDS

Key policies and standards

- **Code of Business Conduct and Ethics ("the Code"):** The Code establishes the principles and commitments intended to direct and guide the conduct of the Company and applies to Board members, employees and third parties with whom we do business in all locations where we operate.
- **Corporate Responsibility Policy:** The Corporate Responsibility Policy enshrines our Corporate-wide commitment to health and safety. All employees and contractors have a responsibility to comply with this policy.
- **Safety Golden Rules:** We created a set of Safety Golden Rules for each of our operations based on our experience and best practices in our industry. These rules and safety measures to create awareness of hazards and support our employees in making safer choices.
- **Internal Health and Safety Standards:** We have also developed internal health and safety standards that comply with all applicable laws, rules, and regulations, as well as occupational health and safety standards and laws in the jurisdictions in which we operate.

OUR APPROACH TO HEALTH, SAFETY AND WELL-BEING

At DPM, prioritizing the safety and well-being of people is essential. We utilize our Occupational Health and Safety Management System to manage and mitigate health and safety risks across our operations and projects. Across our sites, we have comprehensive occupational health and hygiene programs. Our approach to safety begins with four key concepts:

1. **Conducting Visible Felt Leadership** - leading by example by demonstrating care and visibility in the workplace. This sets and continuously reinforces expectations around important safety issues and includes performance reviews in key safety areas.
2. **Zero Tolerance** - no allowances or exceptions for unsafe conditions or acts in the workplace. Additionally, no exceptions will be made with respect to enforcing all legislation and/or Company policies, rules, and procedures.
3. **Zero Harm** - commits to preventing accidents and/or incidents that could result in injury/loss to people, property damage or any other losses to the business.
4. **Safe Production** - recognizes that without one, the other is not viable and neither a successful business.

Health and safety management system

We are constantly improving our health and safety management system and practices with the aim of ensuring every person going home safe and healthy after every shift. Key elements include:

SOCIAL AND RELATIONSHIP CAPITAL

- Regular risk assessments to identify areas of potential harm; and, if an incident occurs, procedures to investigate.
- Regular safety meetings and inspections among our occupational health and safety managers and health and safety committees. Visible felt leadership programs to set and reinforce expectations about important safety issues, including performance reviews in key safety areas.
- A comprehensive program of [mandatory] occupational health and safety training for employees and contractors working at sites to help ensure that workers are vigilant and aware of potential risks and all health and safety-related procedures and programs.
- Programs and procedures to help us identify and assess health and safety risks and potential hazards in the workplace, including near-miss reporting as an essential feature of an advanced safety system.
- An extensive emergency preparedness framework that covers the following general topics in the order of their priority: a) safety of life; b) protection of the environment; c) protection of property and reputation; and d) protection of company assets.
- Inclusion of health and safety requirements for suppliers and contractors to DPM.

Memberships and engagement

We are an active participant in the Mine Safety Round Table (MSRT), a group of senior health and safety leaders representing companies dedicated to continuous improvement in safety performance across the industry. Members of the MSRT come together to share and advance best practices in safety, including safety data trends and benchmarks.



Working together at Ada Tepe



Leadership training graduates in Bulgaria

OUR PEOPLE AND WORKERS IN THE VALUE CHAIN

BACKGROUND

Our employees are vital to our success. At DPM, we aim to foster a culture of learning and development within an inclusive and diverse environment, encouraging open employee engagement and creating safe physical and psychological workspaces. By supporting employees throughout their lifecycle, from recruitment to retirement, we enable their professional and personal growth, contributing to the Company's positive performance.

GOVERNANCE STRUCTURES AND ACCOUNTABILITIES

Key roles and responsibilities related to our people and culture include:

- **Board of Directors:** Provides oversight through the Human Capital and Compensation Committee to ensure that DPM's human capital and compensation matters are consistently managed in a way that supports the fulfillment of the Company's purpose, strategy, and values.
- **Executive management:** the Executive Vice President (EVP), Corporate Affairs and General Counsel reports directly to the President and CEO and is responsible for the Legal, Compliance, Business Optimization and Human Resource functions. The Vice-President, Human Resources, who reports to the EVP, Corporate Affairs and General Counsel, leads the Company's human capital initiatives, including the Company's diversity, equity, and inclusion strategy. This strategy is not only compliant with DPM's policies, standards, and legal and regulatory obligations, but also generates significant value for the organization. Specifically, the Committee, supported by the Vice President, Human Resources, assists the Board in the oversight and assessment of:
 - Human capital and compensation risk assessment and management and related policies
 - CEO compensation, performance management and succession planning
 - Executive compensation, performance management and succession planning
 - Director, Compensation
 - Organizational culture
 - Labour relations strategy, policies, and programs

Our Balanced Score Card

An important element of DPM's internal management system is its performance monitoring and measurement through the BSC methodology, incorporating environmental and social performance into overall employee and executive compensation structure. Once a year, the Board approves the BSC, reflecting the annual corporate goals which support the achievement of our strategic objectives.

OUR POLICIES AND STANDARDS

Key policies and standards

- **Code of Business Conduct and Ethics ("the Code"):** The Code establishes the principles and commitments intended to direct and guide the conduct of the Company and applies to Board members, employees and third parties with whom we do business in all locations where we operate.
- **Corporate Responsibility Policy:** The Corporate Responsibility Policy reinforces and strengthens our integrated approach to managing our Corporate Responsibility commitments and responsibilities, including the development and management of our talent. This policy is applicable to our employees and third parties, including contractors and suppliers.
- **Human Rights Standard:** Outlines the minimum human rights requirements to which all our sites must comply, including requirements regarding forced and child labour. Applies to own workers and workers in the value chain.

OUR APPROACH TO PEOPLE AND WORKERS IN THE VALUE CHAIN

Labour, relations, wages and benefits

We value our employees as our most important asset and foster a culture of innovation, encouraging them to share and generate new ideas. To attract and develop the best available talent, we offer compensation that is above average in the countries where we operate. We also provide significant training and development opportunities. We use regional market data and salary surveys (where reliable data exists) to set pay levels and we seek to ensure that men and women receive the same remuneration for the same type of work, according to their level of experience and length of employment.

At DPM, we are committed to respecting labour rights as outlined in relevant policies and standards where we commit to the following:

- ensure adequate wages are paid in the countries where we operate,
- monitor working hours and overtime and ensure employees are paid for overtime work,
- regularly engage with workers' representatives, where applicable,
- monitor the gender gap and ensure employees are taking paid leave.

Career advancement, training and development

Our human capital policies prioritize employee experience and development, aiming to help employees reach their full potential and foster a culture of excellence. We offer growth-oriented programs for director-level employees to help build leadership skills and strategic thinking on current and future topics.

SOCIAL AND RELATIONSHIP CAPITAL

We use skill matrices to identify the necessary and appropriate training for each employee function, including mandatory training, ad-hoc sessions, and workshops with theoretical and practical team exercises.

Employment engagement

We conduct biennial employee engagement surveys, compile the results into dashboards for key indicator review, and hold workshops to discuss findings. These workshops help identify strengths and opportunities for improvement through employee co-created action plans.

Diversity and inclusion

We have extensive programs relating to diversity and inclusion, employee engagement, talent management, leadership development, workforce planning and rewards.

Human rights

At DPM, we conduct an annual analysis of our value chain and an internal due diligence assessment on our own assets, on a risk-basis, in compliance with the Canadian Supply Chain Act. This process involves examining our operations to identify and mitigate risks related to forced and child labour. As part of our commitment, DPM annually reports findings from our assessment of our supply chains in response to Canada's Fighting Against Forced Labour and Child Labour in Supply Chains regulation.

This report outlines the steps we have taken to address these risks and demonstrates our commitment to responsible business practices and transparency. These assessments include a risk-based approach to our assets and our suppliers,

diving into specific sectors and country of origin. These reports also include our approach to mitigation and remediation, as well as training for employees on the subject.



Member of the Community visits the Loma Larga information centre in Chumblin



DPM Ecuador Team with a member of the Community of San Gerardo

OUR COMMUNITIES AND CONTRIBUTION TO LOCAL DEVELOPMENT

BACKGROUND

DPM is dedicated to the long-term sustainability of the communities where we operate. The Company aims to unlock resources and generate value, ensuring that both the business and host communities thrive together. At DPM, we also recognize our responsibility to support these communities even after mining operations end, helping them build the socio-economic capacity to sustain themselves in the long-term.

OUR POLICIES AND STANDARDS

Key policies and standards

- *Corporate Responsibility Policy:* The Corporate Responsibility Policy sets out priority areas, two of which are related to managing our social capital areas including "sustainable and resilient communities" and "human rights support and resilience."
- *Community Investment Development Plan:* Each site has its own plan with an allocated budget based on the assessment of the needs of the community. This ultimately guides DPM's support on each site.
- *Human Rights Standard:* Outlines the minimum human rights requirements to which all our sites must comply, including requirements regarding forced and child labour. Applies to stakeholders in our value chain, including communities.
- *Speak-Up Standard:* The Speak-Up Standard is designed to facilitate the reporting of breaches against the Code. It provides guidelines on how to report such issues and outlines the steps that will be followed once a report is made. The standard applies to all board members, employees, third parties, and other external stakeholders who wish to report misconduct or raise concerns.

GOVERNANCE STRUCTURES AND ACCOUNTABILITIES

Key roles and responsibilities around our communities' matter are:

- **Board of Directors:** DPM's Board oversees the Company's investments in the communities where we operate through the oversight of the Sustainability Committee.
- **Executive management:** At the Executive level, the Senior Vice President, Sustainable Business Development reports directly to the President and CEO and is responsible for the relationships with the communities where we operate and has direct oversight over spendings in projects to support communities at a corporate level. At an operational level, the Chief Operating Officer (COO) provides oversight and reports to the President and CEO.

OUR APPROACH TO COMMUNITY RELATIONS

Community investment strategies where we operate

DPM has established an approach to community investment and is well-being supported by the Community Investment Policy. Our approach to community investment is structured

around two main components: (1) development investments and (2) donations.

1. Development objectives are the projects and programs that align with DPM's strategy and business objectives to create sustainable economic development. These focus on building and maintaining social support for the Company's activities.
2. Donations have a specific allocation per site and include support for societal causes, environmental sustainability, and infrastructure projects.

Stakeholder engagement

We maintain a regular and open dialogue with all of our Stakeholders. At each site we identify affected communities and local stakeholders and implement Stakeholder Engagement Plans which follow formal processes for engagement and dialogue. The plans include strategies and goals for continually improving our engagement activities.

We also have Information Centers in the local communities of all DPM sites. These Centers provide information about ongoing projects, and collect questions and concerns raised by local citizens, grievances, requests for donations, letters of support and other community views on environmental and social impacts and mitigation measures.

DPM staff also attends regular Municipal Council meetings on our sites, especially at times when decisions are taken with regard to company activities, or on municipal projects that might impact DPM activities. Our framework approach for reporting to affected communities and stakeholders relies on key channels such as our website—where we publish environmental and social reports—and workshops on specific topics. In addition, public consultations are conducted to ensure that community perspectives inform operational and project decisions.



Doorstep project recipient Milena Jorgovanovic



Contact Us

**We welcome your feedback.
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