

SOCIAL AND RELATIONSHIP CAPITAL



Social management embraces our approach to managing health and safety, people and culture, human rights, stakeholder engagement, and relations with our host communities. As such, it encompasses a huge variety of activities both within and outside our operations: ensuring that our people always return safely from every shift; providing employees with a rewarding workplace environment and opportunities for career development; guaranteeing that our employees and contractors consistently respect and uphold basic human rights; regularly engaging with and listening to our external stakeholders; working to enhance the quality of life in our host communities; and partnering with them to help build sustainable economic and institutional capacity for the long-term.

Delivering consistently on these and our other social responsibilities is critical to delivering on the DPM purpose "unlocking resources and generating value to thrive and grow together". It depends on integrated effort across a range of functional areas, with management systems to ensure we consistently meet externally recognized guidelines in addition to our own internal standards.

We strive for best practices in social management as a key to generating a net positive impact for our stakeholders.

COMMITMENTS AND PARTNERSHIPS

Our policies, internal management systems and reporting practices, are informed by and evolve in line with a broad array of external frameworks, including those with specific health and safety-related provisions.

- UN Sustainable Development Goals
- UN Guiding Principles on Business and Human Rights
- Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- Global Reporting Initiative

We also look to specific industry-level frameworks to guide our policy and governance development in this area including:

- International Council on Mining and Metals Principles
- Initiative for Responsible Mining Assurance Standards
- World Gold Council's Responsible Gold Mining Principles
- Mining Association of Canada's Towards Sustainable Mining

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

At DPM, we have integrated key principles of sustainability closely into our business model, to make these an integral part of how we think, act, and operate.

The company's financial and non-financial capital resources are allocated in ways that ensure good governance, sustainability, and innovation. Our existing portfolio of assets and growth opportunities are optimized to deliver value to all of DPM's stakeholders.

The company's purpose is to "unlock resources and generate value to thrive and grow together". This purpose is supported by a foundation of six core values that inform a set of interdependent and complementary strategic pillars and strategic objectives one of which is to "Generate a net positive impact from our operations."

In order to provide a more robust framework for assessing net positive impact going forward, we have adopted the concept of the "Six Capitals" which includes delivering value on the Social and Relationship and Human Capitals that the company impacts. Informed by the six capitals approach, we developed our Corporate Responsibility Policy, which integrates health and safety with environmental aspects and social licence including stakeholder engagement. In order to be able to fulfill the commitments defined in our

Corporate Responsibility Policy, we identified seven priority areas, two of which are related to managing our social capital areas including 'sustainable and resilient communities' and 'human rights support and adherence'.

We supplement our corporate policies with site-specific procedures that ensure we remain in compliance with local and national laws, as well as international standards. This is evidenced by our numerous investments targeted at initiatives to optimize and improve our social relationships to continuously earn and maintain our social licence to operate.

To review our annual performance and trends for each of our material social aspects described in this management approach, please refer to the data tables and accompanying information in our [Sustainability Report](#).

HEALTH, SAFETY & WELLBEING

BACKGROUND

A stringent focus on safety is critical to mining operations due to the often-hazardous working conditions. At DPM, one of our core values underpinning all the work we do is putting the safety and wellbeing of our people first. Fatalities or injuries can result from a number of hazards associated with the industry, including powered haulage and machinery as well as mine integrity. A company's ability to protect employee health and safety, and to create a culture of safety and wellbeing among employees at all levels, can help prevent accidents, mitigate costs and operational downtime, and enhance workforce productivity.

GOVERNANCE AND ACCOUNTABILITY

Oversight of "sustainability matters", including health, safety and wellbeing, resides at the Board of Directors (Board) through the purview of 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 an in-camera session without management present. Management reports to the Committee on the organization's safety performance on a quarterly basis.

At the Executive level, 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 SVP, European Operations together with the Vice President and Managing Director of our Namibian Smelter, who also both directly report to the President and CEO, have direct oversight and leadership of their site-level teams that manage health, safety and wellness throughout their operations.

Our Balance Score Card

Our management system includes a Balanced Score Card (BSC) which comprises concrete and measurable annual objectives. Safety is an integral component of our BSC system. The BSC allows the company to link short-term incentive compensation to concrete and measurable annual objectives that align executives and employees. The high-level strategic objectives and outcomes are cascaded into targets at the operating level. Initiatives are linked to business strategy, including its risks, to ensure successful execution that engages the entire organization and drives accountability beyond the executive level.

Measurements related to the reduction of Total Recordable Injury Frequency (TRIF) are part of the BSC objectives and the resulting performance informs executive and employee compensation.

Policies and Standards

Policies

Informed by our Core Values, the Corporate Responsibility Policy reinforces and strengthens our integrated approach to managing our Corporate Responsibility commitments and responsibilities across three broad, but interrelated, pillars: Health and Safety, Environment and Social. All employees and contractors have the responsibility to comply with our Corporate Responsibility Policy. Our Code of Business Conduct and Ethics, applicable to all our employees, also enshrines a corporate-wide commitment to health and safety. We also have 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.

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 include awareness and safety measures around such topics as isolation and tagging, confined space entry, working at heights, lifting devices and mobile equipment etc.

The Golden Rules are used to create awareness of hazards and support our employees in making safer choices. They have become one of the most stable foundations of our success when it comes to safety.

OUR APPROACH TO HEALTH, SAFETY & WELLBEING

For DPM, the safety and wellbeing of people always comes first and represents a critical aspect of our shared growth. We look to our Occupational Health and Safety Management System to manage and mitigate potential health and safety risks across our diverse range of 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 one without the other is not a viable or successful business.

Health and Safety Management System

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

- 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 occupational [mandatory] health and safety training for employees and contractors working at sites to help ensure that employees 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.

Near Miss Reporting Culture

Having a robust near-miss reporting culture is an essential feature of our safety management system. Examining incidents that almost happened or could have happened presents an opportunity for learning and continuous improvement and ultimately goes a long way in preventing them from occurring in the future. Through various campaigns and leadership support, employees are encouraged to report near-misses as learning opportunities and to create a safer workplace for everyone.

Wellbeing

We believe that a company's ability to protect employee health and safety, and to create a culture of safety and wellbeing among all employee levels, can help prevent accidents, mitigate costs and operational downtime, and enhance workforce productivity. In this regard, we focus not only on safety, but also on the wellbeing of our workforce and have developed various programs focusing on wellness and mental health, including the provision of an employee assistance program and comprehensive health and wellness benefits.

Memberships and Engagement

DPM is an active participant in the Mine Safety Roundtable, a group of senior health and safety leaders representing mining companies that are dedicated to continuous improvement in safety performance across the industry. Members of the Roundtable come together to share and advance best practices in safety, including safety data trends and benchmarks.

PEOPLE AND CULTURE

BACKGROUND

Our employees are critical to our success. DPM strives to establish a strong culture of learning and development in inclusive and diverse environments with open employee engagement while creating safe physical and psychological workspaces where employees can feel and perform at their best. Providing this support throughout an employee's lifecycle, from recruitment through to retirement, creates a foundation where an employee has the capacity to grow both professionally and personally while contributing to the company's positive performance.

GOVERNANCE AND ACCOUNTABILITY

The Board of Directors (Board) through its Human Capital and Compensation Committee provides ongoing oversight to ensure that DPM's human capital and compensation matters are consistency managed in a way that supports the fulfillment of the company's purpose, strategy and values.

At the Executive level, the Executive Vice President (EVP) Corporate Affairs and General Counsel reports directly to the President and Chief Executive Officer 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, that not only are compliant with DPM's policies, standards, and legal and regulatory obligations, but also generate 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

Balance Score Card

An important element of DPM's internal management system is its performance monitoring and measurement through the Balanced Score Card (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.

Policies and Standards

Informed by our Core Values, 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.

Additionally, our Code of Business Conduct and Ethics ("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.

OUR APPROACH TO PEOPLE AND CULTURE

Human capital reaches its maximum capacity when the goals of the company are clear, well understood, well communicated, and shared. Our people directly contribute to business results through the actions and accountabilities they undertake. We are fostering a work culture with an emphasis on "learning". By creating a learning environment, employees develop their skills and knowledge to adapt to ever-changing technologies and processes. We place an emphasis on listening to our employees and incorporating their feedback, a cultural characteristic that is well reflected in our values.

Labour Relations, Wages and Benefits

We believe that our employees are our most valuable asset, and we focus on a culture of innovation, providing employees the opportunity to share and generate new ideas and ways to advance together. To help ensure we recruit and develop the best available talent we are committed to paying compensation that is above average in the countries where we operate, as well as providing significant training and development opportunities. We determine our pay levels using regional market data and salary surveys (where reliable data exists). 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. Our success in these areas has an impact on every part of our business where there is an element of human interaction.

Career Advancement, Training & Development

Our human capital policies focus on employee experience and providing opportunities for employees to learn and develop to their full potential, while creating a culture where each employee willingly gives their best. We focus on developing internal growth-oriented programs designed for our director-level employees to help build leadership skills and develop strategic thinking on current and future topics, such as the “Future Leaders Academy” launched in 2020.

We use skill matrices to help determine the necessary and appropriate training according to employee functions. This includes compulsory or required by legislation training, ad-hoc sessions, and workshops that include theoretical and practical team exercises.

Employee Engagement

We continue to grow together following our set of values and listening to our employees and incorporating their feedback. To that end we conduct biennial Employee Engagement Surveys, the results of which we gather in dashboards to allow for a review of key indicators. In addition, we hold workshops to discuss the results of the survey and identify existing strengths, opportunities for improvement and development action plans to reflect those results.

Diversity & Inclusion

We are committed to being conscious of biases, and to creating a workplace environment that is inclusive and appreciates diverse thinking. Our organization focuses on providing equal opportunities for every employee. One of our core values is to “respect each other and embrace inclusion.” This value is reflected in our extensive programs relating to diversity and inclusion, employee engagement, talent management, leadership development, workforce planning and rewards.

Refer to our [Diversity policy](#) and the Governance section of our [Sustainability report](#) for more details.

