



eldorado gold

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Eldorado Gold

# Diversity Policy

Board and Senior Management



# Our Sustainability Framework

We will incorporate sustainability from the ground up to deliver on our commitments of safe, **inclusive** and innovative operations, engaged and prosperous communities, responsibly produced products, and healthy natural environments.

## How We Define Diversity

“Diversity” can mean different things to different people. Here is what we mean at Eldorado Gold:

<b>Identity diversity</b>	Gender, race, ethnicity, language, sexual preference, geography, religion, disability, age and any other demographic characteristics that, in combination, define our sense of individual identity.
<b>Designated Groups</b>	<p>Women, Indigenous people (First Nations, Inuit and Métis), visible minorities<sup>1</sup>, persons with disabilities<sup>2</sup>, as well as LGBTQIA2S+ as it pertains to advancing identity diversity representation among our Board of Directors and Senior Management (executive officers and vice presidents).</p> <ol style="list-style-type: none"> <li>1. Persons, other than aboriginal peoples, who are non-Caucasian in race or non-white in color.</li> <li>2. Persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who (i) consider themselves to be disadvantaged in employment by reason of that impairment, or (ii) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.</li> </ol>
<b>Cognitive diversity</b>	Our background, acquired skills, knowledge and experiences and other attributes that influence our thinking, decision making and performance.

## Our Guiding Principles

Decisions about people – including who to hire or promote or which entities to partner with – are among the most critical business decisions we make. These decisions involve finding people and partners with the necessary skills, knowledge, experiences and other attributes required for the work ahead. In mining, those skillsets are often very specialized, so cognitive diversity is paramount to achieve our vision to build a sustainable, high-quality business in the gold sector.

We believe diverse and inclusive boards and teams are a source of competitive advantage:

- A diverse Board of Directors and Senior Management team is critical to set the tone for an inclusive Company culture.
- When all individuals feel a sense of belonging and inclusion, diverse voices are heard which enhance problem solving, error detection and decision-making.
- Diversity among members of our Board of Directors and Senior Management team is integral to our effective stewardship of the Company for the benefit of all our stakeholders.



# Our Practices and Procedures

Decisions to enhance identity diversity representation among our Board of Directors and Senior Management team happen with the intention of upholding a meritocracy. Since unconscious bias can adversely impact members of Designated Groups in the selection process, we endeavor to mitigate bias in these ways:

<p><b>Recruitment and Search Firms</b></p>	<ul style="list-style-type: none"> <li>• Third-party recruiters are directed to include at least 50% of candidates comprised from Designated Groups.</li> <li>• All third-party service providers – including recruiters and search firms – are expected to demonstrate their own commitment to diversity and inclusion (see third-party service providers, below).</li> </ul>
<p><b>Interview and Selection</b></p>	<ul style="list-style-type: none"> <li>• Where possible, we incorporate blind recruitment techniques.</li> <li>• The short-list to be interviewed includes a balanced number of candidates representing members of Designated Groups.</li> <li>• Internal representatives reflecting Designated Groups are involved in any selection, interview and nomination process.</li> </ul>

From time to time, the Board of Directors and Senior Management team will engage third-party service providers. In addition to recruitment and search firms, these include law firms, accounting firms, financial services firms and other consulting/advisory service firms.

<p><b>Third-Party Service Providers</b></p>	<p>When we renew services or request proposals for services, we instruct firms to:</p> <ul style="list-style-type: none"> <li>• Demonstrate their diversity policy and approach to inclusion.</li> <li>• Identify the number of individuals on their Board and Senior Management reflecting Designated Groups.</li> <li>• Propose a working team for the Eldorado account that includes a balanced number of individuals assembled from the Designated Groups.</li> </ul>
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# Why Targets?

We believe targets at the Board Directors and Senior Management levels are an important step towards enhancing identity diversity. We first included formal targets to enhance women's representation in our 2019 Diversity Policy. This Diversity Policy expands on those targets by including an aspirational goal for other Designated Groups. Hiring and promotion decisions are made commensurate with the needs of the business, while striving to advance diversity aligned with the following aspirational goals:

<p><b>Women</b></p>	<ul style="list-style-type: none"> <li>• To maintain a minimum of 30% women directors on our Board of Directors.</li> <li>• To achieve a minimum of 30% women on our Senior Management team by year end 2023.</li> </ul>
<p><b>Other Designated Groups</b></p>	<ul style="list-style-type: none"> <li>• To have at least an additional 10% of directors on our Board of Directors be represented by one or more Designated Groups (beyond women) by year end 2023.</li> <li>• To have at least an additional 10% of our Senior Management team be represented by one or more Designated Groups (beyond women) by year end 2023.</li> </ul>

These aspirational targets are intended to foster representation of at least 40% from Designated Groups on each of our Board of Directors and Senior Management team.

# How we Measure, Evaluate, and Disclose Diversity Progress

As part of our Board renewal process and Senior Management succession planning, our Board of Directors and Senior Management:

- Survey the Board and Senior Management team to self-identify among one (or more) of the Designated Groups.
- Review the number of individuals in Designated Groups on the Board and in Senior Management positions.
- Consider opportunities to enhance diversity from Designated Groups at the Board and Senior Management levels aligned with this Diversity Policy.

We disclose progress in our proxy circular for Designated Groups, including:

- The number and proportion, expressed as a percentage, of members of each Designated Group who hold positions on the Board of Directors.
- The number and proportion, expressed as a percentage, of members of each Designated Group who are members of our Senior Management team, including our major subsidiaries.
- Progress relative to established targets.
- How the Board and Senior Management consider diversity in identifying, nominating and selecting candidates for the Board and Senior Management positions, respectively.

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Breaking new ground.

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