



# GLOBAL HEALTH & SAFETY DIRECTIVE

Eldorado Gold Corporation

Version 1.0  
Approved 1st October, 2017



## Message from our President & CEO

The ultimate safety objective of Eldorado Gold Corporation and its subsidiaries (together, the Company) is to create and sustain injury free, healthy work environments for our employees, contractors and communities. We are committed to the goal of preventing harm while complying with all applicable laws and regulations governing workplace safety.

Our Global Health & Safety Directive exists to provide all Subsidiaries and Operations of Eldorado Gold a common approach to achieving our vision of creating and sustaining a secure, injury free, healthy environment for all people who enter our workplaces. From detailed engineering design criteria through to operation, all our activities strive to reduce health and safety risk across the life of our mines.

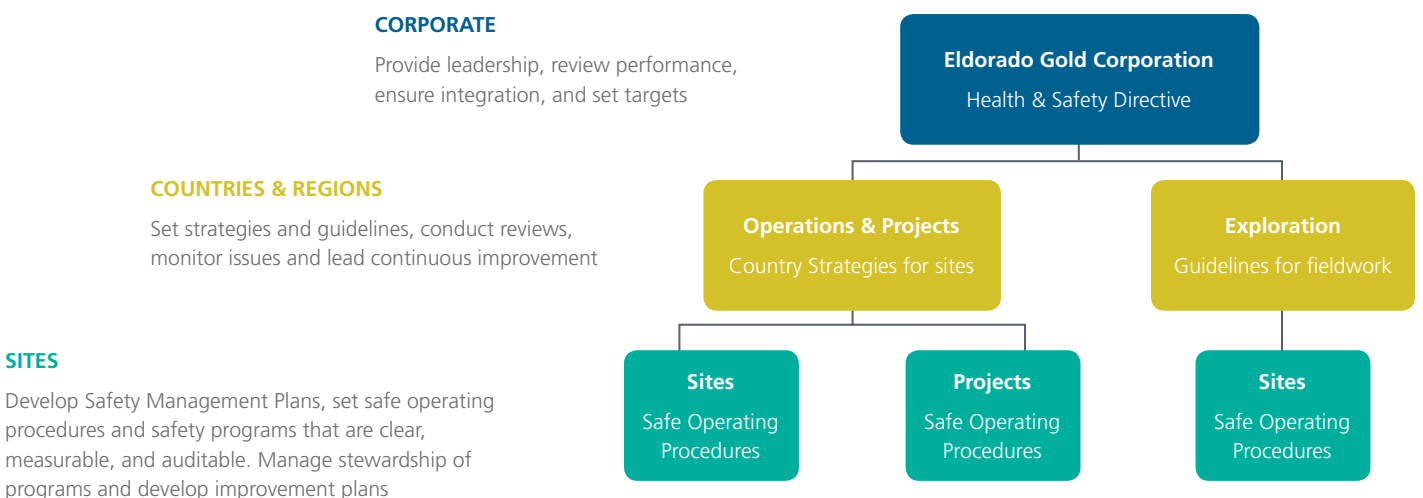


George Burns  
President & CEO

## Our Approach to Health and Safety

The diagram below outlines Eldorado Gold's governance model for health and safety and ensures alignment and oversight of activities and performance across all levels of the organization.

Overseeing the Company's governance, the **Sustainability Committee** of the Board provides oversight, reviews Company performance and focuses on key trends and issues as it pertains to occupational health and safety.





## How We Operate

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Safety is a way of life and part of everything we do. It is built into our roles, our tasks and is what we strive to accomplish every day: the prevention of harm.

### OUR PEOPLE

Our safety culture, training programs and procedures equip our employees with the skills to recognize hazards and make the right decisions. Eldorado Gold is committed to making our workplaces safer through:

- leadership and training
- identification, management and mitigation of risks
- emergency preparedness and
- learning from incidents

We make sure our employees have the competency to complete their jobs safely, efficiently and productively and this transcends to our local communities and homes.

Everyone has the right and obligation to refuse work they believe is unsafe.

### RESPONSIBILITY & INTEGRITY

We are committed to operating with integrity. For us, this means being honest, straightforward and accountable to our employees and contractors. We believe that safe work practices and productivity go hand-in-hand, and setting clear minimum expectations around health and safety practices ensures every job is conducted in a safe and healthy manner and in compliance with all rules and regulation.

### TRANSPARENT CORPORATE GOVERNANCE

Clear and transparent corporate governance policies underpin our responsible approach. We believe that practicing disclosure and maintaining communication with all of our employees and stakeholders will continue to encourage confidence in our business practices. Communicating our successes and failures empowers our people to learn from experience and continue on a journey of continuous improvement. We consistently measure and communicate the health and safety achievements of our employees and contractors, from operations through to our Board of Directors.

### OUR HEALTH AND SAFETY POLICY

Eldorado Gold's Health and Safety Policy underscores the Company's commitment to fostering and maintaining a safe working environment. The safety of our employees, contractors and communities always comes first and safety must be fully ingrained in the way we operate. To view our Health and Safety Policy please visit our website [here](#).



## Our 8 Elements of Safety

The diagram below outlines 8 elements of Eldorado Gold’s Health and Safety Management System that are applied and upheld everywhere we operate.

These 8 elements reflect the Company’s minimum expectation for healthy and safe working practices and form a benchmark for site assessments and performance. They reflect leading practices in health and safety governance and provide direction to our sites, projects and teams to ensure

consistency of requirements and responsibilities. They are not designed to be prescriptive; therefore it is the responsibility of each region, project and site to develop and implement systems that – at a minimum – adhere to this framework.



# 1. Leadership and Awareness

Building a safety culture requires leadership to instill the values and beliefs of the organization and drive behavior to make safety an integral part of how we work and operate. Managers at all levels must act as safety leaders to build awareness and aptitude in safety, health and risk management and to set high expectations, maintain high standards, and reward good safety behaviors.

	Corporate	Country / Region	Site / Project	Exploration
<b>Expectations &amp; Responsibilities</b>				
Assign clear roles, responsibilities and accountabilities with respect to health and safety performance at all levels of the organization to support compliance with this Directive and Eldorado's Health and Safety Policy.	✓	✓	✓	✓
Set adequate budgets and resources to ensure the requirements of this Directive can be met and improve the health and safety awareness of our people.	✓	✓	✓	
Develop annual health and safety targets and objectives, including minimum requirements for the presence of safety specialists.	✓	✓	✓	
All managers and leaders, regardless of position are expected to: <ul style="list-style-type: none"> <li>• lead by example 'all day, every day'</li> <li>• never ignore at-risk behavior</li> <li>• make time to interact and communicate with employees</li> <li>• discuss health and safety as the first topic in every meeting</li> <li>• encourage reporting of unsafe work practices.</li> </ul>	✓	✓	✓	✓
Develop and implement awareness and training programs explaining the Company's health and safety management systems and hazard identification practices to employees and contractors.		✓	✓	
Report health and safety information in a manner which is results oriented, measurable, and celebrates successes.	✓	✓	✓	✓
Design, deliver and promote safety leadership awareness workshops for all operational leaders.			✓	
Establish committees to review the effectiveness of all health and safety programs, directives, strategies and procedures.	✓	✓	✓	
Recognize and encourage individual health and safety leadership and excellent safety performance.		✓	✓	



## 2. Training and Competency

Our people are critical to the sustainability and success of our business and they require the right skills and knowledge to operate safely, responsibly and productively in the workplace. By recruiting the right person for each and every role and providing specialized training and professional development opportunities, we can strengthen our safety culture and enhance the performance of our people.

	Corporate	Country / Region	Site / Project	Exploration
<p><b>Expectations &amp; Responsibilities</b></p> <p>Ensure all sites have trained occupational health and safety staff to address site needs and that comply with all Company policies, local laws, rules and regulations.</p>	✓	✓	✓	
<p>Identify professional development opportunities for all levels of supervision to ensure ongoing enhancement of health and safety-related expertise throughout the organization.</p>		✓	✓	
<p>Evaluate health, safety and operational competency requirements for all positions and highlight the importance of health and safety as a mandatory condition of employment to potential candidates and future employees.</p>		✓	✓	✓
<p>Develop and implement structured health and safety induction and refresher training programs for all employees and contractors, tailored to their roles and responsibilities.</p>			✓	✓
<p>Include health and safety expectations in all contracts, including targets and a commitment to adhere to the Company's Health and Safety Policy, with contractors working at our sites.</p>	✓	✓	✓	✓
<p>Ensure that health and safety teams integrate, communicate and cooperate with each other, in order to establish safety systems and professional development training programs that are consistent between countries, regions and sites.</p>	✓	✓		
<p>Develop specialized training for all activities to reduce the likelihood of harm to our people, local communities, environment, and equipment.</p>			✓	✓

### 3. Managing the Way We Work

Demonstrating and maintaining a commitment to safe working practices is essential if we are to continuously improve our safety performance. It is also required by law. For these reasons we establish clear safety guidance and provide supervision to our workforce to enhance our safety practices and ensure our operations and everyday tasks are structured to minimize risk.

	Corporate	Country / Region	Site / Project	Exploration
<b>Expectations &amp; Responsibilities</b>				
Develop and maintain global health and safety guidance for all operations and projects	✓			
Develop and implement a Safety Management Plan that clearly defines safety programs and systems that are clear, measurable and auditable. Measure compliance to the Plan.		✓	✓	
Work closely with local and regional health and safety personnel to ensure alignment and understanding of systems and support functions.		✓	✓	✓
Implement processes to manage compliance with local legislation, safety management systems and frameworks (e.g. OHSAS 18001), Toward Sustainable Mining's (TSM's) <b>Safety and Health Protocol</b> and Eldorado Gold's Health and Safety Policy.			✓	✓
Where applicable, implement Standard Operations Procedures (SOPs) and maintain appropriate records consistent with safety requirements outlined by the International Cyanide Management Code.			✓	
Schedule monitoring and review mechanisms, including self-assessments and audits, to identify gaps and opportunities for organizational improvement.	✓	✓	✓	
Resource, equip and train health and safety personnel to support all operational activities.		✓	✓	
Develop a workplace observation program to ensure compliance to regulatory and specified safety systems.		✓	✓	

## 4. Incident Reporting and Follow-Up

Incident reporting is essential to identify and mitigate workplace hazards and prevent similar future instances from occurring. Continuous improvement of our safety performance is only possible when all incidents are investigated and corrective actions effectively implemented.

	Corporate	Country / Region	Site / Project	Exploration
<b>Expectations &amp; Responsibilities</b>				
Provide direction and guidance for injury definitions, classifications and determinations on whether an injury is work-related.	✓	✓	✓	✓
Encourage all workers and contractors to promptly report all incidents, and to participate in investigations, with no fear of reprisal.			✓	✓
Ensure all incidents are reported and investigated in accordance with procedural, legislative and Company reporting requirements.			✓	✓
Include senior management in investigations when serious incidents occur.		✓	✓	✓
Provide training in incident reporting and investigation for employees and contractors.			✓	✓
Prioritize all investigations and follow-up based on incident risk assessments and provide sufficient time and resources to health and safety teams to ensure adherence to incident reporting and investigation protocols.		✓	✓	✓
Include measurable employee and contractor health and safety incident statistics in operational reports.		✓	✓	✓
Analyze incident statistics to identify and mitigate emerging causes of harm to employees and contractors.		✓	✓	✓
Monitor investigation results to ensure that recommended corrective actions are implemented and effective.			✓	✓
Review incident trends on a regular basis to identify root causes and systemic control failures.		✓	✓	✓
Distribute investigation reports of all incidents with actual or high potential consequences among Eldorado Gold's Global Occupational Health, Safety and Environment (OHSE) Network for peer review.		✓	✓	✓



## 5. Assessing and Controlling Risks

Identifying hazards enables us to assess, manage and reduce risks and prevent workplace incidents. Once a hazard is identified, we can then evaluate and prioritize a response in order to manage and reduce the risk of the activity and in turn reduce employee and contractor exposure.

	Corporate	Country / Region	Site / Project	Exploration
<b>Expectations &amp; Responsibilities</b>				
Develop and implement risk management training programs.		✓	✓	
Actively promote risk assessments as an integral element of safety culture.			✓	✓
Identify, assign rankings and document all hazard and risk activities, based on their likelihood and consequence.		✓	✓	✓
Identify and assess high risk and hazardous activities and implement appropriate controls.			✓	✓
Assign clear accountability and authority for coordinating, implementing, managing and following-up the hazard identification and risk management process.		✓	✓	✓
Report all identified hazards and risks to a supervisor or a person in authority and share among safety teams and relevant business groups.			✓	✓
Formally assess risks and implement appropriate controls during the change management process.		✓	✓	
Coordinate and share new systems and controls which can be applied to common business areas where similar risks exist.	✓	✓		
Conduct periodic benchmarking/canvassing of the latest and best industry practices to manage common hazards.	✓	✓	✓	
Implement a reference guide for employees for common tasks and activities.		✓		

## 6. Providing a Healthy Work Environment

Identifying and controlling occupational health and hygiene hazards in the workplace reduces health risks to our people, leading to prevention of harm. Establishing occupational health and hygiene plans assists in controlling hazards and mitigating risks to our employees and communities.

Expectations & Responsibilities	Corporate	Country / Region	Site / Project	Exploration
Establish and communicate to all employees and contractors the minimum fit-for-work requirements .		✓	✓	✓
Maintain an occupational hygiene risk register detailing the hazard, the source, monitoring strategies, hazard reduction actions and residual risk.			✓	
Document and implement exposure management plans for employees and contractors exposed to occupational health and hygiene hazards.			✓	
Conduct pre-employment medical checks to ensure all workers and contractors are fit for duty.			✓	✓
Provide adequately resourced medical facilities and resources to maintain worker health and wellbeing.			✓	✓
Establish return to work and rehabilitation programs to promote worker health and wellbeing.			✓	✓

## 7. Crisis and Emergency Management

When responding to significant incidents, advanced preparation and prompt action will improve the protection of our sites and surrounding communities and ultimately save lives. By following established crisis and emergency response plans we can effectively prepare, organize and respond to any emergency situation.

Expectations & Responsibilities	Corporate	Country / Region	Site / Project	Exploration
Implement, communicate and annually review crisis management plans, consistent with the Mining Association of Canada's <b>Crisis Management Planning Protocol</b> .	✓	✓	✓	
Ensure that crisis and emergency management plans and systems are regularly reviewed and are supported by appropriate and sufficient staff and resources at all locations.	✓	✓	✓	
Actively participate in table-top and full crisis simulation exercises and identify opportunities for continuous improvement.	✓	✓	✓	✓
Conduct formal risk assessments to identify and control potential emergency and/or crisis situations.	✓	✓	✓	
Maintain operational emergency response plans to be followed in the event of a serious or significant event.			✓	
Establish emergency evacuation plans and protocols for remote activities.		✓	✓	✓
Develop close relationships with local emergency service providers, organizations or facilities to ensure the availability of resources to assist in the event of a serious incident.		✓	✓	✓
Resource, equip and train emergency response teams to respond to and mitigate significant incidents, including potential support to non-mining emergencies in surrounding communities.		✓	✓	

## 8. Continuous Improvement

Identifying continuous improvement opportunities throughout our operations is part of Eldorado Gold's ongoing commitment to providing our employees and contractors with a healthy and safe working environment. Ongoing performance assessments of progress towards health and safety goals and targets can identify shortfalls and opportunities to improve our controls, competencies, training and equipment.

	Corporate	Country / Region	Site / Project	Exploration
<b>Expectations &amp; Responsibilities</b>				
Report health and safety performance to the Sustainability Committee of the Board and provide immediate notification of any safety critical incidents and events.	✓	✓		
Conduct periodic audits of site management systems, standards and procedures and act promptly to address findings and implement opportunities for improvement.	✓	✓	✓	
Evaluate Company-wide health and safety performance and facilitate improvements by: <ul style="list-style-type: none"> <li>• setting clear annual targets for health and safety performance</li> <li>• aggregating all health and safety performance data</li> <li>• alerting sites of trend analysis</li> <li>• assessing health and safety performance data and conducting benchmarking against industry and peers</li> </ul>	✓			
Evaluate health and safety performance for the country/region and facilitate improvements by: <ul style="list-style-type: none"> <li>• reporting to Corporate on health and safety performance on a weekly, monthly and quarterly basis</li> <li>• ensuring conformance to, and certification of, health and safety management systems</li> <li>• investigating, remediating and reporting all incidents and significant near-misses</li> <li>• providing progress reports of health and safety monitoring and management programs</li> <li>• identifying and escalating key issues that require attention</li> <li>• holding management accountable for the safety and performance of their teams and employees</li> </ul>		✓		
Evaluate health and safety performance of the site, project or exploration team and facilitate improvement by: <ul style="list-style-type: none"> <li>• developing action plans to address all findings and improvement opportunities identified by reviews and audits</li> <li>• monitoring and maintaining employee health and safety training requirements</li> <li>• identifying and escalating key issues that require attention</li> </ul>			✓	✓



TSX: ELD  
NYSE: EGO

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