

Social

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At New Gold, the relationships we have with our people, contractors and suppliers—along with the communities where we operate—have a significant impact on all aspects of our performance. We take an inclusive and responsive approach to managing social issues, aiming to strengthen community resilience and protect the safety, well-being, rights and dignity of all people affected by our operations.



“To me, resilience is about challenging the status quo and not settling into ways things have been done in the past. By listening to others and using my voice to provide education and understanding, we can be resilient together, and create positive solutions that push the needle on inclusivity.”

Korah De Walt
Indigenous Relations and Community Superintendent,
New Afton

Analysts Corner

Disclosures and Indices Tags

GRI 203-1, 204-1, 413-103, 413-1, 413-2,
G4-MM6, G4-MM7, EM-MM-210b.1,
EM-MM-210b.2

Sustainability Anchors

Community Engagement



UN SDGs

Goal 8



Target: 8.5

Goal 11



Target: 11.4

COMMUNITY ENGAGEMENT

New Gold is committed to establishing relationships with local communities based on mutual benefit and active engagement. We believe that listening to people and communities, understanding their histories, and recognizing their needs and aspirations are essential components of meaningful engagement. By prioritizing all three, New Gold strives to develop strong, resilient relationships that contribute to sustainable development and healthy communities.

Management

Overview

Our relationships with the communities impacted by our operations are of utmost importance to New Gold. Our Sustainability and Safety Policy guides our commitment to establishing meaningful relationships with Indigenous and local communities.

Community Engagement is one of our Sustainability Strategy Anchors, under which we have a long-term goal to contribute to operating communities that are self-sustaining and free from poverty and inequality. We annually measure our progress against our associated Focus Area goals, implementing work plans to further support our progress.

Governance and Management Process

Our sites each manage their own community relations programs and budgets.

At each site, dedicated community teams maintain ongoing dialogue with local communities to build trust and promote transparency. Throughout this process, sites identify potential community-related risks and document these within the site's respective risk register. The risks are based

on issues of concern within each community as determined by socio-economic and impact assessments. Community-related risks are reviewed at least quarterly and moderate- to high-level risks are reported to the Sustainability Team.

Where we do not meet community expectations, communities can voice their needs through our grievance mechanisms, which ensure issues are resolved in a timely manner.

Consistent with prior years, in 2021 we did not have any significant disputes relating to land use or customary rights of local communities and Indigenous peoples. Rainy River identified two issues of land use—specifically related to road access and fencing—however, there were no technical delays and neighbours were satisfied with the outcome.

Programs and Transparency

Each site has implemented community engagement, impact assessments and development programs. Moreover, all sites conduct environmental monitoring and reporting of results in accordance with regulatory requirements and permits.

Rainy River's annual compliance report is available online and both Rainy River and New Afton publish newsletters throughout the year for review by stakeholders.



[Read Rainy River's compliance report >](#)



[Read our newsletters on our microsites >](#)

To give back and strengthen community resilience, New Afton and Rainy River both have Sponsorship and Donation Programs and CSP implements development programs through community committees.

Stakeholder Engagement

We believe that meaningful engagement is built from open and honest communication. By collaborating with residents and community leaders, we can identify and resolve issues together, ensuring that all voices are represented and heard.

All of our operations implement plans based on stakeholder mapping to support ongoing engagement with key stakeholders throughout the life of the projects. As part of these plans, sites actively engage with communities through committees, boards, and roundtables, among other forms of communication, such as the Beyond New Afton (BNA) Committee.

We recognize that our operations impact local communities. At New Afton, impacts from our operations, such as economic, will be most evident at mine closure, which is why we launched Beyond New Afton—our plan to reduce such social impacts.



[See our Closure section for further details >](#)

100 percent of our operations conduct local community engagement, impact assessments and/or development programs.

Across our sites we had zero non-technical delays in 2021.

Community Investment

New Gold's Community Investment Program reflects our corporate belief that communities should benefit from our operations in both the short and long term. In 2021, New Gold enhanced our Community Investment Program and consolidated initiatives for New Afton, Rainy River and Corporate Head Office by adopting Optimy—a tool that allows us to track community investments and streamline our selection process. By using Optimy we improved alignment with our Mission and Core Values and measure our social impact. Organizations seeking investment from New Gold can apply through this tool.

New Gold's funding approach focuses on strategic long-term investments so that organizations, programs, projects and the community at large

COMMUNITY ENGAGEMENT CONTINUED

can develop and sustain beyond our operations. Our aim is to go beyond traditional philanthropic corporate donations and support initiatives that have a meaningful and long-lasting impact within our communities. Each operation manages a community investment fund that indirectly contributes to the local economies and communities in the areas of operation. The community investment strategy is reviewed biannually against goals for each site.

In 2021, Rainy River donated \$100,000 to the Township of Chapple Shenston to support building permanent debris containment fencing for the landfill site. This project is expected to be completed in 2022. As part of its support for the Thompson Rivers University's Women in Trades Program, New Gold donated \$150,000, of which \$50,000 is endowed for an annual \$2,000 bursary for women pursuing a career in trades.

In 2021, New Gold gave over \$1.3 million to charities, NGOs and research institutes.^{12, 13}

Local Procurement

New Gold's mining operations offer significant economic benefit to the communities in which they are located. Local procurement is increasingly important to support resilient supply chains, manage the effects of COVID-19 on the workforce and reduce environmental impacts.

In 2021, we became the first Canadian company operating in Canada to report against the Mining LPRM, enhancing transparency of our local spending. In 2022 we are conducting an independent review of our procurement practices and standards at Rainy River to be more mindful of Indigenous inclusion from now until mine closure.

We seek opportunities for local and Indigenous vendors to participate in our supply chain and will continue to report on our annual spend through the LPRM.

 [See our LPRM Index for further details >](#)

Performance

Across our operations, we received 19 complaints—of which 89% were closed by year-end.

COMPLAINTS		
	2020	2021
Complaints received at site	9	19
Complaints resolved/closed within 30 days	40%	65%
Complaints that warranted investigation	3	19
Complaints investigated and closed during the year	3	17
Complaints still undergoing investigation	0	2

BREAKDOWN OF PROCUREMENT SPEND			
	New Afton	Rainy River	Cerro San Pedro
	2021	2021	2021
Local spend ¹⁴	\$26,548,037	\$10,437,045	US\$4,669,619
Indigenous spend	\$58,354,584	\$120,575,129	N/A
Regional spend	\$106,526,577	\$111,704,488	N/A
National spend	\$79,995,914	\$70,118,335	US\$1,434,327
International spend	\$29,253,457	\$12,818,233	US\$69,302
Total spend	\$300,678,570	\$325,563,231	US\$6,173,249

¹² CSP 2021 data converted from USD to CAD for purposes of generating company-wide total (1 USD = 1.2531 CAD YTD Average).

¹³ Corporate tracked through Optimy and includes registered and non-registered charities.

¹⁴ Local represents spend in the Thompson Nicola Region for New Afton; northwestern Ontario (Atikokan, Red Lake, Bawick, Stratton, Devlin, Emo, Rainy River, Morson, Bergland, Keewatin, Nestor Falls, Pawitik, Sioux Narrows, Rosslyn, Dryden, Fort Frances, Kenora) for Rainy River; and the state of San Luis Potosí for CSP.

COMMUNITY ENGAGEMENT CONTINUED

PROCUREMENT PRACTICES ¹⁵						
	New Afton		Rainy River		Cerro San Pedro	
	2020	2021	2020	2021	2020	2021
Percentage of total procurement spent on local suppliers ¹⁶	43%	28%	35%	40%	Not reported	76%
Percentage of total procurement spent on national vendors	24%	27%	34%	22%	Not reported	23%



L-R: Kristin Kowalski, Keith Mose, Alex Bruyere, Renée Boucher at Rainy River

¹⁵ Procurement spend is solely based on contracts. In 2021, spend categories were adjusted to account for clearer definitions and date of contract spend, rather than date of contract award.

¹⁶ Procurement spend on local suppliers at New Afton and Rainy River is inclusive of Indigenous spend.

Initiatives and Stories

New Gold Women in Trades and Technology Resource Centre to Open at Thompson Rivers University

In December, New Gold announced a donation of \$150,000 to Thompson Rivers University (TRU) in support of enhanced programming and opportunities for women seeking careers in trades. Of the total, \$100,000 went toward extensive renovations to create the New Gold Women in Trades and Technology Resource Centre and \$50,000 was endowed for an annual bursary for women seeking training in electrical, welding, heavy mechanical and millwright foundation programs.

It is our hope that this investment will enhance the success of women in the program in addition to encouraging more women to explore careers in trades.

“We’ve seen firsthand the benefits of having a diverse workforce,” said John Ritter, General Manager at New Gold’s New Afton Mine.

“By providing opportunities to groups that are historically underrepresented in our industry, our workforce is more open-minded and respectful of people’s differences. New Gold’s efforts to embrace inclusiveness have led to more ideas being shared from across our operation on how to remove barriers, provide opportunities and support our communities. We want to invest in the education of women in trades because we know this will benefit our industry in the years to come.”

New Gold representatives kicked off the demolition of the classroom space in 2021. The New Gold Women in Trades and Technology Resource Centre is set to open in the spring of 2022.



Lisa Newman, Electrician and Instrumentation Mechanic at New Afton

COMMUNITY ENGAGEMENT CONTINUED

Preserving the Historical Heritage of Cerro de San Pedro

The conservation of the village of CSP's cultural and historical heritage is one of the priorities of the Comprehensive, Inclusive and Participatory Plan for CSP's closure.

In May 2021, CSP concluded its restoration work for the Religious Complex of St. Peter the Apostle, a cultural site that dates back to the 18th century. The church had not received maintenance or restoration work of this magnitude, highlighting the historical significance of the project that began in January 2020.

This work is recognized as the greatest cultural legacy that New Gold has provided the state of San Luis Potosí and the municipality of Cerro de San Pedro.



Lauren Friess, HR and Community Assistant at New Afton

Supporting Local Businesses Through Staff Appreciation

As events were still on hold in 2021, New Afton's Social Committee moved away from regular employee appreciation events and relaunched the 2020 employee voucher program. The Social Committee worked with local businesses to provide vouchers to employees for enjoyment with their families or core group. The program aligns with New Gold's values and keeps employee safety top of mind. In 2021, New Afton supported six local businesses, three of which were new to the program.

Canadian Cancer Society – Northern Ontario Campaign

Over the past few months, New Gold has been working with the Canadian Cancer Society (CCS) to determine how to best support their new initiative, the Northern Ontario Campaign.

The goal of the CCS campaign is to raise \$2 million over the next two years. Funds raised directly impact cancer prevention, support and research programs for Northern Ontario. In November 2021, the campaign kicked off with "An Evening with the Canadian Cancer Society" at the Flint House, hosted by Duane Cridland. To inspire local business participation, the Cridland family committed \$100,000 for the campaign. New Gold was pleased to match the Cridland family donation with a contribution of \$100,000.

West Rainy River New Gold Youth Grant Program

New Gold partnered with Lake of the Woods, Dawson and Rainy River Town Councils to create the West Rainy River New Gold Youth Grant program. The goal of the program is to create a sustainable future by investing in the next generation of leaders.

In 2021, youth generated their ideas and submitted proposals to the grant review committee. Shortly after, an awards ceremony was held and grants were given to the following recipients:

- **Senior Grant Category** – Tanya Hagarty and Mason Kreger for hosting a Youth Sports Camp. The camp was held throughout the last week of September, covering a variety of athletic events.
- **Junior Grant Category** – Kaylee Smith for her entrepreneurial idea of setting up a healthy juice bar in the area and Tyanna Wood for her idea of selling garden seeds/plants in mason jars.

The pilot year for the program was 2021 and we expect more youth involvement in 2022.



Representatives from Lake of the Woods, Dawson, Rainy River and New Gold



Supporting Those in Need Through Roots to Harvest

Rainy River joined forces with several regional mines and suppliers to provide a combined donation of \$80,000 to Roots to Harvest. The organization works to address food insecurity by providing fresh, nutritious food to families and individuals who are most in need. This partnership will allow Roots to Harvest to

- expand their food access programs
- purchase higher-cost items like meat and dairy to include in food bags for those in need
- work with organizations and Indigenous peoples to support and co-develop initiatives like gardens and pop-up markets



Reopening the Temple of St. Peter the Apostle

Analysts Corner

Disclosures and Indices Tags

GRI 102-12, 102-13

AWARDS, MEMBERSHIPS AND INITIATIVES

Community Builder Award

Kamloops This Week awarded New Gold's Korah De Walt the Community Builder Award as part of their annual Community Leader Awards.

In an article published in June 2021, De Walt was profiled for her work helping Indigenous candidates find employment and providing cultural awareness training on site. The article also covered her important work with the Beyond New Afton Project and the social impacts of reaching the end of mine lifecycle.



“I’m really grateful for the opportunity to do work that I’m passionate about, while being able to support my family and life in my traditional territory at Tk’emlúps.”

Korah De Walt
Indigenous Relations and Community
Superintendent, New Afton

New Afton Receives Inclusive Leadership Award

In the fall of 2021, New Gold received the Inclusive Leadership Award at the Kamloops Chamber of Commerce, Business Excellence Awards.

New Gold was nominated by a community member and was given the opportunity to share how our work in diversity and inclusion at site is creating a positive working environment.

New Gold shared examples of partnerships, training opportunities and local hiring practices, and looks forward to continuing to provide opportunities to groups that are historically underrepresented in the mining industry.

Inclusive
Leadership Award

WINNER: NEW AFTON

Kamloops Chamber
of Commerce, Business
Excellence Awards



L-R: Krystal Kehoe, Korah De Walt, Mary-Beth Harrison.
Photo: Kathleen Fisher Photography

Memberships

New Gold is a proud member of the following associations:

- Mining Association of Canada (MAC)
- Ontario Mining Association (OMA)
- Mining Association of British Columbia (MABC)
- Prospectors and Developers Association of Canada (PDAC)
- International Women in Mining (IWIM)
- Women in Mining Canada
- Canadian Dam Association (CDA)
- International Network for Acid Prevention (INAP)
- Canadian Industry Partnership for Energy Conservation (CIPEC)
- Canadian Mining Innovation Council (CIMC)
- First Nations Major Project Coalition Sustaining Partner
- Mining Safety Round Table

Initiatives

As a company, we incorporate the following global guidelines and standards into our approach to community relations:

- MAC TSM program
- United Nations Global Compact



Analysts Corner

Disclosures and Indices Tags

GRI 411-103, 411-1, 413-2, G4-MM5,
EM-MM-210a.2, EM-MM-210a.3

Sustainability Anchors

Indigenous Rights



UN SDGs

Goal 8



Target: 8.5

Goal 11



Target: 11.4

INDIGENOUS RIGHTS

We understand that wherever we operate, we are on Indigenous lands and are interacting with Indigenous peoples. We consider the interests of Indigenous peoples and promote an understanding of, and respect for, traditional values, customs and culture.

Our objective for 2022 is to focus on being bold and collaborative in creating a more inclusive environment for Indigenous partners across our operations. We strive to increase Indigenous representation and inclusion in all aspects of the business.

Management

Education and Training

It is important to us that all employees and contractors respect the interests of Indigenous peoples at our operations and in the industry. To improve our understanding of Indigenous cultures we provide resources and training opportunities for all employees. These offerings are both site-specific and national in scope, such as the history of Indigenous peoples in Canada. We continue to look for additional opportunities for training, awareness or cultural activities that strengthen relationships with our Indigenous partners.

Policy

Our Sustainability and Safety Policy guides our commitment to establishing relationships based on mutual benefit and active engagement and contributing to healthy communities and sustainable development. Further, Indigenous Rights is one of our Sustainability Strategy Anchors, under which we have a long-term Focus

Area goals to generate economic benefits for communities through skills training, business development and minimizing barriers to contract opportunities—all of which support community well-being by looking to the future and creating long-term value. We measure our progress against our associated Focus Area goals annually and create work plans to drive progress.

Industry Protocol

Our approach to community relations includes following global guidelines and standards such as the United Nations Global Compact, as well as adherence to the MAC TSM Indigenous and Community Relationships Protocol. In 2021, New Afton achieved AA scores on all indicators as part of its external verification and Rainy River reported A level and above for four of the five indicators as part of its 2020 self-assessment.



Learn more about the TSM Indigenous and Community Relationships Protocol >

Local Agreements

Site agreements outline requirements that both New Gold and the respective parties commit to fulfill. New Gold conducts a high-level review of implementation every quarter and reports the results of these reviews to the Technical and Sustainability Committee.

New Afton

Both of our operating sites have agreements in place with Indigenous communities in their regions. New Afton is located in the Stk'emlúpsmc te Secwépemc (SSN) territory, situated within the unceded traditional lands of the Secwépemc Nation.

In 2021, New Afton signed a new CA with SSN, which is comprised of Tk'emlúps te Secwépemc (TteS) and Skeetchestn Indian Band (SIB), strengthening the relationship between New Afton and SSN members. The document is seen as one of Canada's most progressive agreements and highlights our commitment to advancing representation and inclusion for Indigenous partners, with the inclusion of a consent-based decision-making model.

Rainy River

Rainy River is located within Treaty 3 territory.

Rainy River has eight formal IBAs in place with the Métis Nation of Ontario (MNO) and 11 First Nation communities.

In 2022, New Gold will be undergoing an IBA review at Rainy River, which will have partner communities independently score New Gold against our progress toward IBA implementation. We will use these 2022 results as a baseline to support our continual improvement in IBA implementation.

Cerro San Pedro

CSP is located in Cerro de San Pedro, an area where there are three ejidos from local communities: Cerro San Pedro, Palma de la Cruz and Cuesta Campa. CSP has an agreement of partial land occupation with these three ejidos and surrounding communities.



Many Canadians experienced an awakening in 2021 with the discovery of the first 215 children's remains on the grounds of the old Kamloops Indian Residential School. This initial discovery impacted Indigenous communities across the country and many Canadians were learning about the residential school system for the very first time.

At New Gold, our employees were impacted as many have family members who have been victims of the residential school system, some of whom attended the school in Kamloops. As more bodies were discovered across the country, there was a clear message for all non-Indigenous individuals and companies to learn more about Indigenous peoples' history, culture and traditions and look at new ways to promote Reconciliation in Canada.

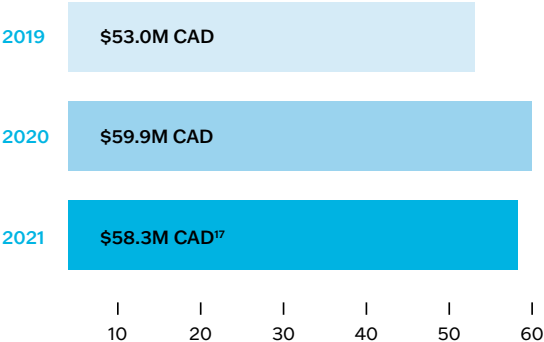
New Gold is actively working toward call 92 of Canada's Truth and Reconciliation Commission's Calls to Action—a call for businesses across the country to adopt the UN's Declaration on the Right of Indigenous peoples through meaningful engagement, equitable access to jobs and enhancing opportunities for non-Indigenous employees to learn about the history of Indigenous peoples in Canada.

INDIGENOUS RIGHTS CONTINUED

Procurement

Partnerships with Indigenous businesses are a vital part of our operations. We seek to partner with Indigenous businesses when possible and understand the impact and benefit for both the Indigenous community and New Gold. We are continuously improving our procurement practices and adjusting internal systems to remove barriers and provide new opportunities to access our sites. At New Afton, our Indigenous procurement spend has increased since 2019. See our Community Engagement section for further details on our procurement spending.

New Afton's Indigenous Procurement Spend



Community Relations Manager Renée Boucher says the greatest challenge for Indigenous inclusion in mining is the stark difference in world views and epistemologies between the western world and Indigenous cultures.

By learning about the culture and histories of our Indigenous partners, Boucher believes that engagement and inclusion in mining will progress.

“For Community and Indigenous Relations, resilience is the ability to see complex issues through the lens of two different world views. Doing so will allow New Gold to bridge the gap and deliver solutions that allow for adaptation and growth of all parties.”

As a company we are committed to listening to and learning from our Indigenous partners to enhance cultural awareness and strengthen relationships within the communities we operate in.

Our Performance

Consistent with the prior year, we did not have any incidents or violations involving the rights of Indigenous peoples at any of our sites.

In 2021, New Afton contributed \$31,500 to First Nations scholarships.



Through our Corporate Partnership with Indspire, we provided six scholarships totaling \$30,000 in 2021.

Initiatives and Stories



New Gold Observes National Day for Truth and Reconciliation

September 30, 2021, marked the first National Day for Truth and Reconciliation in Canada. It was an opportunity to gather, listen and pay respect to the over 150,000 First Nations, Inuit and Métis children who were forcibly removed from their families to attend residential schools from the early 1800s to 1997.

New Afton and Rainy River made the time and space for employees to gather and honour the lives that were lost, as well as the courage of survivors who continue to share their stories.

Coinciding with Orange Shirt Day, both sites handed out orange shirts to employees and provided opportunities to learn about Indigenous culture.

At New Afton, a stop work order was placed for 2:15 PM so that all employees could take a moment to reflect and honour the missing children. During this time an underground miner drummed and sang over the radio and a socially distanced gathering was held outside. At Rainy River, employees reflected on the tragedy while personal offerings of tobacco (Asemaa) were provided and cultural teachings were offered at the mine site Roundhouse.

Leading up to Orange Shirt Day, a Rainy River employee suggested painting one of the mine's haul truck boxes orange with the “Every Child Matters” logo. The initiative coincided with the launch of Rainy River's Colours for a Cause Awareness campaign, which aims to increase awareness of health, wellness and social causes. The unveiling of the orange truck kicked off the campaign.

¹⁷ In 2021, spend categories were adjusted to account for clearer definitions and date of contract spend, not date of contract award.

INDIGENOUS RIGHTS CONTINUED

Seven Generations and Seven Grandfather Teachings at Rainy River

Rainy River hosted a virtual four-part cultural awareness series for employees on Seven Generation and Seven Grandfather Teachings—the guiding principles passed down from generation to generation in Anishinaabeg culture.

The sessions were facilitated by James Vukelich “Kaagegaabaw”, a leading voice in native language revitalization and spiritual teachings. Participants learned about each principle, the sacred law of Anishinaabeg (Chi-dibaakonigewin), how to lead the “good life” (Minobimaadiziwin) and the role of language in cultural teachings.

To extend the series, Rainy River launched an Ojibwe word of the week and is actively looking for new opportunities to provide cultural awareness training.

The Seven Grandfather Teachings include:

- zaagi’idiwin (love)
- zanaaji’idiwin (respect)
- zoongide’ewin (bravery)
- debwewin (truth)
- gwayakwaadiziwin (honesty)
- dabasendiziwin (humility)
- nibwaakaawin (wisdom)



L–R: John Ritter, Renaud Adams, Kúkpi7 Darrel Draney (SIB), Kúkpi7 Rosanne Casimir (TteS). Photo: Candace Camille Photography

New Gold and SSN Sign Cooperation Agreement

SSN and New Gold’s New Afton Mine signed the CA on October 28, 2021.

Together, New Gold and SSN worked collaboratively to build on an agreement that has been in place since 2008, and amended in 2011, which was formerly the Participation Agreement. The new CA modernizes their relationship, sets out improved engagement processes and provides both parties with legal certainty.

The objective of the CA is to establish a cooperative and mutually beneficial working relationship that fosters an understanding and awareness of the parties’ respective interests.

The agreement includes a consent-based decision-making process, based on

Secwépemc law and legal standards, that encourages the parties to work together to secure and maintain SSN’s consent to the Project.

“We are proud of this historic achievement for our Nation and the mining industry. We know it silences critics who say you cannot move from consultation to consent and create greater legal certainty. We have and it is based on a decade of trust,” Kúkpi7 (Chief) Rosanne Casimir said in a press release following the signing.

“New Gold is committed to continuing to improve and build authentic relationships with Indigenous partners across all our operations, and we are proud of the work the New Afton team and SSN were able to do together to build this agreement”, said Renaud Adams, President and CEO.



“Reconciliation starts with education and understanding—not placing blame, shame or guilt on generations who are not directly responsible for the past. If we do not start there, we are only perpetuating stereotypes.”

Employee Insights – Joel Calder

Joel Calder is a proud member of Couchiching First Nation and has worked at New Gold for five years. He is currently a Mine Trainer, responsible for heavy equipment operator training for our operations, construction and utility crews.

“I believe New Gold has done very well in providing equal opportunity for Indigenous People in almost every entry level position, regardless of experience,” says Calder.

“From management to peer-peer, New Gold has done their best in providing an inclusive workplace. Although everyone’s experience is subjective, those who are willing to put in the time and effort appear to be satisfied with their role.”

Looking forward, Calder sees community engagement and Indigenous awareness training as areas for growth. By ensuring local band members know about employment opportunities and enhancing internal awareness training, Calder believes inclusivity at New Gold will only grow.

Rainy River Observes National Indigenous History Month With Recruitment Push

At the end of 2021, Rainy River’s HR team increased the number of career fairs hosted in Indigenous communities to minimize barriers to access, collect resumés and hire candidates. This important step was part of a conscious effort to be more visible in the community and begin intensive, in-person recruiting activities moving into 2022.

Analysts Corner

Disclosures and Indices Tags

GRI 405-103, 405-1, 406-1

UN SDGs

Goal 5



Targets: 5.1, 5.5

Goal 8



Target: 8.5

DIVERSITY, EQUITY AND INCLUSION

Social justice has continued to be at the forefront of media headlines which has driven organizations to make deeper, more meaningful commitments to diversity, equity and inclusion. While we recognize that the mining industry has made progress in this space, there is still significant room for improvement relative to other industries.

New Gold is committed to the principles of diversity, equity and inclusion (DE&I) in all aspects of our organization. We believe we are stronger when we not only celebrate our differences, values and voices, but also include them in practice. This means our organization is actively working to understand and remove barriers to equity and inclusion, be they systematic, physical or otherwise.

Management

Overview

DE&I was identified as an important topic in our materiality assessment, particularly as it relates to equitable and inclusive practices. Guided by our Corporate Diversity and Anti-racism Policies, we are working to diversify our teams’ skills, experience, knowledge and backgrounds to empower employees to drive change.

Succession, Recruitment and Retention

We strive to incorporate diversity at every stage of our recruitment and retention process by establishing metrics to ensure that we are continuously striving to attract and retain underrepresented groups.

To hold ourselves accountable we actively review talent metrics to ensure that our employee population and leadership pipeline is representative of the communities we live and work in.

Engagement

When it comes to advancing New Gold’s DE&I efforts, we recognize that we are on a journey and it is important to engage with our workforce to gather insight and recommendations along the way.

“We believe that when employees feel they can be themselves and feel a strong sense of belonging, they are more connected and committed,” says Sharon Giraudel, Director, Human Resources, Corporate Head Office.

In 2021, we introduced a DE&I Committee and launched a company-wide survey. Providing employees with the opportunity to share their feedback and experiences will help us understand our strengths and opportunities so that we can close the gaps.

 [Read the story >](#)



Laura Connell, Underground Rehabilitation Miner at New Afton

DIVERSITY, EQUITY AND INCLUSION CONTINUED

New Gold recognizes the benefits of having a diverse Board and management group and seeks to increase diversity amongst its directors and management. To this end, New Gold has adopted a written corporate Diversity Policy, the objective of which is to increase diversity at both the Board and management levels. Three of the nine Nominees (33%) to the Board are female. Also, two members of New Gold’s seven-member management team (28.5%) are female and two members (28.5%) meet other diversity criteria set out in the Diversity Policy (as at March 2022).

EMPLOYEE DIVERSITY – COMPANY-WIDE		
	2020	2021
Men (#)	1,293	1,309
Women (#)	258	257
Total workforce (#)	1,551	1,566
Men (% workforce)	83%	83.5%
Women (% workforce)	17%	16.5%
Men (% management) ¹⁸	79%	72.5%
Women (% management) ¹⁸	21%	27.5%
<30 years old (%)	Not reported	21% ²⁰
30–50 years old (%)	Not reported	58% ¹⁹
>50 years old (%)	Not reported	21% ¹⁹

¹⁸ Management includes employees in Manager-level roles and above (Managers, Directors and Executives).

¹⁹ Corporate, New Afton and Rainy River only, as CSP is not tracked in Corporate SAP system.

²⁰ Indigenous count includes any individual who identifies as Indigenous.

²¹ Local employees represent those from the Kamloops area, the Rainy River District and the state of San Luis Potosí (about 36 percent of employees are from the CSP municipality), respectively.

BOARD DIVERSITY (%)			
	2019	2020	2021
Men	57%	67%	67%
Women	43%	33%	33%
<30 years old	0%	0%	0%
30–50 years old	29%	11%	11%
>50 years old	71%	89%	89%

LOCAL AND INDIGENOUS WORKFORCE COMPOSITION			
	New Afton	Rainy River	Cerro San Pedro
Local employees (% of workforce) ²¹	80%	68%	99%
Indigenous employees (% of workforce) ²⁰	21%	25%	N/A



Wesley Smith, Underground Miner at New Afton

DIVERSITY, EQUITY AND INCLUSION CONTINUED

Initiatives and Stories

New Gold Forms Company-wide DE&I Committee

In 2021 New Gold formed a company-wide DE&I Committee. The DE&I Committee has 14 members representing all areas of the operation and three New Gold locations: Corporate Head Office, New Afton and Rainy River. The aim of the DE&I Committee is to determine a baseline and identify areas for improvement with respect to diversity and inclusion.

“It is one thing to be a leader in energy and automation, but we want to aim to become a leader in the areas of diversity and inclusion,” said Mary-Beth Harrison, New Afton’s HR Manager and DE&I Committee member. “The greater number of different perspectives and backgrounds we have on site, the more creative and innovative we can be, which aligns with our Core Values.”

Although New Gold is not far behind from a mining perspective, Harrison said there is still a lot of work to be done.

The DE&I Committee plans to review current policies and job descriptions to ensure there are no gender-based biases that could be limiting in any way. The DE&I Committee aims to understand existing barriers at New Gold and look toward best practices for recruitment and retention.

In the future, the DE&I Committee will work to share their success stories to challenge stereotypes in the mining industry.

International Women in Resources Mentoring Programme

To help mitigate the challenges of bias, lack of mentorship and work-life conflicts, in 2021, New Gold supported five women across the Company to participate in the International Women in Resources Mentoring Programme (IWRMP). This program is led by International Women in Mining—a global organization committed to advancing women in mining and aims to lead global change toward gender equality in the industry.

The six-month program has a tailored matching process that connects mentees and mentors based on aspirations, expertise and personality. The program aims to empower and promote women working in the industry, as well as help them navigate industry challenges.

Jennifer Katchen, Chief Metallurgist at New Afton Mine, joined the program after hearing how valuable it was from previous mentees. “It’s a good opportunity to meet women at other mine sites and get exposure to people working in other areas of mining besides mineral processing,” Katchen said.

Carla Harrison from the Rainy River Mine is another of New Gold’s participants. “The opportunity to become an industry leader and contribute toward the establishment of a more diverse and fair mining industry has been made possible through this mentoring initiative. I look forward to making my mark and to contributing to a more inclusive environment for myself and fellow women in mining,” said Harrison.



L-R: Tyne Roberts, Carson Fraser, Carly Swanson, Lisa Newman at New Afton

New Afton Fire & Mine Rescue Recruits Diverse Skills

Carrying 25 kilograms of folded hose for 500 metres, dragging 140 pounds of deadweight or wearing a mask while carrying a pack up five flights of stairs is not something that everyone would willingly sign up for—but 10 new recruits found themselves completing those tasks and more to secure a spot on New Afton’s Fire & Mine Rescue Team.

In 2021, 28 hopefuls applied to join the team but only 10 spots were available, bringing the number of active team members to 45. This number enables New Afton Fire & Mine Rescue to have 24-hour coverage, seven days a week.

Traditionally, New Afton Fire & Mine Rescue has consisted mainly of underground miners but in 2021 membership expanded to better serve the entire site. The new recruits will further the team’s resiliency by bringing in different perspectives and expanding representation across the site.

Two of the new recruits are the only females on the team. There have been female team members in the past, but not for several years.

In early 2022, the Team welcomed a third female recruit.

“I have always been very interested in first response. Ever since I was a teenager, I wanted to be involved in high-pressure situations,” says Lisa Newman, an Electrician and Instrumentation Mechanic. “New Afton Fire & Mine Rescue is a really great group that has each other’s backs.”

Newman has worked at New Afton for 11 years, but the timing to join had not worked until now. She had to balance raising her family, obtaining her Red Seal certification and focusing on career development.

Tyne Roberts, a junior environment scientist, has experience as a volunteer firefighter and applied because she likes the camaraderie that comes with being part of an emergency response team.

“I really appreciate the other members,” Roberts says. “They’re all very supportive. One of my favourite aspects of Fire & Mine Rescue is the camaraderie and teamwork—the members are always there to help.”



“New Afton lives by its values, one of them being teamwork. We work together as a team and resilience comes naturally through helping each other and overcoming any obstacles that are put before us.”

Carson Fraser
Fire & Mine Rescue Chief/Safety Advisor

Analysts Corner

Disclosures and Indices Tags

GRI 102-7, 102-8, 102-41, 401-103, 401-1, 402-103, 402-1, G4-MM4, 404-103, 404-1, 404-3, 407-1, EM-MM-310a.1, EM-MM-310a.2

UN SDGs

Goal 8



Target: 8.5

EMPLOYEE ENGAGEMENT

Our people are at the heart of everything we do. From equipment operators to environmental scientists, it is our people and teams that drive progress and allow us to reach our goals.

Attracting, recruiting and selecting the right talent is of critical importance to our continued success and to support a culture of empowering people for extraordinary performance. At New Gold, the protection of our people is fundamental to who we are as a company. Our engagement activities are guided by our People Strategy.

Management

Talent

Attracting the best talent and retaining our employees is critical to our success. We participate in annual compensation and benefit administration reviews to ensure that we are offering our employees salary and benefits that are competitive and aligned to the marketplace. Our recruitment and sourcing strategy also actively targets candidates that are representative of the communities that we live and work in.

Labour

New Gold strives to maintain compliance for all labour regulations across the Company. Operations follow local labour codes and comply with national legislation in respect to all material topics.

CSP is made up of 45 percent unionized employees. All unionized employees are covered

by collective bargaining agreements and notice and provisions for consultation are specified within each agreement.

To ensure transparency and timely communications, New Gold meets or exceeds minimum notice periods as specified by applicable employment standards. New Afton and Rainy River typically provide four weeks' notice for changes impacting employees.

Policies

At New Gold, we recognize the importance of ensuring that our policies align with changes in legislation. We conduct regular reviews of our company policies to ensure they meet the needs of our employees and are in alignment with best practices.

Our organization follows a modern approach to performance management which focuses on ongoing check-in conversations with shared ownership of performance, development and career.

Learning and Development

We are committed to ensuring that every employee has access to development and training, such as on-the-job training, coaching, developmental assignments, and access to professional memberships and conferences.

In 2021, we launched the following programs:

- **Values-in-Action** – a program introduced to recognize colleagues who exemplify New Gold values.
- **New Gold Academy** – an employee development series that focuses on building knowledge and understanding on topics related to our four Strategic Pillars.
- **The New Gold Leadership Contract** – a company-wide mandatory program introduced to help leaders understand the behaviours that demonstrate the values we share and how to put them into practice.
- **Schulich Program** – a program for managers to develop business acumen and leadership skills.
- **Ignite Women's Leadership Program** – a peer development program that helps women gain self-awareness and skills to grow their careers and proactively reach their highest level of potential.

Consistent with the prior year, there were no strikes or lockouts in 2021.



Chrystal Simon, Environmental Technician at New Afton

EMPLOYEE ENGAGEMENT CONTINUED

Training Hours (#) ²²								
	New Afton		Rainy River		Cerro San Pedro		Corporate ²²	
	2020	2021	2020	2021	2020	2021	2020	2021
Total	27,879	30,039	35,826	36,000	8,800	21,820	Not reported	40 ²⁴



“We believe that when employees feel they can be themselves and feel a strong sense of belonging, they are more connected and committed.”

Sharon Giraudel
Director, Human Resources, Corporate Head Office

²² New Afton, Rainy River and CSP provided as total hours, not average or broken down by gender.

²³ CSP, New Afton, Corporate; not broken down by gender and employee category.

²⁴ Corporate hours represent an average per employee and hours are an estimate. Average varies by employee job level and does not include self-service type training such as review of policies for onboarding or annual compliance process.

Initiatives and Stories

Employee Recognition Program Launch

New Gold's Values in Action Employee Recognition Program allows employees to recognize colleagues when they go above and beyond at work. From implementing significant safety improvements to identifying operational efficiencies or stepping up to solve a problem, values-based contributions by New Gold team members strengthen our culture and support our overall success.

The program awards employees for their initiatives through a Values in Action Award or eCard to show appreciation for a job well done. Through an online platform, employees can nominate teammates by sharing details about their actions. The platform then suggests an award level of Gold, Copper or Silver, each with its own corresponding points value. When the nomination is approved, the employee receives the points and can then redeem them for items in our online gift catalogue.

New Afton Employee Engagement Committee

The Employee Engagement Committee (EEC) consists of nine elected representatives from all operational departments, New Afton's General Manager, HR Manager, and HR and Community Assistant.

The EEC meets quarterly to discuss topics that members have collected from their departments. In the past year, the EEC has been instrumental in

- bringing vending machines to site
- creating wellness days
- creating an employee business board to encourage supporting local
- brainstorming plans for our 10-year anniversary celebration

Colours for a Cause at Rainy River

Colours for a Cause is an employee awareness campaign that Rainy River launched in 2021. The initiative is focused on sharing information and creating awareness around important health, wellness and social causes. New Gold is proud to be part of the communities in which we operate; as such, this campaign is focused on providing our employees awareness, information and resources that are specific to Rainy River's region in Northwestern Ontario.



L-R: Peter Prochotsky, Mine Manager, Jill Tsolinas, CTEM

New Afton Recognized With CTEM Award

The BC Centre of Training Excellence in Mining (CTEM) has recognized New Gold's New Afton Mine for its innovation in training the workforce for today and tomorrow.

This provincial recognition is the result of New Afton collaborating with partners across Canada to design and test provincial underground miner training. This training is specific to site needs and aligns with the National Occupational Standards.

Through a blend of classroom theory and hands-on experience, participants were given an opportunity to develop practical skills and enhance workplace safety. The training was validated through the Mining Industry Human Resource Council's Canadian Mining Certification Program. The program was delivered in collaboration between New Afton and TRU.

EMPLOYEE ENGAGEMENT CONTINUED

Our Demographics

EMPLOYEE BREAKDOWN – COMPANY-WIDE			
Employment Contract, by Gender (#)		Male	Female
Casual		2	3
Full-time permanent ²⁵		1,255	238
Full-time temporary		56	14
Temporary, hourly		0	1
Employment Contract, by Region (#)	New Afton	Rainy River	Corporate
Casual	0	5	0
Full-time permanent ²⁶	602	809	36
Full-time temporary	41	29	0
Temporary, hourly	0	1	0

As of December 31, 2021; includes active and inactive employees.

²⁵ Corporate, New Afton and Rainy River only; CSP not tracked through Corporate SAP.

²⁶ New Afton, Rainy River and CSP figures are based on tracking through site payroll. Corporate figures are based on tracking through SAP.

EMPLOYMENT ²²								
	New Afton		Rainy River		Cerro San Pedro		Corporate	
	2020	2021	2020	2021	2020	2021	2020	2021
New Hires (#)								
Men	106	116	138	154	14	1	3	3
Women	25	28	42	47	11	1	5	2
<30 years old	56	61	81	85	16	0	4	2
30–50 years old	69	72	70	87	8	1	2	2
>50 years old	6	11	29	29	1	1	2	1
Total number of employees joining the organization	131	144	180	201	25	2	8	5
Turnover (#)								
Men	34	60	144	156	12	31	2	3
Women	9	17	34	43	7	28	4	3
<30 years old	18	32	56	68	3	7	0	1
30–50 years old	16	32	60	93	13	41	3	3
>50 years old	9	13	32	38	3	11	3	2
Total number of employees leaving employment	43	77	148	199	19	59	6	6

As of December 31, 2021

Analysts Corner

Disclosures and Indices Tags

GRI 403-103, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9, 403-10, EM-MM-320a.1

UN SDGs

Goal 3



Targets: 3.4, 3.9

OCCUPATIONAL HEALTH AND SAFETY

The health, safety and well-being of our people is our top priority and an integral part of our culture. We place a strong emphasis on safety training and development and maintain an ongoing goal of zero harm to people through our commitment to the prevention of occupational injuries and illnesses.

In 2021, we were faced with the hardest event any company can go through—a fatality of one of our contractors. On February 2, 2021, we lost Raymond Rosenberg, a co-worker, friend and acquaintance. This tragic incident directly and indirectly affected many people on site and in the community. While this event happened a year ago, it is still at the forefront of our minds.

Throughout 2021, we continued to improve health and safety activities and strengthen the skills and training of our emergency mine rescue team in light of this event.

Management

Policy and Industry Protocol

Health and safety is critical to our business and we are committed to the health and well-being of our people and external stakeholders. We are vigilant in our efforts to “do what is right,” and strive for continuous improvement of our health and safety programs.

Our Safety and Sustainability Policy outlines our commitment to promoting and protecting the well-being of our employees through safety-first work practices and a culture of safety excellence.

Protecting the health and safety of employees, contractors and communities is deeply ingrained in the culture of the Canadian mining industry. We adhere to MAC TSM’s Safety and Health Protocol, of which New Afton achieved AAA scores on four of five indicators through its 2021 external verification and Rainy River reported at least level A on all five indicators through its 2020 self-assessment. Both sites also adhere to MAC’s Crisis Management and Communications Planning Protocol.



Management Systems

As required by many of the regulations and initiatives we subscribe to,²⁷ and to enhance our management approach, each of our sites implements an Occupational Health and Safety Management System. The systems apply to all New Gold employees and contractors, and we empower all workers to take ownership of keeping each other safe.

New Gold takes a risk-based approach to our Health and Safety programs. Each site conducts health and safety risk assessments, such as

field level risk assessments (e.g., five-point safety cards), job hazard assessments (JHA), risk assessments during pre-shift meetings and more. A company-wide registry is used to track material health and safety risks identified in each assessment. Further, job safety observations and inspections ensure that workers are conducting tasks safely and provide an opportunity to identify and correct unsafe conditions. The management review process includes monthly, quarterly and annual reviews.

Risk registers are reviewed by management teams at least annually and following any significant incidents, near-misses or observations.

Once risks are identified, New Gold develops prevention and mitigation controls to manage them in line with incident reporting, investigation and corrective action processes. We implement a hierarchy of controls, including engineering controls, personal protective equipment, standard operating procedures and training relevant to roles—all of which are continually monitored for effectiveness.

Employee Engagement

Employee engagement is a critical step in developing a strong health and safety culture. Employees have many opportunities to share safety moments, raise awareness at toolbox talks, and participate in the site’s Joint Occupational Health and Safety Committee (JOHSC), Rainy River and New Afton, and the Safety and Hygiene Commission at CSP. Members play an important role in the development and review of risk registers, regular performance monitoring and continual improvement of systems. The responsibilities and authorities of these groups are governed by their respective terms of reference.

Meeting frequency and requirements are conducted in accordance with local procedures and regulatory requirements.

Training

We provide a mix of general and specific training opportunities for our employees to ensure they have the competency and resources to do their jobs safely and effectively. All employees and contractors receive general induction training at a minimum. Training varies across operations and is based on job descriptions, job hazard analyses and competency frameworks. For example, we ensure our employees have appropriate training for confined space, fall protection, mobile elevating work platforms, overhead cranes, first aid, specific equipment use, and explosives transport, as well as mine supervisor certification.

Training matrices allow sites to track development and identify gaps. Internal and external audits allow us to monitor the effectiveness of our programs. Rainy River also implements a supervisory competency program that guides managers to engage with their teams and increase trust, care, respect and collaboration—all critical aspects of a robust safety culture.

Monitoring and Review

Our systems track a balance of leading and lagging indicators to gauge the effectiveness of our controls and risk hazard awareness. We measure company-wide performance and safety objectives quarterly. Each site uses incident reporting and investigation procedures for employees and contractors. Regular safety talks provide additional opportunities to communicate observations or questions. We promote an open-door policy to foster communication among team members and create a culture of risk analysis. As part of the

²⁷ ISO 45001, OHAS 18001, MAC TSM Safety and Health Protocol, Canadian Standards Association (CSA) Z45001, Ontario Occupational Health and Safety Act, Certificate of Recognition (COR) certification program, WorkSafe BC, Health, Safety and Reclamation Code for Mines in BC, American Conference of Governmental Industrial Hygienists (ACGIH) and others, as applicable.

OCCUPATIONAL HEALTH AND SAFETY CONTINUED

induction process, all employees are taught about their three rights: the right to know, the right to participate and the right to refuse unsafe work. All employees have a stop work authority and the right to refuse unsafe work.

Employee Health

We work hard to provide the services and supports required for a healthy and safe workplace across all sites.

New Gold complies with legal requirements and recognized standards for workplace health and safety, including workers' rights to privacy. Where services are not offered at the worksite, transportation is provided.

New Afton and Rainy River provide health and safety advisors, nurses, first responders and access to online doctors and physiotherapists. Rainy River also has a medical facility that is accessible 24/7.

CSP has an internal medical service involved in safety inspections, safety talks and risk assessments, and employees have access to the Mexican Social Security Institute—an integral part of the Mexican health care system.

Our approach to employee health monitoring includes medical surveillance programs, hearing conservation and audiometric testing, sampling airborne agents, and flu and virus vaccination programs. In 2021, there were no fatalities, but one case of recordable work-related ill health resulting from an employee contracting COVID-19.

Our Performance

Risk assessment processes identified the following possible fatal risks at our sites: working at heights, confined space, energy isolation, safe operation of equipment, safe mechanical lifting, fit for duty, authorization of work, bypassing safety controls, unsupported ground and line of fire.

WORK-RELATED INJURIES (EMPLOYEES) ^{28, 33}								
	New Afton		Rainy River		Cerro San Pedro ²⁹		Company Performance	
	2020	2021	2020	2021	2020	2021	2020	2021
Fatalities (#)	0	0	0	0	0	0	Not reported	0
Recordable (#)	5	11	6	13	0	0	Not reported	24
Near-miss frequency rate ³⁰	13.8	14.1	5.4	5.1	49.1	1.3	Not reported	8.1
Hours worked (#)	1,042,931	1,101,092	1,747,396	1,764,294	297,368	207,897	Not reported	3,073,283

WORK-RELATED INJURIES (CONTRACTORS) ³¹								
	New Afton		Rainy River		Cerro San Pedro ³¹		Company Performance	
	2020	2021	2020	2021	2020	2021	2020	2021
Fatalities (#)	0	1	0	0	0	0	Not reported	1
Recordable (#)	0	9	1	6	0	0	Not reported	15
Hours worked (#)	399,404	595,039	703,026	593,603	124,928	220,919	Not reported	1,409,561

SAFETY – COMPANY-WIDE		
	2020	2021
Workforce covered by OHS management system (%)	100%	100%
Workforce represented by JOHSC (#)	27	44 ³²
Total recordable injury frequency rate	1.16	1.73
Lost time injuries (#)	0	6
Fatal injuries (#)	0	1
Occupational illness frequency rate	Not reported	0.04
Accident severity rate	32.98	47.08

²⁸ The main types of work-related injuries included first aid injuries (FAI), medical treatment injuries (MTI), and restricted duties injuries (RDI).

²⁹ CSP information is based on hours tracked by Corporate from January 1, 2021, to July 30, 2021.

³⁰ Calculations are based on employee and contractor hours combined.

³¹ The main types of work-related injuries included FAI, MTI and RDI.

³² Includes New Afton (10), Rainy River (16) and CSP (18).

³³ Data not available for high-consequence work-related injuries. Data not broken out between contractors and employees.

OCCUPATIONAL HEALTH AND SAFETY CONTINUED

Initiatives and Stories

New Afton's Life Saving Behaviours

New Afton's goal is for everyone to go home without injury. To achieve this, the site actively promotes 10 Life Saving Behaviours that all staff prioritize to prevent serious injury and strengthen safety culture.

The safety awareness program was launched in March 2021. It creates a common understanding among employees to look for hazards and risks, be mindful and alert to potential threats, know what to do prior to starting a task, and be open to learning.

Each behaviour was selected with consideration to WorkSafe BC fatality categories for heavy industry in Western Canada.

CSP Achieves One Year Without Injury Accidents

At the end of December, CSP achieved one year without accidents causing injury. This achievement is the result of teamwork and the individual efforts of our employees and contractors.

The last incident of this type was on December 28, 2020. Since then, our employees have shown a dedication to strengthening safety culture. Despite the challenges of mine closure activities, employees have been able to return home safe and sound everyday thanks to their commitment to workplace safety.

We are proud of this achievement and the hard work of our team. Looking ahead, we will continue to strive for the "Zero Injury Safety Culture" that we accomplished together in 2021.



Employees at CSP



Jakub Sisak, Senior GIS Analyst, Aldie Sabalones, COVID Lab Tech at Rainy River



Keeping Our Employees and Community Safe Through COVID-19

COVID-19 has greatly impacted our lives. Throughout the pandemic, Rainy River has worked to minimize impacts and protect our people and communities through on-site testing.

With a more in-depth understanding of COVID-19, and increased testing supplies and capabilities, our safety protocols have evolved at site to ensure adherence to public health and government guidance.

Rainy River first began testing non-local employees and contractors in August 2020.

Testing was expanded to all employees and contractors staying at Atkinson Camp as well as the staff who work there.

At the beginning of May 2021, New Gold began testing all employees at the mine site on the first day of their rotation. Additional testing also occurred based on a daily screening questionnaire. The increase in testing allowed Rainy River to respond to issues in a timely manner, representing an important step in keeping the site safe.

The extent of testing was made possible due to an increase in COVID-19 testing staff. As of October we had seven contract employees dedicated to COVID-19 testing, processing and assessing. The team worked to ensure all employees and contractors arriving on site felt confident and safe. Assessments were made available for employees and contractors for 16 hours each day. Together, we continue to keep employees and the community safe.

New Afton Fire & Mine Rescue

Fire and mine rescue teams are an essential part of our operations. New Afton Fire & Mine Rescue has frequently been recognized as one of the best teams in Canada, consisting of 45 members trained to the National Fire Protection Association standard—a gold standard in firefighting training.

In 2017, the team won the National Western Region Mine Rescue competition and in 2019 the Chief Inspector's Award for Exemplary Fire and Mine Rescue Service. In 2021 the team experienced an active year of events, and showed up every time, putting their skills to the test and building resilience.

On February 2, 2021, we experienced the fatality of one of our contractors. New Afton Fire & Mine Rescue were the first responders on the scene for the recovery mission. The team was also present for the days post-incident, working closely with other first responders.

In the summer, British Columbia faced one of the worst fire seasons the province had ever seen. The team provided front-line and preventive support for several communities in the region, as well as taking a proactive approach to fire prevention on site.

As Lisa Newman shares, "Resilience to me means striving every day to become more confident, competent and build the character and coping skills to overcome the adversities and challenges I approach. Achieving resilience means hard work and lifelong learnings. We must surround ourselves with people that strive for excellence. People who not only inspire us, but who push us. The resilience of a strong team is a beautiful thing to experience."



In 2021, New Afton Fire & Mine Rescue showed exemplary resilience and we are proud of the women and men who serve on this important team.



Carson Fraser, Fire & Mine Rescue Chief/Safety Advisor at New Afton

Analysts Corner

Disclosures and Indices Tags

GRI 401-2, 401-3, 403-103, 403-6

UN SDGs

Goal 3



Targets: 3.4, 3.9

Goal 8



Target: 8.5

EMPLOYEE WELL-BEING

Health and safety has always been a priority for New Gold and the pandemic has broadened our scope by emphasizing the importance of mental health and well-being in the workplace.

Job loss, government-mandated lockdowns and social distancing have significantly impacted mental health around the world. Now in the third year of the pandemic, there has been a particular focus on mental health and health-related benefits as we move forward following the crises of 2020 and 2021.

Management

While physical health and safety are critically important, we recognize our responsibility to support our employees' emotional and mental well-being so that they can bring their best selves to work.

Health and Wellness Programs

We offer various health and wellness benefits, including employee assistance plans, mental health assistance, counseling and health spending accounts. Through the Lifeworks Employee Assistance Program, full-service confidential support is available to employees and their dependents 24/7, with a range of resources to support life, family, health, work and financial issues. Sites also offer various non-occupational medical and health care services.

At Rainy River, employees have access to New Gold's medical facility for consultation of non-work-related medical conditions. Rainy River promotes an initiative called "You Know Your Numbers", which allows employees to monitor key health metrics

such as cholesterol and glucose levels. Return to work programs are also in place to support injured employees' recovery and healing.

At CSP, medical service staff are equipped with the necessary supplies for medical, health care and emergencies for all workers and contractors.

Across the Company, we provide medical surveillance and well-being programs, such as hearing conservation and audio metric testing and vaccination programs. See our COVID-19 Response section for more details on preventive measures during the pandemic.

Benefits

New Gold provides extended benefits to support employee health and well-being. Examples of benefits packages offered to our full-time, permanent employees include³⁴

- life insurance
- health and dental benefits
- short-term and long-term disability
- employee and spousal life insurance
- employee critical illness
- vacation leave
- registered retirement savings plan matching program

Temporary employees are also provided with medical and dental benefits.



Brian Smit, Underground Miner at New Afton

³⁴ Benefits are in accordance with regulatory requirements, as applicable.

EMPLOYEE WELL-BEING CONTINUED

Our Performance

Parental leave is offered to all employees. New Gold’s Pregnancy and Parental Leave Policy details the support our employees receive while on leave. In 2021, New Gold had 14 female and 19 male employees take parental leave company-wide.



Tyne Roberts, Junior Environment Scientist at New Afton

PARENTAL LEAVE								
	New Afton		Rainy River		Cerro San Pedro		Corporate	
	2020	2021	2020	2021	2020	2021	2020	2021
Entitled to parental leave (#)								
Men	456	515	707	147	108	67	21	20
Women	72	89	130	54	33	26	20	16
Total	528	604	837	201	141	93	41	36
Took parental leave (#)								
Men	6	4	10	11	4	4	0	0
Women	6	4	7	9	3	0	2	1
Total	12	8	17	20	7	4	2	1
Employees that returned to work (#)								
Men	6	4	10	11	3	4	0	0
Women	3 ³⁵	2	5	9	4	0	1	4 ³⁶
Total	9	6 ³⁷	15	20	7	4	1	4
Employees that returned to work and were still employed for 12 months (#)								
Men	6	5	9	11	4	4	0	0
Women	3	3	4	9	3	0	1	2
Total	9	8	13	20	7	4	1	2
Return to work retention rates (%)								
Men	100%	83%	90%	100%	100%	100%	N/A	N/A
Women	100%	100%	57%	100%	100%	N/A	100%	50%

As of December 31, 2021

³⁵ Three employees remained on leave.

³⁶ Four female employees returned from mat leave in 2021. They went on mat leave in 2020 or 2019.

³⁷ Two employees are still on leave.

Initiatives and Stories

Rainy River’s “Not Myself Today” Program

As we enter year three of the pandemic, employees have adapted to changes at work with additional personal protective equipment, testing and screening for COVID-19 symptoms, physical distancing, travel restrictions, self-monitoring and managing work-life balance. Given these challenges, Rainy River teamed up with the Canadian Mental Health Association to offer the Not Myself Today Program for employees.

The goal of the program is to encourage employees and families to use the tools available to improve their own mental health and build empathy and understanding toward those living with mental illnesses.

In early 2021, a team of program ambassadors began rolling out awareness and training modules. Each month focuses on a specific module, such as Stress Less, Depression and Managing your Mood, Practicing Positivity and Drug Awareness and Talking Openly.



Raylene Smith, Mill Operator at Rainy River