



# SOCIAL



# OUR 2023 ESG REPORT

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New Gold Inc.'s (New Gold or the Company) ESG reporting framework (ESG Reporting) continues to evolve to meet shifting reporting standards and expectations from stakeholders. This year, we build on the momentum created in 2022, when we transitioned to individual Environmental, Social and Governance (ESG) Reports to better present our work and align with the reporting landscape. To support the information presented in these reports, we have updated our ESG Factbook to contain our reporting data in one centralized place, organized by material topic. In addition, throughout the reports you will find reference to the United Nation Sustainable Development Goals (SDGs) and the reporting standards with which we align our public disclosures.

Amidst a year of change, 2023 was also a year of progress. We take pride in the achievements of our teams across all sites and are grateful for the people who continue to champion our ESG performance, helping us move forward together.

Learn more about New Gold's 2023 performance in our companion reports for Overview, Environmental and Governance.



 [Read the reports](#)

## MATERIAL TOPICS COVERED IN THIS REPORT

These material topics were identified through engagement with internal and external stakeholders.



Occupational Health and Safety



Indigenous Engagement



Community Engagement



Economic Development



Diversity, Equity and Inclusion (DEI)



Human Capital



Employee Well-being





2023 SOCIAL

# PERFORMANCE HIGHLIGHTS



## 0.80

Total Reportable Injury Frequency Rate (TRIFR) across operations\*



## 25%

Indigenous employees across operations



## \$1,118,825

invested to support community and social development across New Gold\*\*

\* TRIFR calculated on 200,000 hours  
\*\* Includes Corporate Head Office



### A Message from Yohann Bouchard Executive Vice President and Chief Operating Officer

“Across New Gold, we recognize that we have a social responsibility to our employees and the communities in which we operate, and that they are pivotal to our continuing success. Embedding the practices of ESG into our everyday operations ensures that we lead with our core values and demonstrate strong corporate citizenship in local communities and beyond.”



# HEALTH AND SAFETY

## ANALYSTS CORNER

### Disclosures and Indices Tags

GRI 403 (403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10).

See ESG Data Factbook:

GRI 410 (410-1), EM-MM-320a.1

### UN SDGs



Health and safety is our top priority. Through strong management practices and operational performance, we foster a culture that **takes safety seriously** and has the **Courage to Care**.

## Management Practices

New Gold is committed to the health and safety of our employees and stakeholders and strives for continuous improvement across all our health and safety programs. We work to promote and protect the well-being of our employees through safety-first work practices and a culture of safety excellence. We adhere to the Towards Sustainable Mining (TSM) Safety and Health Protocol and Crisis Management and Communications Planning Protocol.

Both New Afton and Rainy River have implemented Occupational Health and Safety Management Systems, which apply to all New Gold employees and contractors. New Gold's health and safety system has been implemented based on legal requirements such as those from Canadian Standards Association, American National Standards Institute, American Conference of Governmental Industrial Hygienists, National Fire Protection Association and Natural Resources Canada.

As part of a risk-based approach to our health and safety programs, each site conducts risk assessments, including field-level risk, job hazard and pre-shift assessments. A Company-wide registry is used to track any identified material health and safety risks, and we are continuously developing 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.

Further, job safety observations and inspections help ensure that workers are conducting tasks safely and provide an opportunity to identify and correct unsafe conditions. Risk registers are reviewed by management teams at least annually and following any significant incidents, near-misses or observations.

The Corporate Health and Safety Policy includes the processes for workers to report work-related hazards and hazardous situations, referred to as the Internal Responsibility System. Under this guidance, workers' responsibilities include reporting work-related hazards. The Internal Responsibility System includes the workers' right to refuse unsafe work they believe may harm them, which also includes protection from reprisal. The organization uses and maintains health and safety system standards, including Incident Management, Health and Safety Risk Management and System Audit and Insurance.





**0.80** reportable injury frequency rate across operations in 2023, representing our lowest TRIFR ever

New Gold gauges the effectiveness of our controls and risk hazard awareness through a balance of leading and lagging indicators, with Company-wide performance and safety objectives measured continuously. Site incident reporting and investigation procedures, regular safety talks and an open-door policy help to foster communication and create a culture of risk analysis. As part of the onboarding process, all employees are taught about their three rights: the right to know, the right to participate and the right to refuse unsafe work.

Across operations, we have a high potential incident reporting process that helps ensure significant reports are shared with management and executive leadership weekly. We investigate all incidents to determine the cause, identify any unsafe conditions and their root cause, and determine practical corrective actions to prevent similar incidents from occurring.

### Courage to Care

A strong health and safety culture is created when everyone puts safety first. To encourage involvement across our sites, we provide a variety of opportunities for employees to participate in safety shares, raise awareness at toolbox talks and participate in the site Joint Occupational Health and Safety Committee (JOHSC). Committee members play an important role in the development and review of risk registers, regular performance monitoring and continual improvement of systems.

In 2022, the Courage to Care campaign was introduced across the organization, encompassing three key health and safety strategy objectives: health and safety system management standardization, empowering employees and visible felt leadership. The campaign identifies three descriptors that define organizational and individual health and safety commitments at all levels:

1. We never compromise on safety
2. We look out for one another
3. We stop work if it's not safe



Watch the Courage to Care video [here](#).

### Life Saving Behaviours

In 2023, New Gold launched our Life Saving Behaviours across all operations. Life Saving Behaviours are in place for a simple but critical reason: to protect personnel on site from serious injury. Life Saving Behaviours are based on industry statistics and have a direct link to the behaviours that were contravened just prior to a fatal incident occurring. The health and safety of our people is our top priority and these rules apply to everyone, including our contractors, visitors and service providers. The below 10 Life Saving Behaviours were chosen to align with potential operational risks and industry best practice fatality categories.





## Performance

In 2023, our teams exemplified what it means to put safety first across New Gold. We achieved a Total Reportable Injury Frequency rate of (TRIFR) of 0.80, representing our lowest TRIFR in New Gold history. This incredible achievement places New Gold as a leader among our industry peers, and we couldn't be prouder of our team for this meaningful achievement.

In addition, both New Afton and Rainy River achieved an impressive number of hours worked without any lost time injury (LTI). In October 2023, Rainy River celebrated one year without any LTI. New Afton finished 2023 with their second-best on-record TRIFR of 0.76 and received two safety awards for the lowest reportable injury frequency rate (LRIFR) during the 2022 calendar year: Safest Large Underground Mine in B.C. and the J.T. Ryan Regional safety award for Mines in B.C. and Yukon.

This shared success is proof that strong safety practices work. This year, the team embraced our Courage to Care campaign and our new Life Saving Behaviours. Training focused on education over enforcement, as well as identifying and controlling hazards associated with every task performed on a shift-by-shift basis. This was supported by our JOHSC, with worksite inspections and risk assessments.

Maintaining a safety-focused environment reflects our collective commitment to creating a safe and secure workplace, preventing accidents and supporting the well-being and livelihoods of our employees. These impressive safety milestones would not have been possible without the contributions of our employees and contractors who worked on-site over the past year.



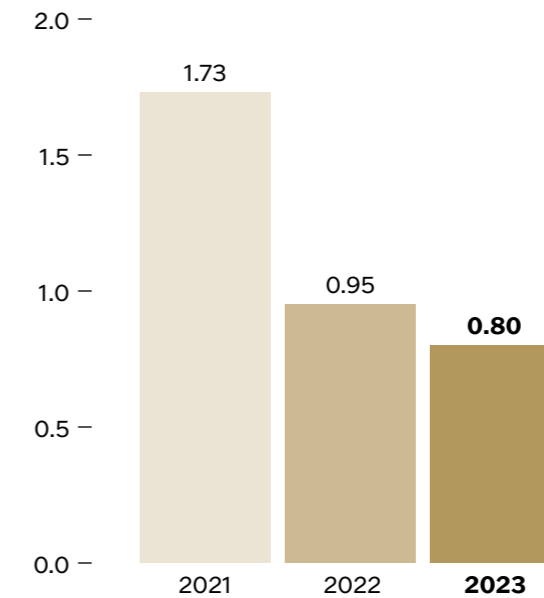
Rainy River celebrated **one year** without any lost time injury



**Kevin Mihalicz**  
Director of Health, Safety and Emergency Preparedness, Corporate

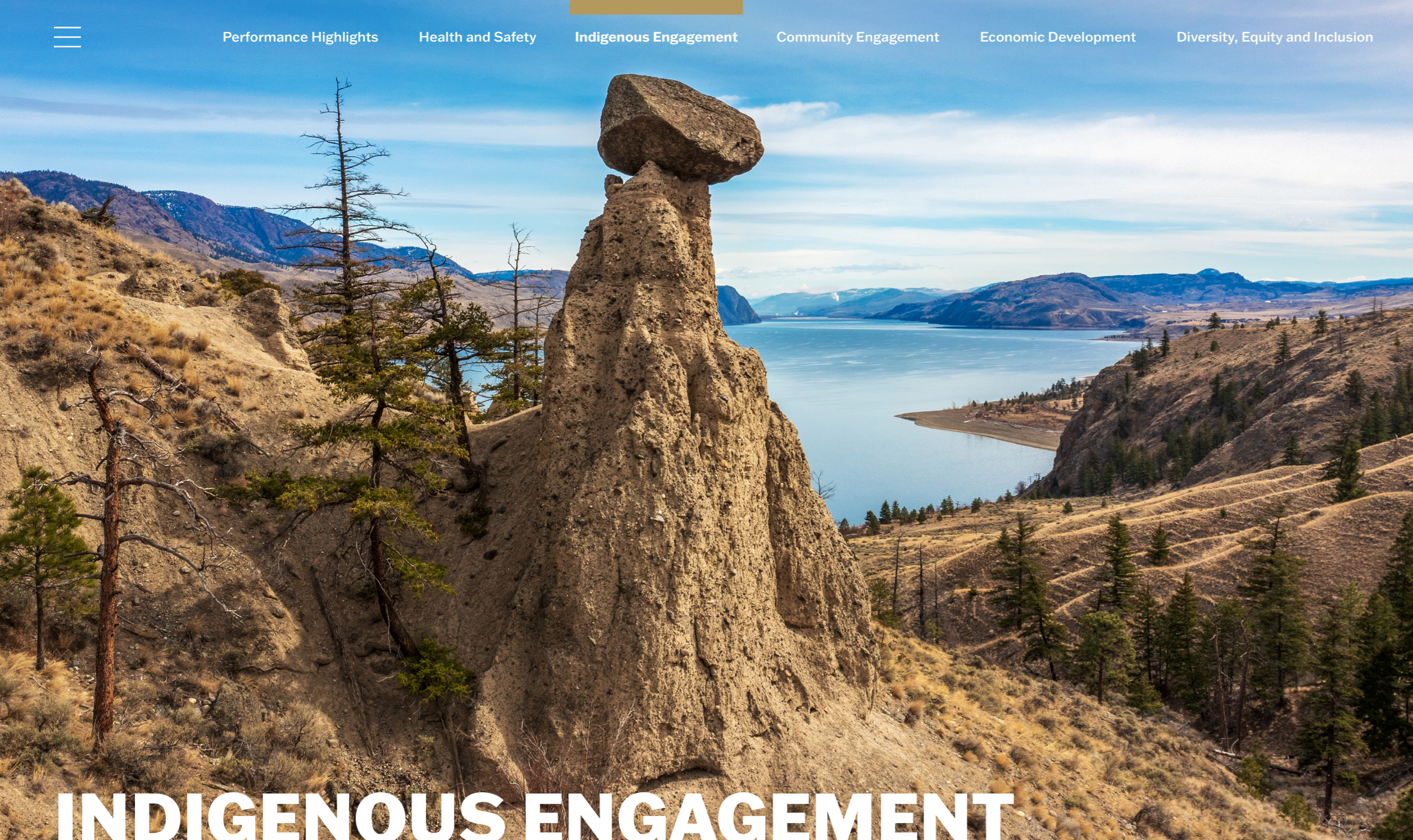
“New Gold’s safety performance in 2023 demonstrates that safety is not just an action, it’s a mindset of continually looking out for hazards and controlling risks to ensure personal and collective safety. Our teams know that there is no task so important that we cannot afford the time and effort to execute it safely, which contributed to our exceptional safety performance last year. Moving forward, we will continue to foster a culture focusing on proactive injury prevention and risk mitigation with the health and well-being of our workforce as our top priority.”

## Total Reportable Injury Frequency Rate\* Across Operations



\* TRIFR calculated on 200,000 hours





# INDIGENOUS ENGAGEMENT

## ANALYSTS CORNER

### Disclosures and Indices Tags

GRI 411 (411-1), EM-MM-210a.1, EM-MM-210a.2, EM-MM-210a.3, EM-MM-210b.1.

See ESG Data Factbook: GRI 413 (413-1, 413-2).

### UN SDGs



New Gold respects and acknowledges that our partnerships with Indigenous communities provide the license to operate on sacred lands. We are committed to engaging in ways that **foster respectful relationships** that are built on trust and acceptance and promoting Indigenous cultural awareness throughout our operations.

## Management Practices

New Gold values building strong relationships with Indigenous communities, and we are committed to continuing to foster these relationships with a foundation built on transparency. As an organization, we continue to deepen our understanding of Reconciliation and the role we play in supporting active Reconciliation in the communities where we operate. We know this is an evolving journey, and we are committed to building respectful relationships with Indigenous partners.

Our approach to Indigenous engagement aligns with global guidelines and standards, such as the United Nations Global Compact, as well as adherence to the MAC TSM Indigenous and Community Relationships Protocol.

Indigenous Rights are identified as a focus area in our Sustainability Strategy. With this, we continue to focus on our ability to support economic benefits for our host communities through our operations, which include, but are not limited to, up-skills training, business development and career opportunities. Progress on various site-specific goals are monitored regularly to inform work plans and drive progress.

Both New Afton and Rainy River have Impact Benefit Agreements or similar agreements in place with local Indigenous communities. These agreements outline New Gold's commitments with Indigenous partners. The Technical and Sustainability Committee is informed quarterly of updates to Indigenous relations activities and initiatives.

We are proud to work with Indigenous partners and support Indigenous representation across various areas of our operations.



To learn more about New Gold's Indigenous employee representation, please see Diversity, Equity and Inclusion, [here](#).





## Performance

### On-site Indigenous Engagement

In 2023, New Afton hosted members of Stk'emlúpsenc te Secwépemc Nation (SSN) for an underground and surface tour. Site tours provide an opportunity to directly engage with valued Indigenous partners, allowing them to see elements of our operation, meet employees in various departments and ask questions about the operation. Likewise, the Rainy River Community Relations Team re-commenced their site tours after a three-year hiatus due to the COVID-19 pandemic. Created specifically for elders, community members and neighbors, the team hosted 14 tours over the year and had visitors from over three hours away.

Looking forward, New Gold will continue to focus on Indigenous engagement activities. We intend to explore ways we can measure the impact of our engagement in local Indigenous communities, to deepen our understanding of the activities that add the most value for communities.

### Indigenous Cultural Awareness

New Gold is dedicated to promoting a shared understanding and respect for Indigenous Peoples and cultures within our operations and in the mining industry. To support this commitment, every employee is required to attend mandatory Indigenous Awareness training, which is customized by site. We value continuous improvement and look for new opportunities to provide employees with training, awareness and cultural activities to deepen our collective awareness.

This year, to increase our shared understanding of the history of Indigenous peoples across Canada, staff at New Afton participated in a Kairos Blanket exercise. This national program works to raise awareness of the impacts of colonization and to promote learning through an engaging and visually impactful workshop. Rainy River also launched a successful site-wide awareness campaign called Teaching Tuesdays. Curated by the Community Relations Team, this awareness campaign provides opportunities for employees and contractors to engage with local Indigenous language and culture.

### Acknowledging the National Day for Truth and Reconciliation

In honour of the National Day of Truth and Reconciliation, New Afton hosted Secwépemc Storyteller, Kenthen Thomas, a member of the Neskonlith Indian Band within the Secwépemc Nation. Kenthen shared a Secwépemc Story or Stsepetkwll. Stsepetkwll, meaning “Legends that Teach”, are stories that provide entertainment, important life lessons and anecdotes about all the creatures found on the land.

At Rainy River, the team donated \$10,000 to the local Truth and Reconciliation Day society to support local ceremonies and events to commemorate the day. On site, the team heard educational stories from residential school survivors and celebrated the local language with on-site Ojibwe language lessons.



To read more about New Gold's commitment to Indigenous engagement, please see our Indigenous Rights Strategy Statement [here](#).







# COMMUNITY ENGAGEMENT

## ANALYSTS CORNER

### Disclosures and Indices Tags

GRI 2-26, 2-29, 406 (406-1),  
EM-MM-210b.2

### UN SDGs



Engaging authentically, with the intent to listen to people’s lived experiences, provides the backbone for **strong and resilient relationship building**. This understanding of shared values and common goals supports sustainable community engagement and development, today and into the future.



In 2023, New Gold had **746** unique community engagement interactions across operations

## Management Practices

New Gold believes that meaningful engagement is built on open and honest communication, and understands the importance of effective community engagement. As one of our Sustainability Strategy anchors, Community Engagement plays a pivotal role in how we interact with communities. We seek to build authentic relationships with our host communities and understand the importance of building a strong social license with our community stakeholders.

Community interactions and activities are tracked and managed through a variety of engagement methods at both sites, to accommodate the uniqueness of each local landscape. Site Community and Indigenous Relations Teams manage the majority of engagement activities with local communities and have departmental policies and procedures to guide these activities. Other departments across site also frequently engage with community of interest groups based on their subject matter expertise.

Part of building authentic relationships is being able to hear feedback and opportunities for improvement. At both of our operational sites, New Gold has a community grievance mechanism to help ensure community members have the opportunity to voice any concerns with our operations. Procedures are in place to support the grievance mechanism and help ensure that issues are resolved in a timely manner. Consistent with prior years, we did not have any significant disputes relating to land use or customary rights of local communities and Indigenous Peoples at our operational sites in 2023.

New Gold is developing a Social Management Standard to unify social management practices across sites, with plans to implement the new standard in 2024.



## Performance

### Community Engagement Activities

New Gold aims to proactively and effectively engage with identified community of interest groups regarding significant business developments and sustainability efforts. We understand the important role consistent community interactions play in building trust and maintaining our social license to operate in host communities.

Across operations, New Gold had 746 unique community interactions in 2023, ranging from meetings to in-person community events. These interactions help support New Gold’s practice of engaging with communities of interest to understand their views throughout the lifecycle of our operations.

### Community Feedback

Each of our sites have ensured there are feedback mechanisms in place to engage with our communities on an ongoing basis. To help reduce any potential barriers in communication, New Afton has developed a Feedback Group to support continuous improvement in public reporting, communications and engagement. The Feedback Group consists of representatives from our key community of interest groups including representation from SSN, the business community, the non-profit sector and others. Rainy River has also found unique and creative ways to solicit community feedback. In December, the Community Relations Team hosted an open house in alignment with a local Chamber of Commerce event. This engagement activity provided staff with essential information to increase awareness and understanding of the priorities of residents in the area.



Read more about Rainy River’s community open house and our commitment to community feedback [here](#).

### Grievances

In 2023, we received three on-site grievances at Rainy River. These grievances were reviewed and investigated, and appropriate actions were implemented as required. All grievances were closed within the reporting period, and one was closed within 30 days of receipt. There were no grievances at New Afton in 2023.

## Top 5 Most Frequent Engagement Methods

By Site

### New Afton

1. Community Event
2. Meetings
3. Community Investment
4. Site Tour
5. Email

### Rainy River

1. Email
2. Meeting
3. Casual In-person meeting
4. Community Event
5. Conversation





# ECONOMIC DEVELOPMENT

## ANALYSTS CORNER

### Disclosures and Indices Tags

GRI 203 (203-1), 204 (204-1).

See ESG Data Factbook:

201 (201-1, 201-2, 201-3, 206 (206-1),

308 (308-1, 308-2), 414 (414-1, 414-2),

LPRM 200-204, 300-302, 400-403.

### UN SDGs



New Gold acknowledges the economic impact our operations have in the communities where we operate. As such, **we promote active partnerships** with local and Indigenous communities and categorize suppliers based on local regions.

## Management Practices

### Local Procurement

New Gold understands the importance of local procurement and supporting our local economies. In 2021, we became the first Canadian company operating in Canada to report against the Mining Local Procurement Reporting Mechanism, enhancing transparency of our local spending. We manage our supply chain activities through our Procurement Policy, which establishes a supply chain management process to help provide the best overall value, minimize risks and deliver tangible benefits to the Company and local stakeholders.

As part of our supply chain management, we undertake due diligence procedures and work to ensure that the procurement of goods and services is performed in compliance with defined processes that meet the applicable legal requirements. New Gold evaluates all vendors for possible conflicts of interest and ensures procurement practices align with our standards for ethical business practices, including those in the Code of Business Conduct and Ethics, Anti-Bribery and Anti-Corruption Policy and Human Rights Policy.

### Community Investment Program

New Gold's Community Investment Program supports the Company's belief that our host communities should see the economic benefit from our operations today and into the future. We strive to go beyond traditional philanthropic practices, working with shared values to create meaningful impact with local communities. Our community teams engage with our local communities to understand their needs from a socioeconomic perspective, so that we can better support community-driven sustainable development.

Our funding strategy focuses on strategic long-term investments that align with our investment criteria. The aim is to support and amplify the work of nonprofits and charities in our local communities, recognizing they are the experts in their respective fields. Each operation manages the funds for the Community Investment Program in their local area, allowing for a more personalized and community-centric approach.

In 2023, a needs assessment was conducted to help deepen our understanding of community need. This assessment was validated with local stakeholders and will be used to inform any updates to the Community Investment Program moving forward. We recognize that local needs are constantly changing and intend to review our community investment strategy in 2024.





## Performance

### Local Procurement

New Gold aspires to promote economic prosperity in our surrounding communities throughout the mining lifecycle. Both sites have a local community scoring mechanism built into the procurement process to give consideration for local suppliers. We also understand the environmental impact of local procurement practices and aspire to support opportunities for waste minimization, carbon reduction and sustainable sourcing.

Both sites maintained a strong procurement presence in local and regional communities in 2023. Across operations, 28% of procurement was regional, with an additional 5% sourced from local communities within 150 km from each mine site. In addition to local procurement, special focus was paid to Indigenous procurement, resulting in 29% Indigenous spend across operations.



# \$1,118,825

## invested to support community and social development across New Gold\*

\* Includes Corporate Head Office

### Spend Across Operations

#### Local

## \$38,797,143

#### Indigenous

## \$238,730,656

### Community Investment

In 2023, both New Afton and Rainy River invested strongly in social and community development. Both sites manage the Community Investment Program in their local area, resulting in localized support for community and social development initiative. In 2023, New Gold contributed over \$1,000,000 to non-governmental agencies, charities, and research institutions. These contributions help support New Gold's intention to sustainably invest in our local communities in ways that support long term economic and social development.

Rainy River provided a \$20,000 investment in the Make a Big Splash Spray Park in Fort Frances, Ontario. The park will provide a multi-use, healthy, accessible space for kids and families to be active, connect and socialize together as a community. The 3,000 square-foot park will include 18 spray features, a "Big Bucket", seating and shaded areas, and culturally inclusive elements as part of the overall design. New Gold is pleased to be part of this community-driven initiative that will provide a long-lasting benefit to the community for years to come.

Building on several years of engagement, New Afton provided the City of Kamloops with financial support in 2023 to invest in a community-driven solution to increase active transportation in the municipality. Made possible by a \$23,500 donation from New Afton, the City of Kamloops Bike Valet Service consists of portable racks, tents and other supplies that can be borrowed by event organizers in the Tournament Capital of Canada. New Afton's 2023 Community Investment Summary, includes a complete list of recipients who have received funding through the Community Investment.



Read more about our site-based Community Investment Program in our 2023 program summaries for Rainy River [here](#) and New Afton [here](#).

### Cerro San Pedro's, Responsible Comprehensive Closure Plan

New Gold's Cerro San Pedro mine produced gold and silver in the Cerro de San Pedro municipality in the state of San Luis Potosi, Mexico. While not common practice at the time, we started planning for closure well before the mine was scheduled to close, ensuring adequate time to build and communicate plans to all involved stakeholders well in advance of closure.

Through Cerro San Pedro's Responsible, Inclusive and Participative Closure Plan, employees, local communities and relevant authorities worked to build the municipality's vision for the future. The impact of this is reflected in the projects and initiatives that have transformed the economic development of the region.

Cerro San Pedro focused on a closure that was not only guided by industry best practices but help set a standard for responsible mining closures in the country. Environmental mining permits in Mexico generally stipulate closure requirements that focus solely on the environment and do not establish social requirements for the closure process. Cerro San Pedro's closure plan was based on these rigorous environmental permit guidelines, as well as labour, social and economic considerations developed in partnership with employees and local stakeholders.

Within this framework, mechanisms were put in place to support employees and contractors through training courses and certifications, with an aim to optimize their future employability. Entrepreneurial, personal finance and savings projects were also developed. Additionally, the Company guaranteed termination packages that went above and beyond the legal requirement, helping to ensure the financial stability of the workers and their families.

As part of the socioeconomic considerations outlined in the Responsible, Inclusive and Participative Closure Plan, Cerro San Pedro created a foundation to provide a long-term vision and support for projects related to the environment and sustainable development, while promoting joint responsibility with individuals and the community. The foundation has helped over 2,700 people since its creation and has helped create and foster many local businesses. New Gold has contributed more than 107 million MXN (Mexican pesos) in investment in local infrastructure projects and services since the end of mining operations, including the renovation and construction of roads, power lines, drinking water systems, schools and clinics and the reconstruction and restoration of historical buildings and monuments. The combined effects of a growing local entrepreneurial community and infrastructure investment has led to a thriving local community around Cerro San Pedro that celebrates and benefits from its mining history.

Cerro San Pedro's legacy is a result of its conviction to work with the community towards an entrepreneurship model, a sense of shared responsibility and the diversification of community engagement that transcends mining operations and engages diverse organizations and stakeholders.

Cerro San Pedro is currently in the process of validating its fulfillment of environmental obligations by the Ministry of Environment and Natural Resources and the Federal Office of Protection to the Environment.



Read more about Cerro San Pedro's journey of responsible closure [here](#).





# DIVERSITY, EQUITY AND INCLUSION

## ANALYSTS CORNER

### Disclosures and Indices Tags

GRI 2-7, 405 (405-1)

### UN SDGs



New Gold recognizes the importance of **holding ourselves accountable** by regularly tracking key Diversity, Equity and Inclusion (DEI) metrics, including qualitative and quantitative analysis. Reviewing this data regularly helps us understand key themes in areas we are doing well and areas requiring continued focus and effort.

## Management Practices

New Gold is committed to the principles of DEI in all aspects of our organization and we are guided by our Core Values.

New Gold invests in a variety of training programs that promote DEI within our organization. One such example is our longstanding partnership with the Mining Industry Human Resources Council. Employees are required to complete mandatory training modules covering topics such as gender equity, intercultural awareness and Indigenous awareness within the mining industry.

In addition, each site has a DEI committee that has representation across the sites. Participants gather feedback and recommendations from employees and action plans are implemented and monitored to ensure progression.



**Brenda Roberts**

Manager of Human Resources, Rainy River

“At Rainy River one of our key priorities is to attract a workforce from our local and Indigenous communities. In an effort to reach into our communities and meet potential employees, we implemented Local Hiring Blitzes in 2023. We have experienced great success using this recruitment method. Interested candidates are able to attend the event in person and participate in on-the-spot interviews directly with the hiring manager.”



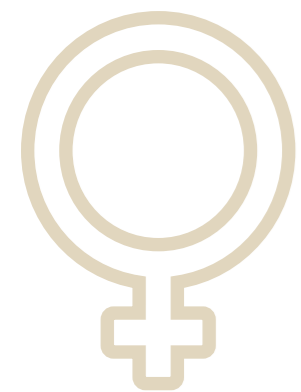
## Performance

New Gold strives to incorporate diversity at every stage of our sourcing strategy by ensuring that we promote diversity within our recruitment practices and with our partners. To hold ourselves accountable, we regularly review talent metrics to help ensure that our employee population and leadership pipeline is representative of the communities in which we operate.

To support gender equity and play an active role in increasing the representation of women within the mining industry, New Gold offers training opportunities for women within the organization. We work with the Canadian Management Centre to offer Assertiveness for Women in Business training and, in 2023, provided 32 women with practical tools to increase their effectiveness in communication, conflict resolution, delegation and action-planning skills. In addition, another 15 women from across the Company participated in the Ignite Women’s Leadership Development Program in 2023. Combined with facilitator-led training and peer mentoring, the program equipped participants with tools to increase their effectiveness in their roles, navigating career development conversations and establishing a strong network of peer coaches they can lean on beyond the program.

Recognizing the fact that uniforms have been traditionally designed for men, New Gold has also partnered with organizations that offer female uniforms that combine functionality, safety and comfort.

In 2023, we launched a pilot project called Micro Inequities: Managing Unconscious Bias. Attended by the Executive Team and Board of Directors, this training provided a deeper understanding of the unconscious biases we all carry with us, along with effective ways to work through bias to unlock successful teamwork.



**47 women** participated in career development programs focused on women in the workforce

## Accessibility

In 2022, it was recognized that New Afton’s Female Mine Operations Dry facilities were at capacity and an expansion was required. This expansion project provided an opportunity for New Afton to not only increase the size of the existing female dry, but to add additional facilities that are gender inclusive and accessible for persons with mobility limitations, which were not previously accommodated for at our site.

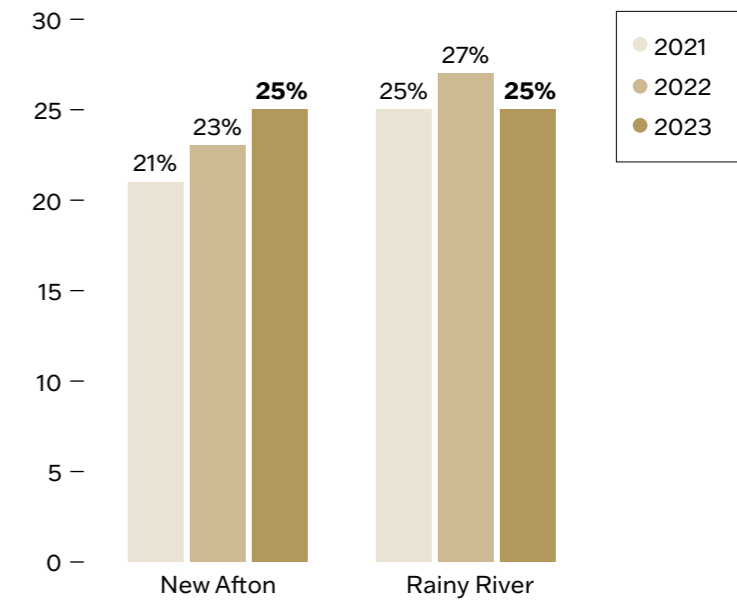
The Accessible and Inclusive Dry is fully wheelchair-accessible and includes twelve lockers as well as private, fully-enclosed shower stalls and toilet spaces – in both standard and wheelchair-accessible sizes. The facility is accessed by both a standard door, as well as an oversized, button-operated door accessed by a covered ramp. The addition of these facilities is a tangible step towards creating equity and inclusion at New Afton.

### REDUCING BARRIERS TO EMPLOYMENT AT RAINY RIVER

In 2023, Rainy River undertook two new approaches to reducing barriers to employment. First, they organized hiring drives to meet potential employees in the community, offering the opportunity to interview and work through the hiring process all in one day. Secondly, Rainy River added pre-employment medical screening to identify suboxone in their pre-employment processes. This additional layer of screening was identified as an opportunity by local community members and ensures that individuals on medically prescribed opiates are not removed from the pre-employment process.

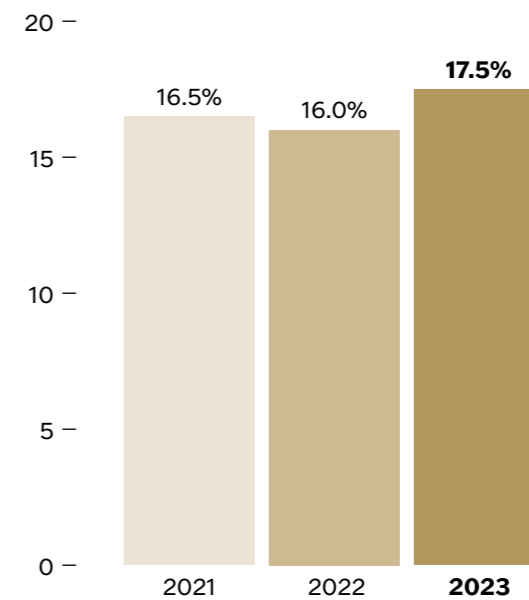
## Indigenous Employee Representation

### By Site



## Female Representation

### Across New Gold





# HUMAN CAPITAL

## ANALYSTS CORNER

### Disclosures and Indices Tags

GRI 2-8, 401 (401-1), EM-MM-310a.1, EM-MM-310a.2

### UN SDGs



At New Gold, we know that **our people are our most important asset**. A skilled and engaged workforce creates the conditions for continued success across the organization.

## Management Practices

As part of our efforts to recruit the best talent and retain our current employees, New Gold participates in annual compensation and benefit administration reviews to ensure salaries and benefits are competitive and aligned to the marketplace.

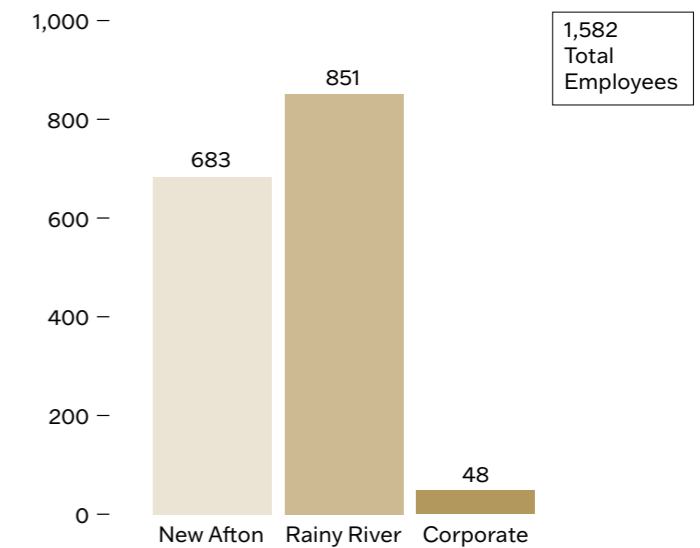
Processes and policies are put in place to ensure that the company meets the requirements specified under applicable employment standards, including local labour codes and complying with national legislation. We recognize the importance of ensuring that our policies align with changes in legislation and reflect best practices where applicable.

Our organization follows a modern approach to performance management which focuses on ongoing touch points and shared ownership of employee performance and development.

## Human Capital

Across New Gold

### Employees





## Performance

### Culture Enablers

Across the organization, New Gold maintained strong recruitment and retention rates in 2023. This success is, in part, due to recognizing the importance of investing in culture enablers such as training and development, competitive pay and benefits, investment in leadership and development and adapting its policies to meet employee needs. In addition, New Gold implemented a new hire follow up pilot at the Corporate office, with plans to expand to sites in 2024. All locations participate in an exit interview process to capture feedback into key themes.

We continue to support our employees through regular coaching and feedback, informal and formal training, and development. In addition, employees can participate in the New Gold Academy which consists of quarterly presentations from internal and external subject matter experts that are related to New Gold's Strategic Pillars and business priorities. The Values in Action initiative is a Company-wide program to recognize colleagues who exemplify New Gold Core Values. The program has strong participation across the company.

New Gold has also invested in training for site leadership through its partnership with Ascencia Group. Every New Gold leader also attends mandatory Leadership Contract training which establishes the company's expectations regarding leadership and participation. The outcome of the program involves leaders reinforcing their commitment to a set of key leadership behaviours by signing the New Gold Leadership Contract.

### Recruitment

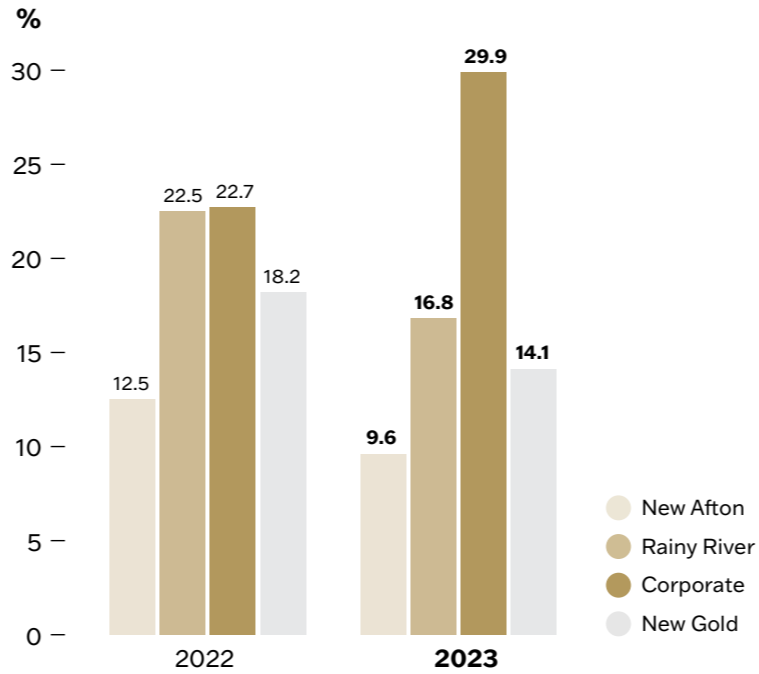
The company offers various site-specific employment programs, including our Co-op Student Program and Engineer-in-Training (EIT) Program. Our Co-op Student Program provides opportunities for students to gain hands-on experience at an active mine site by working in dynamic departments. Our EIT program is open to all registered engineers and engineers-in-training to explore various roles to build skills in a supportive environment.

In 2023, Rainy River wanted to increase its focus on local hiring and introduced local hiring blitzes that involved "on the spot" interviews to promote the employer brand and commitment to hiring local talent.

In addition, along with attending various on-campus job fairs, we sponsored an event in the Canadian Mining Games, which is an annual competition for mining engineering students across the country to showcase their mining knowledge, problem-solving and adaptive capabilities through a variety of challenges.

### Employee Turnover Rate

Across New Gold



Learn more about New Gold's employee development programs, [here](#).





# EMPLOYEE WELL-BEING

## ANALYSTS CORNER

### Disclosures and Indices Tags

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

### UN SDGs



A workforce that feels supported is a **strong workforce**. New Gold is dedicated to supporting our employees' physical, mental and emotional well-being so they can be their best at home and at work.



## Management Practices

New Gold has embedded employee well-being into our benefits plans and communications to support our workforce. Across New Gold, 383 employees participated in wellness challenges. These challenges are about celebrating the positive habits that contribute to employee well-being throughout the year.

We provide extended benefits to our full-time, permanent employees including life insurance, health and dental benefits, short-term and long-term disability, employee and spousal life insurance, employee critical illness, vacation leave and a registered retirement savings plan matching program. Temporary employees also receive medical and dental benefits. In addition, the company provides medical surveillance and well-being programs, such as hearing conservation and audiometric testing, and vaccination programs.

To support our employees' emotional and mental well-being, New Gold offers a robust Employee and Family Assistance Plan which provides employees and their dependents full-service confidential support and resources to support life, family, health, work and financial issues. In 2023, Mental Health Awareness Training was provided company-wide. It educated participants about common mental health issues and provided them with tools and resources to manage these issues. In addition to this training, mental health support is always available, including counseling support.

To support our employee's physical well-being, we provide employees with flexible funds to allocate between a Health Spending Account or Lifestyle Spending Account to use in ways that are personalized and make sense to them.

Our 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 on non-work-related medical conditions. Rainy River promotes an initiative to help employees monitor key health metrics such as cholesterol and glucose levels. Return to work programs are also in place across the company to support employees' recovery and healing.



Across New Gold **383 employees** participated in wellness challenges throughout the year



## Performance

### Flexible Work Schedule

In alignment with our Flexible Work Arrangements Policy, we believe that being able to offer a variety of schedule options helps support an environment of inclusivity and diversity for those with differing personal or family needs. In 2023, New Afton completed a one-year pilot of a 4/3 work schedule, implementing this flexible work option permanently. Similarly, Rainy River is currently undertaking their pilot of the 4/3 schedule option and expects to collect employee feedback in 2024. This schedule option increases New Gold’s flexible work options, including the option to work remotely up to two days per week.

### Naloxone Training in Collaboration with Interior Health

In 2023, New Afton approached the local health authority to explore opportunities to support employee well-being outside of work. An opportunity was identified to provide staff and their families with training to help address the stigma related to substance use and provide training on how to respond to an opioid poisoning. This off-site training was coordinated in partnership with Interior Health and co-organized by Thompson Rivers University to provide hands-on training and a deeper understanding of substance use and the life-saving role naloxone plays in treating opioid poisoning.



Read more about New Afton’s naloxone training event [here](#).



### Mary-Beth Harrison

Manager of Human Resources, New Afton

“The 4/3 schedule option at New Afton was an excellent example of how a simple change can increase flexibility to better support employees. As we move forward, we’re hearing that this option is something that piques the interest of candidates through the recruitment process and continues to have a positive impact on our operation.”

## Cautionary Note Regarding Forward-Looking Statements

Certain information contained in this report, including any information relating to New Gold’s future financial or operating performance are “forward-looking”. All statements in this presentation, other than statements of historical fact, which address events, results, outcomes or developments that New Gold expects to occur are “forward-looking statements”. Forward-looking statements are statements that are not historical facts and are generally, but not always, identified by the use of forward-looking terminology such as “plans”, “expects”, “is expected”, “budget”, “scheduled”, “targeted”, “estimates”, “forecasts”, “intends”, “anticipates”, “projects”, “potential”, “believes” or variations of such words and phrases or statements that certain actions, events or results “may”, “could”, “would”, “should”, “might” or “will be taken”, “occur” or “be achieved” or the negative connotation of such terms. Forward-looking statements in this report include, among others, statements with respect to: successfully achieving commercial production from the C-Zone in the second half of 2024; successfully achieving first production from the underground Main Zone at the end of 2024; the Company’s ability to successfully navigate any issue and successfully improve its practices and processes to manage risk; planned focus on creating respectful relationships and the economic benefits and community well-being anticipated as a result; the Company’s approach to sustainability and ESG focus areas and intended focus on activities that add value and align with the Company’s needs; successfully delivering on New Afton’s water management objectives in 2024 and strengthening the Courage to Care culture; successfully aligning the Company’s sustainability disclosure with evolving global reporting frameworks, material topics and best practices; successfully updating the Company’s Sustainability Strategy and goals in 2024 to reflect evolving expectations and focus on aligning business operations and adding value to the organization, society and local communities; successfully creating measurable impact and demonstrating progress towards the eight identified SDGs; successfully prioritizing water management to improve operations and help ensure better water quality and access; the Company’s ability to successfully align its climate activities with the current and future business needs, including reducing GHG emissions and increasing transparency, among other things; the IOC’s ability to successfully reduce on-site energy use at New Afton in 2024 and moving forward; the Company’s ability to

successfully accomplish GHG emission reduction goals; the Company’s planned approach to climate action and successfully executing such plans; the sufficiency and compliance of the Company’s closure plans; successfully updating New Afton’s Reclamation and Closure Plan in 2024; successfully continuing to foster a culture focused on proactive injury prevention and risk mitigation; the Company’s planned approach to health and safety and successfully executing such plans; the Company’s intended focus on Indigenous engagement activities and successfully exploring ways to measure the impact, deepen understanding and add value for the communities; the Company’s planned approach to Indigenous and community engagement and successfully executing such plans; successfully developing a Social Management Standard and implementing such standard in 2024; planned activities and timing for 2024 and future years at the Rainy River and New Afton Mines; the sufficiency of the Company’s economic development approach and successfully reviewing the community investment strategy in 2024; accomplishing and fulfilling the Company’s environmental, social and governance related commitments; successfully meeting or exceeding employment standards requirements; successfully achieving the Company’s climate goals and commitments; anticipated strict compliance with the Company’s policies; the Company’s planned approach to governance and successfully executing such plans; and successfully accomplishing the Company’s Sustainability Strategy.

All forward-looking statements in this report are based on the opinions and estimates of management that, while considered reasonable as at the date of this report in light of management’s experience and perception of current conditions and expected developments, are inherently subject to important risk factors and uncertainties, many of which are beyond New Gold’s ability to control or predict. Certain material assumptions regarding such forward-looking statements are discussed in this presentation, New Gold’s latest annual management’s discussion and analysis (“MD&A”), its most recent annual information form and technical reports on the Rainy River Mine and New Afton Mine filed on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca) and on EDGAR at [www.sec.gov](http://www.sec.gov). In addition to, and subject to, such assumptions discussed in more detail elsewhere, the forward-looking statements in this presentation are also subject to the

following assumptions: (1) there being no significant disruptions affecting New Gold’s operations, including material disruptions to the Company’s supply chain, workforce or otherwise; (2) political and legal developments in jurisdictions where New Gold operates, or may in the future operate, being consistent with New Gold’s current expectations; (3) the exchange rate between the Canadian dollar and U.S. dollar and commodity prices being approximately consistent with current levels and expectations for the purposes of guidance and otherwise; (4) prices for diesel, natural gas, fuel oil, electricity and other key supplies being approximately consistent with current levels; (5) equipment, labour and material costs increasing on a basis consistent with New Gold’s current expectations; (6) arrangements with First Nations and other Indigenous groups in respect of the New Afton Mine and Rainy River Mine being consistent with New Gold’s current expectations; (7) all required permits, licenses and authorizations being obtained from the relevant governments and other relevant stakeholders within the expected timelines and the absence of material negative comments or obstacles during any applicable regulatory processes; and (8) the results of the life of mine plans for the New Afton Mine and Rainy River Mine being realized.

Forward-looking statements are necessarily based on estimates and assumptions that are inherently subject to known and unknown risks, uncertainties and other factors that may cause actual results, level of activity, performance or achievements to be materially different from those expressed or implied by such forward-looking statements. Such factors include, without limitation, the “Risk Factors” included in New Gold’s most recent annual information form, MD&A and other disclosure documents filed on and available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca) and on EDGAR at [www.sec.gov](http://www.sec.gov). Forward looking statements are not guarantees of future performance, and actual results and future events could materially differ from those anticipated in such statements. All forward-looking statements contained in this report are qualified by these cautionary statements. New Gold expressly disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, events or otherwise, except in accordance with applicable securities laws.



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