

## DIVERSITY AND EQUAL OPPORTUNITY

B2Gold values diversity and strives to eliminate employment barriers that interfere with the aim of establishing equal opportunities. Employment decisions are based on the inherent nature of the job and not on personal characteristics or circumstances that are unrelated to the execution of work.

The Company is dedicated to equitable treatment of all persons when assessing employability, irrespective of gender, race, ethnicity, nationality, religion, sexual orientation, and disability, unless: 1) it directly relates to affirmative action legislation calling for preferential treatment, 2) legislation limits the access of women to certain jobs (e.g. laws prohibiting women to work at night), 3) a disability impacts ability to perform a task and is regarded as a safety risk for the individual and others, or 4) the minimum or legislated retirement age is an issue.

While we are proud of the diversity of nationality, race and culture among our people, only 12% of our total workforce is female (13% in 2018), with 20% of senior positions occupied by women (22% in 2018). These decreases are again attributed to the exclusion of Nicaraguan employees from the data. Senior positions include occupations of a specialized or professional nature as well as superintendent, middle, and senior management positions.

As a company, we are committed to improving in this respect, and in 2019, B2Gold launched a Gender Diversity initiative which included a company-wide employee consultation project that formed the baseline of a three-year Gender Diversity Strategy. As part of this process, a Diversity and Inclusion Policy was developed, which will be implemented in 2020.

The consultation project, managed by an external HR consultant firm, included employee surveys, individual interviews, focus group discussions and scrutiny of our policies at the Corporate office and our mine sites. The findings of this comprehensive review were presented to corporate Executives and country management. Immediate action was taken to address negative findings that could be easily remedied, such as the improvement

of facilities to ensure greater privacy, setting guidelines for appropriate communication between employees, and reinforcing policy on respectful conduct in the workplace. Actions have also been launched to update Company policies, and to ensure our recruitment campaigns reflect our equality-based approach and attract people from diverse sectors and backgrounds.

B2Gold recognizes that it takes a long-term commitment to reach our objectives for improved gender diversity, and have therefore planned for short-, medium- and long-term actions over a three-year period to facilitate successful implementation. Our employees will play an active role in this journey as we establish diverse workplace committees to identify workplace barriers and recommend possible remedies leading to improved engagement and a healthy corporate culture. As part of this process, we must ensure the presence of robust harassment and discrimination policies with related grievance reporting mechanisms, training programs that will target bias in the workplace, and programs that empower our female colleagues. This plan will evolve over time as we continue to review all our policies, practices and facilities and consider how to strengthen our talent pipeline.

In parallel to the development of the overall strategy and plan, our regional teams began establishing gender priorities to identify how we can increase awareness and support diversity and inclusion throughout the employment lifecycle. These aims were also included in employee wellness campaigns. At regional management level, sensitization has commenced through deliberate dialogue and training to create better awareness and understanding. Employee newsletter articles and other communication forums focus on educating our workforce on their rights and benefits.





**IN MALI**, our workforce has been transitioning large numbers of outsourced labour employees from labour contracting companies to direct B2Gold employees. As such, the Company has focused on enhanced induction programs and supervisor training to incorporate gender diversity awareness.

**IN NAMIBIA**, the Company continued an active role in the prevention of gender-based violence and delivering training to counter/eliminate sexual harassment.

**IN THE PHILIPPINES**, an educational assessment scheme was launched which recognizes knowledge, skill and prior learning attained by individuals through informal educational experiences. This assessment is a competency-based evaluation and a comprehensive assessment system for qualified women. It recognizes learning experiences by utilizing an equivalency competence standard which employs written tests and combined assessment methodologies. The candidate's knowledge, skills and attitudes, relevant to a particular discipline, is determined and equivalent credits and appropriate certificates and degrees are awarded by higher education institutions.

While we are focusing on how to increase the number of women at all operations and across all levels of employment, we also need to ensure equal pay is applied for work of equal value. In the unionized environment (which typically includes unskilled to skilled levels), pay equity is greater since pay levels are governed by collective bargaining agreements or set within pay grades. In these environments, the overall basic salary pay ratio<sup>24</sup> varies between 0.82 and 1.18 between different levels and sites, and the remuneration ratio is between 0.81 and 1.18. Technical and operational roles at the skilled and supervisory levels require the most attention in terms of pay equity, while unskilled, semi-skilled and skilled administrative and support roles exhibit a favourable pay ratio.

At the professional and middle management level for unionized and non-unionized environments, the ratio ranges between 0.75 and 1.22 for basic salary, and between 0.73 and 1.26 for remuneration. At upper management levels there are issues that arise due to the subjectivity of determining pay. Even when pay scales are available, salaries are set based on individual circumstances related to the role and qualifications. While we work towards equalizing pay levels over time, addressing the associated subjectivity remains a priority area.

Diverse representation exists at all levels within B2Gold, namely on employee committees, management committees and governance committees.

<sup>24</sup> Gender pay gap ratio is calculated as the average difference between the remuneration for men and women.

In 2020, the focus of the Company's gender diversity and inclusion work will be to address short- and medium-term actions identified, including diversity and unconscious bias training, establishment of Gender Diversity working groups, and a thorough review of related policies and grievance/reporting mechanisms.

**TABLE 21 | Diversity Representation**

#### Employee Committees

- » In Mali, staff representative bodies consist of 18 nationals from the supervisory and specialized professional categories. Technical and administrative categories are well represented. No females have been elected by employees at this time.
- » In Namibia, both the Union's Branch Executive Committee (BEC) and the Affirmative Action Committee members are elected by employees. Both of these committees represent the applicable employment categories, all types of positions and age groups, and both of the committees have female members. The Affirmative Action Committee has 10 members: two are female and eight are previously-disadvantaged. The BEC has 10 members: two are female and eight are previously-disadvantaged.
- » In the Philippines, skilled to professional level employees engage with the Company via the Employee Engagement Committee. Diverse age groups are well represented and approximately 31% of the membership is female.
- » Various committees that represent staff have an overall female membership of 25%; 13% of all members are below 30 years of age, 75% between 30 and 50 years old, and 11% are above 50 years of age.

#### Management Governance Bodies

- » In Mali, the 16 member management representative body is mostly in the 30 to 50 age group and has one female member.
- » In Namibia, the nine-member management team has one female and four members are Namibian. The operations management team has 11 members: two are female, nine are nationals and five are previously-disadvantaged. Age groups are well represented in both these teams.
- » The management team in the Philippines represent all age groups, of which 88% is local, with 29% female representation.
- » The 16-member corporate management team has one female; most are above 50 years of age.
- » Management teams across the Company have a 17% female representation; 65% of these team members fall in the 30 to 50 age group, with the balance being over 50 years of age.

#### Corporate Team and Board of Directors

- » The nine-member corporate Board of Directors has two female directors, only one member who is also an employee, and an average age of 63.
- » The six-member Board of Directors in the Philippines has one female.
- » The seven-member Namibian Board of Directors has no female members; two of the seven are previously-disadvantaged persons.