

centerragOLD



2021

Environmental,
Social and
Governance Report





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CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

Information contained in this Report that are not statements of historical facts, and the documents incorporated by reference herein, may be “forward-looking information” for the purposes of Canadian securities laws. Such forward-looking information involves risks, uncertainties, assumptions and other factors that could cause actual results, performance, prospects and opportunities to differ materially from those expressed or implied by such forward-looking information. For a detailed discussion of such risks and other factors, see the Company’s most recent Management’s Discussion and Analysis (MD&A) and Annual Information Form, both of which are available on SEDAR at www.sedar.com. Although Centerra believes that the assumptions inherent in these forward-looking statements are reasonable, the reader should not place undue reliance on these statements. Centerra disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except to the extent required by applicable laws.

PRESENTATION NOTE

This 2021 ESG Report is prepared in respect of the 2021 financial year. Readers are cautioned that, in May 2021, the government of the Kyrgyz Republic illegally seized control of the Kumtor Mine and therefore Centerra is no longer in control of the Kumtor Mine or the ESG policies, procedures and initiatives relating to the Kumtor Mine. Reference is made to the Company’s public disclosure available on SEDAR at www.sedar.com.



CEO Annual Message

At Centerra, being a responsible miner is at the core of everything we do.

Despite the challenges brought forth by the COVID-19 pandemic, ensuring the health and safety of our workforce continues to be our top priority. Putting people first has enabled our global crisis management team to remain focused on protecting our employees and contractors with effective precautions and diligent protocols. Since the start of the pandemic, we have continued to provide social and financial support to local communities while maintaining efficient operations.



As active members of the World Gold Council, we believe the Responsible Gold Mining Principles (RGMPs) demonstrate our commitment to responsible mining and help hold us accountable to key Environmental, Social and Governance (ESG) priorities in our sector. Over the past few years, our team's dedication toward implementing the RGMPs has allowed us to improve internal systems, proactively identify and manage risks, and increase our overall performance with various stakeholders and local communities. In 2021, we successfully completed Year 2 RGMP assurance and are on track to achieving conformance with the RGMPs before the end of 2022.

Our commitment to strengthen our ESG performance is reflected in several achievements in 2021, which I would like to highlight.

First, we made extraordinary progress on our global diversity, equity and inclusion (DE&I) strategic plan, along with progress toward regional DE&I strategies. Across the organization, 18% of leadership roles globally are held by women. Although this is already above the industry average, we would like to see this number increase in the coming years due to our focused efforts around diversity in the workplace. Additionally, Indigenous representation across our British Columbia operations increased by 2% to 18% and is 50% higher than the Canadian average across the mining industry.

Through our partnership with the Canadian Centre for Diversity and Inclusion (CCDI), our regional sites completed a range of employee DE&I surveys, focus groups, leadership assessments and interviews for our global "current state" inclusivity assessment project. This follows the work we did in 2020 on unconscious bias education, diversity and inclusion fundamentals training and our sponsorship of International Women in Mining (IWIM). Through our DE&I journey, our goal is to foster a workplace and culture where people can connect, belong, grow and bring their authentic selves to work each and every day.

Centerra recognizes the important role the mining sector has in driving climate action. As a company, our GHG emissions

intensity from our two operating sites decreased by 30% to 0.35 tonnes of CO₂ equivalent per ounce (tCO₂e), which is well below the industry average of 0.67 tCO₂e. With the exclusion of the Kumtor operation from our portfolio, the Company's overall GHG emissions are now markedly lower, having decreased by 74% year-on-year.

Over the course of 2021, we continued to develop our Task Force on Climate-related Financial Disclosures (TCFD) with the objective of evaluating the Company's resilience to climate change and identifying and mitigating climate-related risks that could negatively impact our operations. Through our work, we will determine practical solutions to decarbonize our operations, improve energy efficiency and ultimately reduce our overall environmental footprint.

Centerra's overall reportable injury performance trend remains on a path of continuous improvement as we strive toward our goal of Zero Harm. In 2021, we met our number one safety objective of zero fatalities. We also realized a reduction in the total number of reportable injuries, with 27 in 2021 compared to 37 in 2020; although due to the fewer hours worked in 2021, this translated into a slightly higher Total Reportable Injury Frequency Rate (TRIFR) of 0.69 compared to 0.66 in 2020. As always, we will continue to prioritize and focus our efforts on improving our safety performance and culture as we progress on our journey towards Zero Harm.

I want to acknowledge our global team's resilience and dedication toward progressing our ESG strategy. Together, we will continue to improve our sustainability performance; I look forward to the meaningful initiatives and accomplishments in the coming year.

(Signed)

Scott Perry

President & Chief Executive Officer



About Centerra Gold

Centerra Gold Inc. (“Centerra” or the “Company”) is a Canadian-based gold mining company focused on operating, developing, exploring and acquiring gold properties worldwide. Centerra operates two mines, the Mount Milligan Mine in British Columbia, Canada, and the Öksüt Mine in Türkiye. In 2021, Centerra produced 308,141,059 ounces of gold and 73.8 million pounds of copper.

The Company also has two properties in the exploration stage, the Kemess Underground Gold Property in British Columbia, Canada, and the Goldfield District Project in Nevada, United States of America (USA). The Company owns exploration properties in Canada, the USA and Türkiye and has options to acquire exploration joint venture properties in Canada, Finland, Türkiye and the USA. The Company owns various assets within its Molybdenum Business Unit, particularly the Langeloth Metallurgical Facility in Pennsylvania, USA, and two primary molybdenum mines currently on care and maintenance, Thompson Creek Mine in Idaho, USA, and the Endako Mine (75% ownership) in British Columbia, Canada.

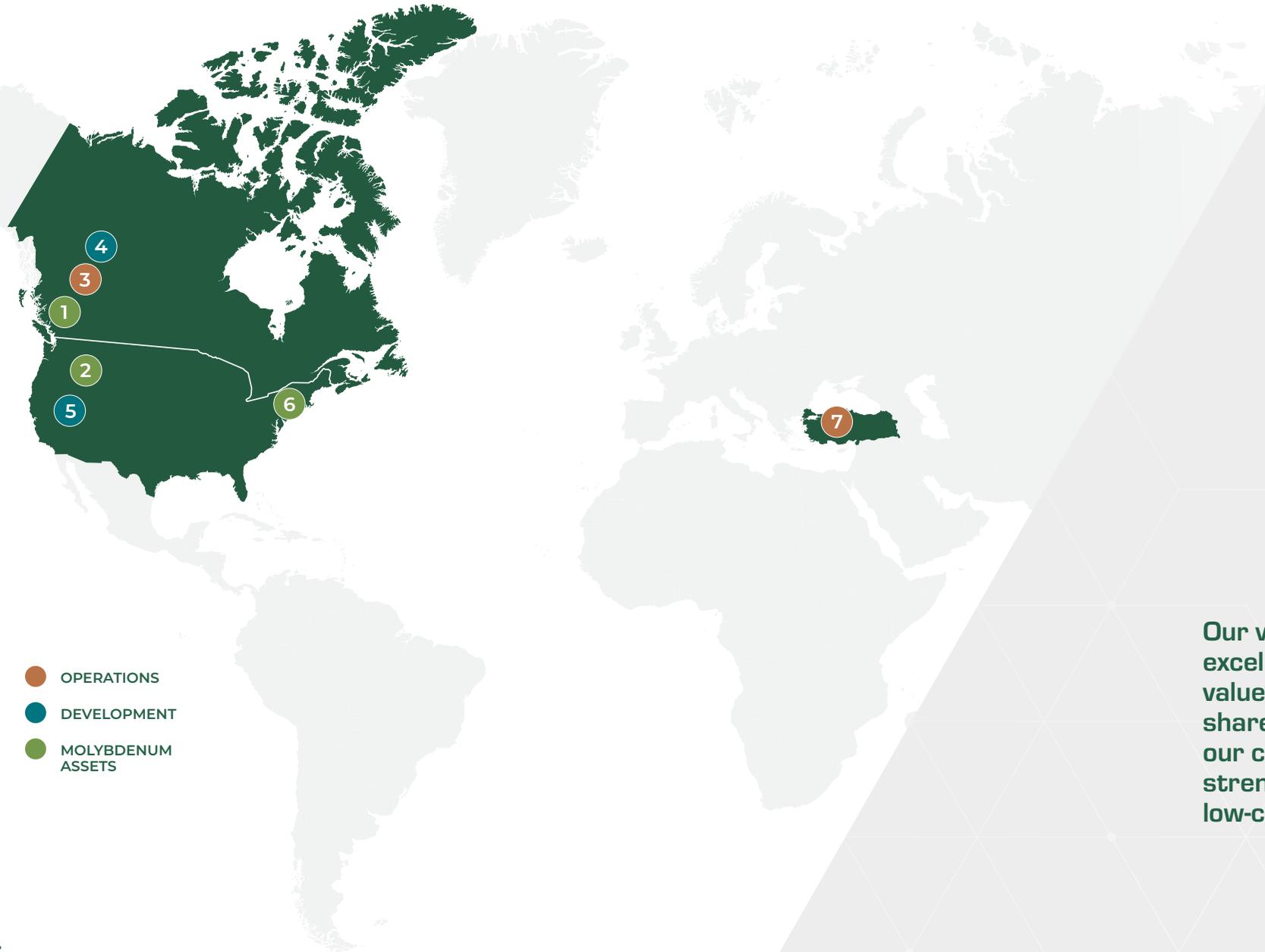
At Centerra, we are focused on quality assets defined by low cost, long life and sustainable robust margins and returns. We recognize that environmental stewardship and social performance are not only the right things to do but that are key to achieving this strategy. Being a responsible miner is one of our key values. For Centerra, this means putting our people first, creating and sharing economic value in the countries and communities where we operate, and protecting our surrounding natural environment.

We believe that how we conduct business and how all employees act in fulfilling their job responsibilities are fundamental to achieving our vision to build a team-based culture of excellence that responsibly delivers sustainable value and growth. While Centerra’s ultimate objective is to deliver value to our shareholders, integrity and ethics will be the foundation for everything we do. In endeavouring to achieve our vision we will follow our core values of:





Operational and Asset Map



- OPERATIONS
- DEVELOPMENT
- MOLYBDENUM ASSETS

CANADA

3 OPERATION
MOUNT MILLIGAN MINE
Au, Cu

1 MOLYBDENUM ASSET
ENDAKO MINE: Care and Maintenance
75% Mo

4 DEVELOPMENT
KEMESS: Underground and East Projects
Au, Cu

USA

5 DEVELOPMENT
GOLDFIELD: Goldfield District Project
Au

2 MOLYBDENUM ASSET
THOMPSON CREEK MINE: Care and Maintenance
Mo

6 MOLYBDENUM ASSET
LANGELOTH METALLURGICAL FACILITY
Mo

TÜRKIYE

7 OPERATION
ÖKSÜT MINE
Au

Our vision is to build a team-based culture of excellence that responsibly delivers sustainable value and growth. Our objective is to build shareholder value by maximizing the potential of our current properties and leveraging our financial strength and experience to acquire new long-life, low-cost projects.



About This Report

Centerra's 2021 Environmental, Social and Governance (ESG) Report is for the 2021 financial year (12 months ending December 31, 2021). This Report is primarily focused on the Company's two main operating assets in 2021. These assets, the Mount Milligan Mine in British Columbia, Canada, and the Öksüt Mine in Central Anatolia, Türkiye, represent the most important ESG matters and opportunities for the Company. In the sections related to labour relations, health and safety (H&S), and waste management (primarily tailings management), Centerra has expanded the scope of its reporting to include its development stage and Molybdenum Business Unit in this discussion. In future reporting, Centerra will assess the feasibility of including enhanced environmental and social disclosure on its development stage projects and Molybdenum Business Unit.

Financial amounts are reported in US dollars (USD) unless otherwise stated. References herein to "Centerra" or the "Company" refer to the consolidated Company unless the context suggests otherwise. This Report has been prepared in accordance with the Sustainability Accounting Standards Board (SASB) Metals & Mining Industry Standard. SASB has been selected as the main reporting framework as it is the preferred framework by Centerra's institutional investors who are seeking comparable, consistent and financially material ESG disclosures by the industry. Adopting the SASB reporting framework will allow us to undertake improved year-over-year performance analysis and industry benchmarking in future reporting years. Further information and analysis on the Company's operational results are detailed in Centerra's 2021 Annual Information Form.

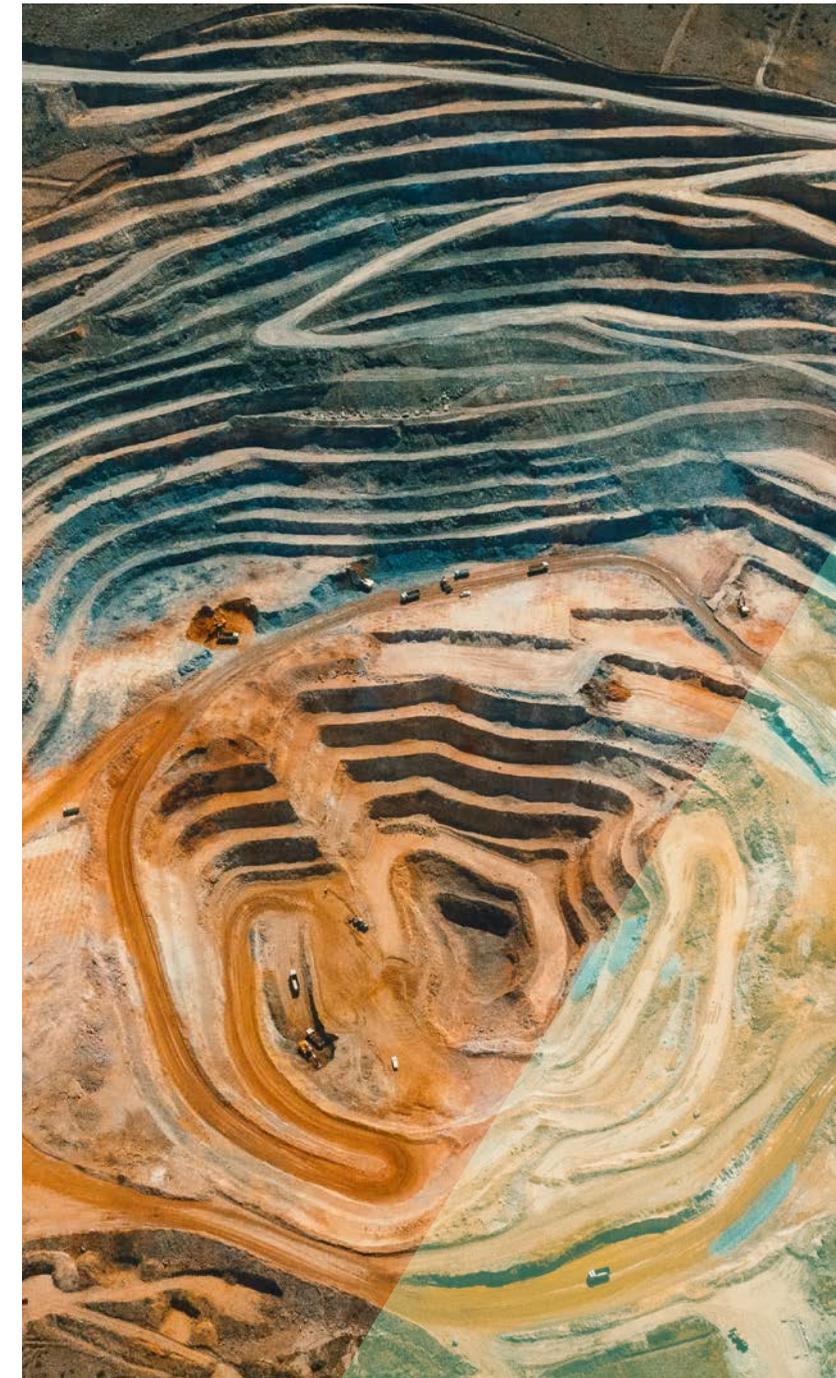
Table 1. Operational Results¹

	2021	2020	2019	2018
Gold Produced (oz)	308,141	824,059	783,308	729,556
Payable Copper Produced (000s lbs)	73,275	82,816	71,146	47,091

Table 2. 2021 Total Employees by Employment Type and Region (as of December 31)

# of Employees	2021 Total Employees by Employment Type and Region				Total
	Permanent		Temporary		
	Male	Female	Male	Female	
Corporate	46	27	2	5	80
Mount Milligan	506	95	13	4	618
Türkiye	223	42	11	3	279
USA	132	14	3	1	150
Total	907	178	29	13	1,127

¹ Refer to the presentation note on [page 2](#) for further information on changes in gold production.





2021 COVID-19 Response Statement

The COVID-19 pandemic continues to pose social and economic challenges worldwide. As the pandemic continues into 2022, the health, wellbeing and safety of our employees remain our top priorities, and we take action based on the best available information as the pandemic evolves.

In regions where we operate, we continuously monitor arising developments in cooperation with governments and local health authorities to maintain protective measures. Since March 2020, we have been monitoring information published by the Public Health Agency of Canada, U.S. Centers for Disease Control and Prevention (CDC), the World Health Organization (WHO) and other guidance released from government agencies.

Our Global Crisis Management Team remained focused on our commitment to protecting our employees, communities, and operations through:

Pandemic & Crisis Management: A Global Crisis Management Team was activated in early March 2020 and has remained in full operation as of the publication of this Report. The team, comprising executives and local site leaders, has been leading Centerra's global response and has implemented a corporate pandemic response plan complemented by local site-specific crisis management plans. In 2021, the team engaged the services and guidance of International SOS, an external medical advisory service, on a temporary basis. This medical advisory service provided the team with the latest in pandemic developments and trends to assist with critical decision making related to the pandemic.

Health and Mental Wellbeing Support: Centerra continues to educate and raise awareness on COVID-19 facts and preventative actions through frequent communication with employees, and it continues to direct leaders to offer compassionate support for employees who are concerned about their wellbeing and the wellbeing of their families. Any employee who is feeling unwell or experiencing flu-like symptoms has been advised to stay home. Depending on the site and office location, the Company provides assistance through its benefit programs including, but not limited to, access to mental health counsellors, virtual health services, wellness allowances and employee and family assistance programs.

A standard operating procedure has been implemented in case there is a need for individual isolation and subsequent transportation from the site for any individual who exhibits COVID-19-related symptoms.

Workplace Hygiene: All sites have increased daily cleaning of common areas and spaces where there is frequent employee contact, including shared objects and high-touch surfaces. Proper food hygiene and preparation practices have been reinforced at the Company's mine sites that have on-site living quarters. Masks and hand sanitizers were distributed and easily accessible across all sites and corporate offices.

Remote Working: To promote social distancing practices, corporate and global regional offices have implemented flexible work arrangements, including some temporary office closures. The Company has also moved to virtual meetings across the organization where possible to limit in-person meetings.

To continue supporting employees' needs, flexible working arrangements are being considered post-COVID-19 depending on the location and the Company will remain flexible as the pandemic evolves and circumstances change.

Operating mine sites have been actively assessing the resiliency of their supply chain, increasing mine site inventories of key materials and developing contingency plans to allow for continued operations.

The strict precautions and diligent protocols we have implemented across our sites have been successful. We will continue to assess and adapt our protocols as needed to manage COVID-19 and keep our people safe.



Our Approach to Responsible Mining

ESG Disclosure

To communicate the ESG factors that could impact Centerra's future financial and operational results, SASB's Metals & Mining Industry Standard ESG topics and accounting metrics are used as the foundation for Centerra's 2021 ESG Report.

For topics frequently discussed and meaningfully prevalent, but not adequately covered in the SASB Metals & Mining Industry Standard, Centerra selected additional metrics from the Global Reporting Initiative (GRI) Standards to provide external stakeholders and groups with a more comprehensive overview of our impact and operations.

In 2020, Centerra completed an ESG Issue Assessment that included a comprehensive desktop review and a stakeholder engagement process to help identify and validate Centerra's material ESG issues.

Building on the 2020 Issue Assessment, in 2021 Centerra conducted an additional review that involved an annual review that involved media monitoring the ESG topics most important to our business and stakeholders. These issues include, in no particular order: health and safety; standards and assurances; climate change; water stewardship and management; biodiversity; diversity, equity and inclusion (DE&I); and human rights which were all identified as material to the Company. In 2022, Centerra will again review and update the issue assessment to identify any changes to the materiality of ESG topics.

Centerra will target the completion of full assessments every three years with limited annual reviews completed to ensure any new and emerging topics are considered.

As responsible miners, we are committed to implementing the following standards, principles, codes, and initiatives.



1. TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

In 2020, our focus was on identifying and prioritizing Centerra's climate-related risks and opportunities using the TCFD's categorization of risks and opportunities. In 2021, we continue to align our climate change work with the TCFD framework to ensure effective climate-related disclosure for increased market transparency.



2. RESPONSIBLE GOLD MINING PRINCIPLES (RGMPs)

Centerra acknowledges that acting in a responsible manner is key to maintaining its social licence to operate in the jurisdictions where it does business. Centerra has already made considerable progress implementing the RGMPs, at our two sites where the RGMPs are applicable, the Öksüt Mine in Türkiye and the Mount Milligan Mine in Canada. We have committed to achieving full conformance with the World Gold Council's (WGC's) RGMPs by September 2022. In 2021, we released our [Year 2 RGMP Implementation Progress Update Report](#).



3. CONFLICT-FREE GOLD STANDARD

We are committed to responsibly producing gold, whereby our mining and processing operations are aligned with the global standard for the responsible sourcing of gold and independently assured under the [WGC's Conflict-Free Gold Standard \(CFGs\)](#).



4. VOLUNTARY PRINCIPLES ON SECURITY AND HUMAN RIGHTS (VPSHRs)

Centerra's security practices are aligned with the VPSHRs, the UN Guiding Principles on Business and Human Rights and the articles set forth in the UN's Universal Declaration of Human Rights. Our security and sustainability/community relations personnel and private security contractors across our operating sites participate in routine training to ensure adherence to the VPSHRs.



5. CYANIDE CODE

In 2020, Öksüt became a signatory to the International Cyanide Management Code (ICMC) to ensure best practices are maintained during the use and transportation of cyanide. As prescribed within the Cyanide Code, Öksüt will complete the verification and audit process within three years of the certification date.



6. EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE (EITI)

Centerra commits to disclosing information along the extractive industry value chain to promote understanding of natural resource management, strengthen public and corporate governance and accountability, and provide the data to inform policy-making and multi-stakeholder dialogue in the extractive sector.



2021 ESG Highlights



The total absolute GHG emissions from our two operating mines decreased year-on-year by 15%.



In 2021, Öksüt's ADR facility and heap leach area recycled water accounted for 30.95% of total water usage.

Completed Year 2 requirements for the World Gold Council's RGMPs and released our [Year 2 RGMP Implementation Progress Update Report](#).

Indigenous representation across our British Columbia operations increased by 2% to 18% and is 50% higher than the Canadian average across the mining industry.



In 2021, Mount Milligan won a progressive Reclamation Award for its ongoing research into innovative techniques to solve reclamation questions and its partnership with local communities.



We continued to strengthen our local supplier relationships and have increased our local procurement spend at Mount Milligan by 20%.



We began tracking our supplier performance at both operating sites.



Öksüt Mine's Health and Safety Management System was successfully certified under ISO 45001.



18.3% of leadership roles globally within Centerra are held by women.



Öksüt drastically reduced the number of grievances received year-over-year.



Centerra contributed \$1.86 million to strategic social investment and donations at both operating sites.



Öksüt significantly increased its community investment, tripling the spend to \$1.5 million.

Mapping to the UN Sustainable Development Goals (SDGs)

We acknowledge that our operations can both directly and indirectly contribute to the 17 UN SDGs in the communities and countries where we operate. We have chosen to highlight how we contribute to UN SDGs 3, 5, 6, 8, 12 and 15 and we refer to these throughout this Report.





Governance

Strong corporate governance policies and processes enable Centerra to effectively manage and oversee ESG-related risks and opportunities and create long-term value for the Company.

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Our Approach

Operating in an ethical and transparent manner is critical to maintaining the trust of our employees, business partners and external stakeholders, including communities of interest, Indigenous groups and our investors. Unethical practices will undermine our ESG performance and can lead to significant fines/penalties, decreased employee morale, loss of our social licence to operate, liabilities and long-term reputational damage.

BOARD OVERSIGHT OF ESG FACTORS

Centerra's Board of Directors (Board) has ultimate oversight and accountability for all ESG factors. The Board has five standing committees, the Sustainable Operations Committee, Risk Committee, Human Resources and Compensation Committee, Audit Committee, and Nominating and Corporate Governance Committee.

The Board's Sustainable Operations Committee provides oversight on social and environment factors such as the Company's stakeholder engagement, strategic community investment, Indigenous relations, climate-related risks and opportunities, human rights, H&S, security practices, and all environmental factors including mine closure.

The Board's Risk Committee provides oversight on the Company's significant or critical risks, including strategic, financial and operational risks. This includes all ESG-related risks deemed to be significant and explicitly includes mine closure liabilities and tailings storage facility (TSF) management. It also includes any material risks related to climate change. The Risk Committee receives updates at least annually on the status of the Company's TSFs and more frequently if changes occur to the TSF risk ratings.

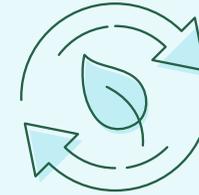
The Board's Human Resources and Compensation Committee provides oversight on the selection and retention of senior management, compensation of senior management, senior management succession and development, diversity, equity and

inclusion (DE&I) initiatives and human resources (HR) policies, among other topics. Policies and standards are approved and administered by the Vice President and Chief Human Resources Officer (CHRO). Implementation of these policies and standards is managed by site HR teams.

The Board's Audit Committee provides oversight on the Company's financial reporting, compliance with legal and regulatory requirements related to financial reporting and certain corporate policies, including anti-corruption policies and a code of ethics, and internal controls over financial reporting and disclosure controls, among other issues.

The Board's Nominating and Corporate Governance Committee provides oversight on Centerra's overall approach to corporate governance, the size, composition and structure of the Board and its committees, the identification and recommendation to the Board of qualified individuals for appointment to the Board and its committees, orientation and continuing education for directors, and matters involving conflicts of interest of directors, among other topics. This includes ensuring that the Board has the correct training and education on ESG-related topics such as emerging disclosure requirements and ESG standards, and that the Board has the required ESG skills and experience.

On a quarterly basis, the Sustainable Operations Committee and Human Resources and Compensation Committee are provided updates on the Company's environment, social/community, H&S, and HR performance, as well as an overview and analysis of emerging issues, from the Vice President, Environmental and Social Performance, Vice President, Health, Safety and Security, Vice President and CHRO, and Vice President and General Counsel, respectively.



Our Board plays a critical role in defining Centerra's priorities. Centerra's Board has oversight of all ESG factors, including climate-related risks and opportunities. Our Board considers ESG management a priority and an integral piece of our corporate strategy.



SKILLS MATRIX

When considering Board and committee composition, the Board considers diversity of background, skills, age, culture, geography, experience and gender. Our current directors represent a strong and diverse mix of experience in finance, mining, engineering, sustainability, government relations, Indigenous relations, risk management, metallurgy, mergers and acquisitions, and international business.

CONTINUOUS EDUCATION

To help ensure the Board understands key emerging trends and risks related to ESG, members of the Board receive awareness training on relevant frameworks, standards and topics. Over the last few years, the Board has received training on the WGC's RGMPs and the VPSHRs, among other topics. In 2021, the Board also participated in a training program focusing on DE&I and unconscious bias.

Various third-party studies and reports on global risks, including those related to ESG, are regularly provided to the Board for their review and consideration.

Centerra's entire Board participated in an ESG awareness session. This session was focused on educating the Board around the increasing expectations from stakeholders, including communities of interest and investors, on climate change, human rights, water management and other ESG-related issues. The session also reviewed our investor-preferred ESG reporting frameworks such as the SASB, TCFD, UN SDGs and commitment to conformance with the RGMPs.

The Board is committed to clear, accurate and comprehensive financial and non-financial reporting and disclosure and continuously improving policies and procedures.



50%

(5/10) of our Board members have skills and experience in environmental and social performance

50%

(5/10) of our Board members have skills and experience in health and safety

90%

(9/10) of our Board members have skills and experience in HR

70%

(7/10) of our Board members have skills and experience in risk management





EXECUTIVE AND SENIOR LEADERSHIP COMMITMENT

Our Executive and Senior Leadership Teams are accountable for ensuring that Centerra delivers on its ESG performance priorities and targets. Strategy and progress toward our ESG performance priorities and targets are discussed regularly at weekly management meetings and are key topics at annual strategic sessions. As necessary, the ESG team meets directly with the Executive Team to discuss progress and make decisions related to the Company's overall ESG performance, including human rights and climate change-related work.

A new action plan aimed at developing a comprehensive climate change strategy was put in place, and will be implemented in 2022 under the leadership of the VP E&SP.

The Vice President, Environment and Social Performance (E&SP) manages the strategic implementation of Centerra's sustainability and environmental policies, programs and initiatives. In late 2021, a new action plan aimed at developing a comprehensive climate change strategy was put in place, and will be implemented in 2022 under the leadership of the VP E&SP.

At each active operating site or region, there is a Director or Manager appointed to oversee environmental and social matters. They are actively involved in managing site ESG issues, including climate change and other initiatives which are led from the corporate office. These individuals are supported by environmental experts, consultants and academic specialists, and report to the regional leader or General Manager of the site.

Centerra's corporate performance scorecard allocates 25% to ESG performance. Centerra's corporate scorecard is one factor in the executive short-term compensation structure. These factors include safety metrics, environmental incidents, conformance with the RGMPs and other ESG initiatives.

In 2021, the compensation of Centerra's Chief Executive Officer, Chief Operating Officer and General Counsel was linked to the implementation and rollout of the WGC's RGMPs. The RGMPs cover a wide cross-section of ESG-related issues, including climate change.



Our Executive and Senior Leadership Team are accountable for ensuring that Centerra meets its ESG priorities. Strategy and progress toward our ESG goals are discussed regularly at both weekly management meetings and are key topics at our bi-annual strategic sessions.



ESG SAFEGUARDS AND RISK MANAGEMENT

We acknowledge that mining has a number of inherent risks. To this end, we have implemented an Enterprise Risk Management (ERM) program, based on leading risk management standards, to ensure risk-informed decision making throughout the organization. The Risk Committee of the Board provides oversight of the ERM program. Centerra’s Vice President, Risk & Insurance is responsible for providing the requisite tools, guidance and direction for the ERM program.

Our risk management program considers the full life of mine cycle from exploration through to closure. All aspects of the operation as well as our stakeholders are considered when identifying risks. As such, our ERM program encompasses a broad range of risks including technical, financial, political and ESG-related risks. It employs both a bottom-up and top-down approach to identify and address risks from all sources that threaten the achievement of our objectives. Each operating site, project and corporate function is responsible for identifying, assessing, addressing and monitoring risk. On a regular basis, site, project and corporate teams, including environment, sustainability, H&S, and security, review and update the status of identified operational and strategic risks. Efforts are coordinated by appointed “Risk Champions” who facilitate the process to ensure consistency and continuity.

SASB: EM-MM-510a.1, EM-MM-510a.2
RGMPs: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.1

Each risk is assigned a Risk Owner who has accountability for its management. Risks, their ratings and mitigation activities are tracked in risk registers. On a quarterly basis these are reviewed by the Vice President, Risk & Insurance. All significant risks are reviewed with the Executive Team and then presented to the Board Risk Committee at their quarterly meeting to ensure appropriate oversight on the management of these risks. Key ESG-related risks are also discussed at the quarterly Board Sustainability & Operations Committee meeting. Corporate, project and site-based risk registers currently incorporate climate-related risks, such as water access and quality, wildfires, inclement weather, seismic events, tailings failures, power outages and air quality impacts.

BUSINESS CONDUCT AND ETHICS

Centerra’s Code of Ethics for employees addresses avoidance of conflicts of interest, protection of confidential information, compliance with applicable laws, rules and regulations, and adherence to good disclosure practices, among other items.

Our International Business Conduct Policy serves as our anti-corruption policy and sets forth rules, principles and procedures designed to ensure that Centerra and those subject to this policy comply with the requirements of various laws prohibiting corruption and bribery, including the Canadian Corruption of Foreign Public Officials Act and the U.S. Foreign Corrupt Practices Act, as well as other guidelines and standards that comprise best business practices.

We provide regular ethics and anti-corruption training to our employees and determine the frequency of this training using a risk-based approach. Generally, we will administer training to a significant majority of employees every three years. We also provide this training to key high-risk departments, including government relations, community relations, finance, procurement, legal, and managers of most departments. Every new employee must also go through this training as part of their onboarding experience. Training is conducted via numerous platforms including policy reading and formal sign-off, online video training and in-person facilitation.

WHISTLEBLOWER PROGRAM

Our whistleblower program provides employees and third parties with a means to raise concerns in good faith regarding potential violations of all our standards, policies and procedures, and ensures that those individuals will be protected from dismissal or retaliation of any kind. There are three confidential and anonymous mechanisms by which to report concerns:

1. A 24-hours-a-day compliance hotline accessed online, by telephone or Skype
2. Writing to the General Counsel and Corporate Secretary of the Company
3. Writing to the Chair of the Audit Committee



Our risk management program considers the full life of mine cycle, from exploration through to closure. All aspects of the operation as well as our stakeholders are considered when identifying risks.



ANNUAL TRANSPARENCY REPORTING ON GOVERNMENT PAYMENTS

Payments to Government and Indigenous Peoples

Mining in any country is conducted with the permission of national and regional governments and, in exchange, mining companies pay taxes and royalties and provide a range of direct benefits to local communities. These include direct community investment (in infrastructure or community development projects), the provision of training and knowledge transfer, support for local businesses through procurement and employing as many local people as possible.

Financial transfers to host governments in the form of taxes, royalties and fees form one of the most significant ways in which the benefits of a mining project can be shared beyond the local community, as governments use these tax revenues to fund critical infrastructure, social services like education and health care, and other government priorities. These indirect benefits accrue to people in non-mining areas, and although they are usually not recognized as “mining revenues,” they nonetheless form one of the most significant benefits a country receives from the mining of its natural resource endowments.

In 2021, Centerra paid \$29 million in taxes to host governments in Canada, Türkiye and the USA. Centerra publicly discloses these payments on an annual basis in accordance with the [Extractive Sector Transparency Measures Act](#) (ESTMA).

Centerra is also a signatory of the Extractive Industries Transparency Initiative (EITI), which promotes transparency and the disclosure of payments to government in an effort to reduce corruption and enhance accountability. Although Centerra currently does not operate in any EITI-implementing countries, we continue to support the mission of EITI to strengthen public and corporate governance and accountability, improve beneficial ownership transparency and the public disclosure of contracts, and provide data to inform policy-making and dialogue in the extractive sector.

Table 3. Payments to Host Governments and Indigenous Peoples in 2021¹

Payments to:	Governments	Indigenous Peoples
Canada	\$10.1m	
Türkiye	\$17.9m	
USA	\$1.0m	
Total	\$29.0m	\$4.1m

In addition to direct payments to governments, Centerra also paid \$4.1 million in direct payments to its Indigenous partners in 2021. These payments were made in the context of our negotiated impact benefit agreements and are supplemented by a range of other non-financial benefits that include business contracts, employment opportunities, training and other benefits pertaining to the agreements. These financial payments are also disclosed on an annual basis in our ESTMA report.

The ESTMA report reflects only financial payments, and not the often-sizeable non-financial benefits that accrue to Indigenous groups. It should therefore not be used to compare total benefits to various Indigenous communities. For a more detailed description of the approach to working with and supporting our Indigenous partners, and other local communities, see the Community Relations section.

Performance

As of 2021, we had no operations or exploration in countries ranked within the 20 lowest in terms of the most recent Corruption Perceptions Index rankings (prepared by Transparency International).

Table 4. Corruption Perceptions Index (CPI)²

Country	2021 Score (Ranking)	2020 Score (Ranking)	2019 Score (Ranking)
Canada	74 (13)	77 (11)	77 (12)
Türkiye	38 (96)	40 (86)	39 (91)
USA	67 (27)	67 (25)	69 (23)

¹ Does not include \$35 million paid to the Krygz Republic in 2021.

² The CPI scores and ranks 180 countries and territories by their perceived levels of public sector corruption, according to experts and businesspeople. It is a composite index, a combination of 13 surveys and assessments of corruption, collected by a variety of reputable institutions. The CPI is the most widely used indicator of corruption worldwide. It uses a scale of zero to 100, where zero is highly corrupt and 100 is very clean.





Environmental Stewardship

We are committed to protecting the natural environment and minimizing adverse impacts caused by our operations or related activities. Our commitment extends from exploration to construction and operations into post-closure. Stewardship of our environmental footprint is critical to our overall ESG performance; it underpins our ability to earn and maintain a social licence to operate and is required for ongoing compliance with our operational permits. Proactively minimizing our environmental footprint in many cases increases operational efficiencies, strengthens community relationships, and can minimize permitting and regulatory costs.

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Environmental Compliance

All Centerra operations aim to be compliant with applicable laws and regulations in the areas where we operate. We work closely with various regulatory agencies across all our operating jurisdictions to ensure we remain compliant with environmental regulations and our permits.

To ensure we meet both regulatory compliance and stakeholder expectations, we have processes in place at our operating sites to track and report our environmental footprint. For instance, in 2021, we standardized our global GHG emissions reporting and annual disclosure by verifying our total GHG emissions using the ISO 14064-3 standard for verification.

We rely on the implementation of effective environmental safeguards. Site-specific environmental management systems and processes (EMS) have been designed to include scheduled monitoring, engineering, administrative controls, and internal and external reporting on areas including water, waste and hazardous materials, biodiversity, air quality, tailings management, energy and emissions, and reclamation. Öksüt has implemented an ISO 14001-aligned EMS, and Mount Milligan intends to work toward the implementation of an ISO 14001-aligned EMS.

To improve internal coordination, including site-wide awareness of permitting needs and submission requirements, we have systematized the compliance monitoring process to ensure data accuracy and accountability. Progress at each site is managed through regular evaluations and the use of key performance indicators (KPIs). This allows us to measure and track performance and identify areas for improvement, internal and external audit programs and inspections, and management reviews.

We continue to monitor emerging requirements in all jurisdictions through our regular risk assessments and business planning activities, as we recognize the impact that new environmental regulations may have on our operations.

RGMP: 8.1

To improve internal coordination, including site-wide awareness of permitting needs and submission requirements, we have systematized the compliance monitoring process to ensure data accuracy and accountability. Progress at each site is managed through regular evaluations and key performance indicators. This allows us to measure and track performance and identify areas for improvement, internal and external audit programs and inspections, and management reviews.



Climate Change

Extreme weather events and long-term shifts in climate patterns have the potential to drastically impact mining operations all around the globe. Centerra actively reviews how our operations could be impacted by the physical risks of climate change, existing and emerging regulations and other potential transition impacts on our company related to climate change. The impact of climate change and associated regulatory and market developments present both risks and opportunities for the Company.

Over the course of the life of a mine, Centerra implements a number of initiatives and allocates capital to reduce its energy consumption, carbon footprint and exposure to the physical impacts of climate change (including those regarding water availability). Centerra has built new infrastructure to access new water sources and ensure future water availability. An example of a critical investment decision influenced by climate change risk assessment is the Lower Rainbow Valley Well Field [electrification project](#).

1. GREENHOUSE GAS MONITORING

To ensure we meet both regulatory compliance and stakeholder expectations, we have processes in place at our operating sites to track and report our GHG emissions.

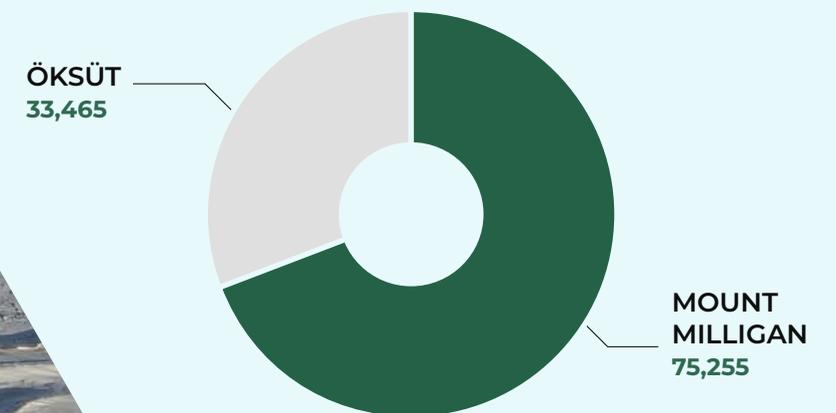
The Mount Milligan Mine in British Columbia reports GHG emissions according to the British Columbia Greenhouse Gas Reporting Regulation and The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Each year, on or before June 1, calculated Scope 1 and Scope 2 GHG emissions are reported through Environment and Climate Change Canada's Single Window Reporting System (SWRS) as required under the British Columbia Greenhouse Gas Emission Reporting Regulation and Greenhouse Gas Industrial Reporting and Control Act.

At both operating sites, we have prepared the GHG emissions inventory in accordance with the British Columbia Greenhouse Gas Reporting Regulation, as this is the only jurisdiction where Centerra currently has reporting requirements. Centerra annually discloses its total GHG emissions by project through this annual ESG Report. In 2021, Centerra's Scope 1 and Scope 2 GHG emissions for the 2020 operating year were verified using the ISO 14064-3 standard for verification.

Over the course of the life of a mine, Centerra implements a number of initiatives and allocates capital to reduce its energy consumption, carbon footprint and exposure to the physical impacts of climate change.



Facility Share of Total GHG Emissions (Tonnes CO2e) – 2021



2. CLIMATE CHANGE STRATEGY

Our strategic approach to climate change is underpinned by a belief that reducing energy use and GHG emissions is both good for business and good for the environment.

The development of our Company-wide climate change strategy was delayed in 2021 due to internal staff transitions but was restarted in late 2021. Our objective is to evaluate the changes in our systems, processes and structures to determine ways to mitigate risk that exceed Centerra's risk threshold. Through our work, we expect to determine the potential and actual emissions reduction pathways, initiatives and actions.

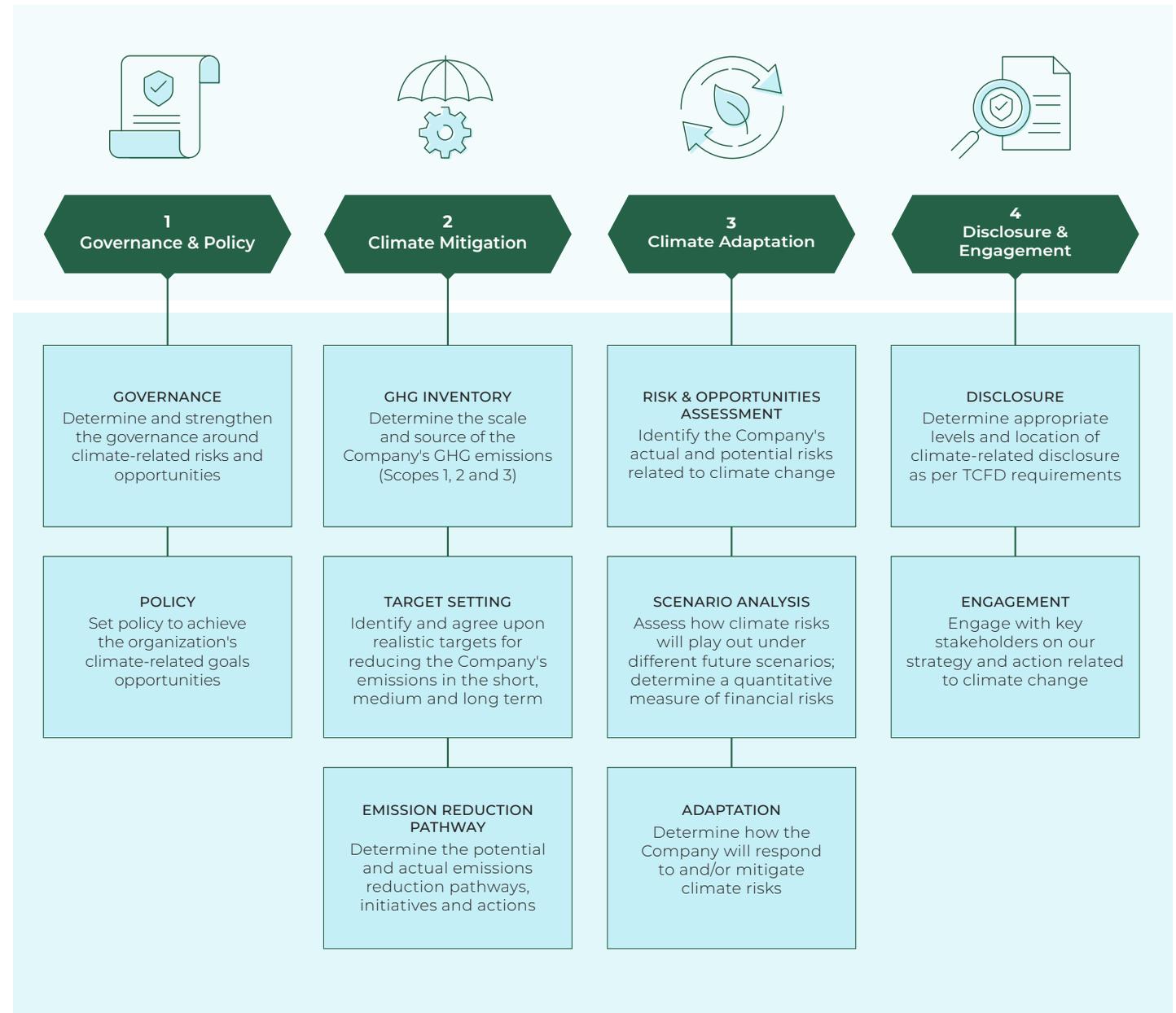
In 2022, Centerra will work with both technical and strategy consultants to assess the Company's resilience to climate change under different scenarios, to better understand and report on the potential financial and non-financial impacts of climate change. A large component of the planned climate change strategy will be conducting a more thorough and comprehensive review of the Company's climate-related risks, along with prioritization and mitigation planning related to these risks. Plans will also be developed to respond to and/or mitigate these potential risks.

Our climate change strategy has four main strategic pillars, each of which has two or three sub-components as described in the graphic to the right.

The climate change strategy project will ramp up in 2022 and extend into 2023. In 2022 we will focus on reviewing our governance related to climate change, updating our risk assessments, expanding our emission calculations to include Scope 3 emissions and identifying opportunities to reduce emissions at our two operational assets. In 2022 and into 2023, we will be considering targets, assessing how climate risks will play out under different future scenarios and completing a quantitative assessment of financial risks due to climate change. From 2021 we started reporting against the recommendations from the TCFD and will continue to upgrade our disclosure as we develop our climate change strategy (see Performance Data on [page 63](#)).

In 2022 and into 2023, we will be considering targets, assessing how climate risks will play out under different future scenarios and completing a quantitative assessment of financial risks due to climate change.

Centerra Climate Change Strategy



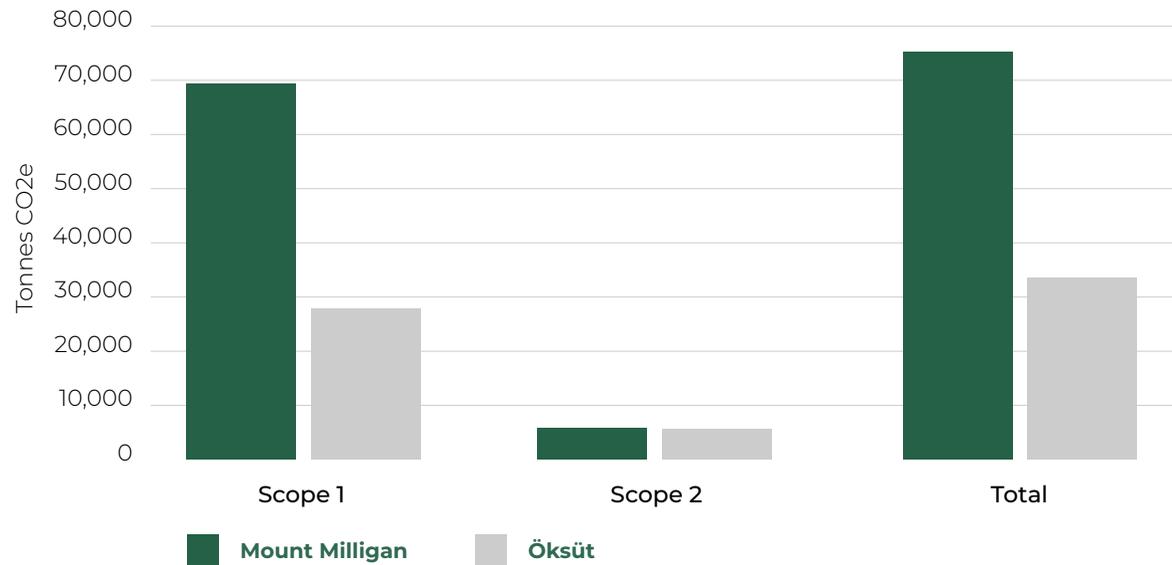
3. CLIMATE RISK ASSESSMENT

In 2020, the Company initiated a climate risk assessment, the results of which were summarized in its 2020 ESG Report. The main risks identified were categorized in terms of TCFD risks, including chronic and acute physical risks, reputational risks and policy and legal risks. Below are just some examples of mitigation measures that our operating sites have implemented in response to some of the identified risks and opportunities. Climate risks and opportunities as well as strategies to mitigate them will be subject to ongoing review in 2022 and beyond.

TCFD Risk Category	Identified Risks and Opportunities	Mitigation Measure
Chronic Physical Risk	The chronic physical effects of climate change, such as resource shortages (particularly water quality and availability) and changing temperatures, could have an adverse financial impact on operations located in the regions where these conditions occur.	In 2021, the newly created Major Capital and Infrastructure department improved focus on all water-related activities and revised water assets and pumping programs. Refer to the section Water Conservation Initiatives to learn how Öksüt manages water usage.
Acute Physical Risks	Acute physical impacts are specific to the geographic location of operations and can have several financial impacts including operational shutdowns, damage to physical assets, infrastructure and the supply chain, and impacts to workforce H&S.	In 2021, Mount Milligan developed a wildfire response plan to address the risk of increased wildfire incidents. In addition, daily monitoring of forest fire activity is done through the Ministry of Forests website from May through September. Refer to the section Waste Management to learn how we prevent damage to our TSFs during extreme weather events.
Reputational Risk	Changing perceptions of Centerra's contribution to climate change can impact operations, as they can lead to protests and blockades and increase operating costs associated with facilitating stakeholder engagement activities.	Our reputational risks are mitigated by ensuring we are operating responsibly, which includes rigorous and transparent business practices, high standards for safety and environmental performance, and strategic community investments/developments in the regions we operate or have projects. Refer to Community Relations to learn how our stakeholder engagement processes are informed about our current activities and future plans.
Policy and Legal Risk	There are many regulatory efforts underway to reduce GHG emissions and meet the commitments of the Paris Agreement. These could result in increased compliance and operational costs and/or reputational risks for Centerra.	To enable effective management of regulatory risks related to GHG emissions, we proactively monitor and assess the regulatory environment in our operating jurisdictions. In 2021, carbon taxes accounted for 1.3% of Centerra's total production costs at Mount Milligan and totalled approximately C\$2.9 million. In 2021, Centerra's total GHG emissions intensity was 0.35 tCO ₂ e per oz Au produced, which is below the industry average.



2021 Global Scope 1 and Scope 2 Greenhouse Gas Emissions

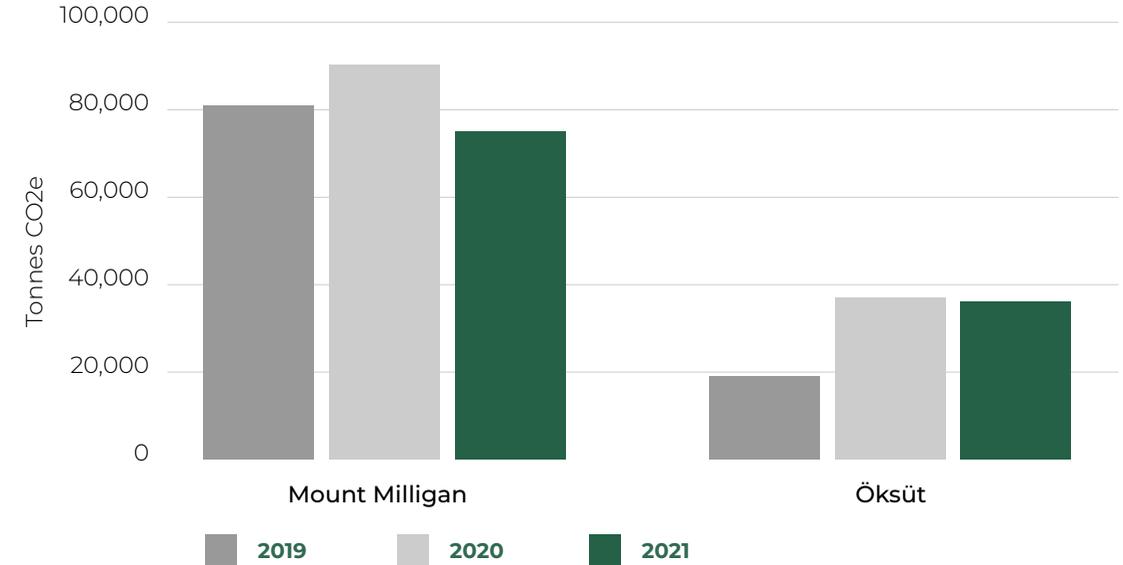


Mount Milligan's Scope 1 GHG emissions represent 70% of Centerra's total Scope 1 emissions covered under emissions-limiting regulations. Centerra's emissions from its molybdenum unit, development projects, exploration activities and several administrative offices are considered immaterial and are excluded from this inventory. To calculate tonnes CO2e, emission factors were used from the provincial government of British Columbia¹ and The 2021 Climate Transparency Report².

Table 5. 2021 and 2020 Global Scope 1 and Scope 2 GHG Emissions

Tonnes CO2e	Scope 1		Scope 2		Total		Percentage of Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Mount Milligan	69,406	66,580	5,848	23,867	75,255	90,447	69%	71%
Öksüt	27,896	31,737	5,569	5,141	33,465	36,878	31%	29%
Total	97,303	98,317	11,417	29,009	107,542	127,325		

GHG Emission Trend Analysis



From 2019 to 2020, GHG emissions increased at both sites. This was due to the increase of operational production at Mount Milligan and the commencement of commercial operations at Öksüt resulting in an increased usage of vehicles and other equipment.

From 2020 to 2021, GHG emissions decreased at both sites. This was due to the change in the grid-sourced electricity GHG emission factor in the province of British Columbia, which decreased by 76%. With the removal of diesel generators at Lower Rainbow Valley and the electrification of Mount Milligan and primarily as a result of the lower grid-sourced electricity GHG emission factor, Mount Milligan's emissions dropped by more than 15,000 tonnes of CO2e.

In 2021, Öksüt consumed 13% less diesel and significantly increased its electricity use. As a result of the reduced consumption of diesel and a decrease in the grid-sourced electricity GHG emission factor of 19%, Öksüt emitted approximately 3,400 fewer tonnes of CO2e than the previous year.

Table 6. GHG Emission Intensity³

Tonnes CO2e per oz Au produced	2021	2020	2019	Industry Average
GHG Emissions Intensity	0.35	0.50	0.59	0.67 ⁴

¹ <https://www2.gov.bc.ca/gov/content/environment/climate-change/industry/reporting/quantify/electricity>, <https://www2.gov.bc.ca/assets/gov/environment/climate-change/ind/quantification/wci-2012.pdf>

² <https://www.climate-transparency.org/wp-content/uploads/2021/10/CT2021Türkiye.pdf>

³ Emissions intensity is calculated by dividing the total amount of produced gold ounces by the total Scope 1 and Scope 2 emissions. The emissions intensity includes production of both gold and copper.

⁴ Greenhouse gas and gold mines – Emissions intensities unaffected by lockdowns | S&P Global Market Intelligence ([spglobal.com](https://www.spglobal.com))

Energy Management

Energy Management and Efficiency

Our operating sites utilize energy for multiple activities: fuel (for heavy equipment, mobile vehicles and stationary combustion), electricity (for comminution and other mill processing operations) and explosives (for blasting).

Our haulage truck fleets and other heavy and mobile equipment are also significant consumers of energy at our operating sites. At Mount Milligan, the mine equipment, including our truck fleet and support equipment, represents 29% of our energy usage, and at Öksüt, our haulage truck fleet and generators represent 97% of our energy usage.

At Mount Milligan, we annually evaluate energy-related solutions, delivery mechanisms and alternative technologies to achieve energy efficiency. In **2020**, construction of a powerline was completed for both the Philip Lake and Lower Rainbow Valley water pumping infrastructure.

At Öksüt, our main energy management objective is to increase our energy efficiency. These efforts are led by a certified energy management specialist. At Öksüt mine, we use a Variable Frequency Drive (VFD) starting system for our pumps which helps eliminate pump starting currents and extends the pump life. Additionally, a light-emitting diode (LED) energy safe lighting system has lowered energy consumption throughout the site.

A powerline extension to the Mount Milligan Rainbow booster pumps helped the Company save 216,000 litres of diesel.

Leveraging Renewable Energy¹

Renewable energy plays a significant role in Centerra's energy consumption. At Mount Milligan and Öksüt, we are 100% grid powered, recognized as Scope 2, which represents 11% of our total GHG emissions.

Mount Milligan uses significant amounts of renewable power generation for the electricity it consumes, lowering Centerra's GHG emissions from electricity use. Our use of renewable hydropower at Mount Milligan allows us not only to lower our carbon footprint, but also to mitigate our exposure to high energy costs and increasing utility prices. At Mount Milligan, 69% of the total energy consumed came from British Columbia's grid.

At Öksüt, approximately 15% of the energy supplied by the Turkish Electricity Transmission Corporation (TEİAŞ) was from the Turkish grid.

Table 7. 2021 Energy Consumption by Type

Energy Basis (HHV Only) (GJ)	2021 Summary by Energy Type						Total
	Diesel	Gasoline	Propane	Liquefied Natural Gas	Diesel-Explosives	Electricity	
Mount Milligan	908,037	20,957	20,957	N/A	9,419	2,170,497	3,129,590
Öksüt	371,109	N/A	N/A	12,515	3,810	53,464	440,897
Total	1,279,146	20,957	20,957	12,515	13,229	2,223,943	3,570,487

Öksüt expects to be fully ISO 50001-certified in energy management by the end of 2022.



69%

In 2021, 69% of the total energy consumption at Mount Milligan came from British Columbia's grid.

¹ SASB's methodology only considers renewable energy that is within the control or influence of the organization demonstrated through power purchase agreements (PPAs) that explicitly include renewable energy certificates (RECs) or Guarantees of Origin (GOs). As such, the calculations of our energy consumption reflect no renewable energy that was directly or indirectly consumed.

Air Quality

Air Quality Monitoring and Reporting

We actively manage air quality emissions and maintain compliance with required regulatory standards.

We routinely monitor the air quality at Mount Milligan and Öksüt. Monitoring stations are located strategically around each mine site. As part of our air quality monitoring program and to meet permit requirements, site samples are regularly sent to accredited laboratories for analysis.

The Mount Milligan fugitive dustfall monitoring program consists of five air quality stations and one ambient air quality monitoring station. The ambient air monitoring includes meteorological monitoring, dustfall monitoring, and fine particulate and plant metal absorption monitoring.

At Öksüt, air quality monitoring includes meteorological, settled dust (TSP), hydrogen cyanide (HCN) and fine particulate monitoring. There are eight air quality monitoring and measurement stations located strategically throughout the mine site and in nearby villages.

Centerra's air quality abatement and emissions monitoring programs are assessed and supported by the respective regulatory authorities.

Air Quality Management

The Mount Milligan Mine actively manages dust around the site. Potential sources of fugitive dust are generated from the haulage of waste rock and ore on roadways, the tailings storage facility (TSF), ore stockpiles and the ore processing facilities. Water is typically used as an effective suppressant for on-site roadways. In 2021, water at Mount Milligan Mine was regularly drawn from the TSF and applied to haul roads within the TSF footprint on an as-needed basis. However, government-approved chemical dust suppressants are sometimes applied during particularly dry periods to reduce water consumption. At the processing plant, our crushing facilities are equipped with water misting systems to minimize dust. Other control and mitigation measures include progressive reclamation, which has proven particularly effective on inactive stockpiles. For example, vegetation is planted on the tailings dam at Mount Milligan and on the dry tailings at Endako to reduce wind erosion and dust.

At Öksüt, we have implemented appropriate control measures wherever the potential for fugitive dust generation is significant, including soil stockpiles and highly trafficked roads, and especially for activities near sensitive receptors. Specific controls to manage dust include wetting and covering fine dry materials transported on trucks; enforcing speed limits; vehicle washing facilities at site exits; periodic wetting of the stockpiled material; and the restriction of vehicle usage in off-road areas and on informal tracks.

Table 8. 2021 Air Emissions by Pollutant

Air Emissions by Pollutant (tonnes)	Mount Milligan	Öksüt	Total
CO	160.49	218.9	379.39
NOx	129.14	774.9	904.04
SOx	0.39	2.98	3.28
Particulate Matter (PM ₁₀)	2,165.40	469.2	2,634.4
Particulate Matter (PM _{2.5})	28.26	76.8	105.06
Mercury (Hg)	0.0022	–	0.0022
Lead (Pb)	0.086	4.6	4.68
Volatile Organic Compounds	27.62	–	27.62



Our teams continuously monitor for the potential impacts of our operations and activities on air quality. We understand the detrimental impacts that air pollution can have on human health and ecosystems and work to actively mitigate these risks.



Water Stewardship and Management

Water Treatment and Discharge

To protect water quality, all sites maintain compliance with applicable water quality laws and regulations. The management of water quality on and from our sites is integral to all operations.

Mount Milligan is designed and permitted as a “zero-discharge” facility during operation, which means that the operation is not designed to actively discharge process water into the environment. All water on the site is to be captured, recycled and managed on the site. The open pit water management program consists of surface water diversion ditches and horizontal drains in the pit walls to minimize fresh water inflows into the pit.

For the TSF, a water containment and control system consisting of shallow pumping wells, a basin underdrain, collection ditches, and recycling ponds downgradient of the TSF embankment are designed such that seepage through the dam structure is intercepted in the ditches, directed to the collection ponds and pumped back into the TSF. Domestic wastewater is treated through a series of lagoon cells and a polishing pond prior to being discharged into the TSF.

At Öksüt, the site, including the heap leach pad and adsorption-desorption recovery (ADR) plant, is designed as a “zero-discharge” facility. The objective of this design is to contain contact (process) water within the facility. At the mine, contact water collects in the ponds and non-contact water is directed to the natural dry creeks (which only temporarily or seasonally fill with water as a result of heavy rainfall and/or snowmelt). The heap leach pad and ADR ponds have been designed with a double liner system and have a leak detection and recovery system to minimize the risks of seepage from the pad. The ponds have been designed to be sufficient for extreme precipitation events, and maintain an extra safety margin. During drier times of the year, water collected in the overflow pond will be used as additional make-up water. The entire Öksüt Mine has monitoring and measurement procedures in place for comprehensive site water management.

Mount Milligan’s Site-Wide Adaptive Management Monitoring Plan (SWAMMP) enables the withdrawal of a sufficient volume of water from groundwater and surface water sources to support milling and processing activities while protecting fish, fish habitat and other aquatic resources in the lakes and watercourses. The SWAMMP relies on monitoring data from select locations to identify where groundwater, or surface water withdrawals, could result in changes to groundwater and surface water quality. In addition to internal monitoring, sites are subject to external water quality testing by the relevant national government agencies. Surface and groundwater water quality monitoring plans and programs are also used to assess and proactively identify trends so that mitigation measures can be developed and implemented to preclude adverse impacts.

At Öksüt, the water quality monitoring and sampling program is evaluated under two distinct sets of commitments, the Turkish environmental impact assessment (EIA) criteria and the European Bank Reconstruction and Development’s (EBRD’s) environmental and social impact assessment (ESIA) criteria. As per the EIA and international ESIA water quality assessment schedule, the monitoring operations are conducted on a monthly basis, whereas sampling is completed on a quarterly basis. Water samples are sent to laboratories approved by the Ministry of the Environment and Urbanization (MoEU) and routinely, duplicate samples are sent to additional accredited laboratories for quality control purposes.

Protecting Water Quality: Monitoring, Sampling and Inspection Programs

Our practices include:

- › Regular monitoring and reporting on surface and groundwater quality and quantity;
- › Data quality assurance protocols;
- › Comparing annual trends to longer-term trends;
- › Predictions, especially in regard to metal leaching (ML) and acid rock drainage (ARD) potential; and
- › Trend analysis against national and regional water objectives in relevant jurisdictions.

GRI: 303-1





Where possible, we strive to recycle or reuse water at all operating sites.

In 2021, Öksüt's ADR facility and heap leach area recycled water accounted for 30.95% of total water usage.

Water Conservation Initiatives

Water conservation measures throughout Centerra's operations are of great importance. Across all Centerra sites, integrated water management continues to represent a significant annual operational cost.

At the Mount Milligan Mine, water is recycled from the TSF and is used for ore processing in the mill. In 2021, approximately 77% of the process water was recycled. Upgrades were made to the collection system, including additional ditching and satellite wells to intercept more water. As of December 31, 2021, the site retained a little more than 5 Mm³ of water inventory within the TSF.

At Öksüt, the operations use a heap leach facility. This facility has been designed to reuse water and solution continuously. In 2021, Öksüt rolled out a contact wastewater treatment and reuse plant installation initiative to reduce fresh water demands and support the recycling of process water.

Where possible, we strive to recycle or reuse water at all operating sites.

At Mount Milligan, less water was extracted in 2021 than in 2020 due to having more freshwater in the TSF at the beginning of the year.

At Öksüt, the mine has been designed to reuse water and solution continuously. The irrigation lines used on the heap leach pad are buried to minimize water loss to evaporation, therefore reducing the water demand. In addition, the mine facilities drainage has been minimized by intercepting non-contact water (by diversion ditches and culverts) before it enters the mine facility. At Öksüt, the 2021 water consumption was 0.397 Mm³ compared to 0.335 Mm³ in 2020. The increase in water consumption is attributed to the increase in production and a 12.3% decrease in precipitation, the latter of which reduces the amount of water that can be captured and recycled on site. In 2021, our ADR facility and heap leach area used recycled water, which accounted for 30.95% of total water usage and decreased our dependence on freshwater sources.

SASB: EM-MM-140a.1, EM-MM-140a.2 | RGMPs: 10.1, 10.2

Table 9. Water Metrics by Site¹

Mm ³	Water Summary by Site						
	Total Water Withdrawn			Total Water Consumed (Withdrawn Minus Total Discharges)			Total Water Recycled
	Total Freshwater Withdrawn	% from High or Extremely High Baseline Stress	Total Other Water Withdrawn	Total Freshwater Consumed	% from High or Extremely High Baseline Stress	Total Other Water Consumed	
Mount Milligan 2020	9.56	0%	8.07	4.47	0%	2.52	85%
Mount Milligan 2021	4.98	0%	8.36	3.69	0%	6.19	77%
Öksüt 2020	0.335	100%	0	0.266	100%	0	0%
Öksüt 2021	0.421	100% ²	0	0.397	100%	0	31%

Table 10: Incidents of Water Non-Compliance

# of Non-Compliances	Incidents of Non-Compliance by Site		
	2021	2020	2019
Mount Milligan	0	0	1
Öksüt	0	0	0
Total	0	0	1

- The World Resources Institute's Aqueduct Water Risk Atlas (Water Atlas) defines water stress as "an indicator of competition for water resources and is defined informally as the ratio of demand for water by human society divided by available water." In its conclusions, the Aqueduct Water Risk Atlas considers only surface water.
- The Öksüt Mine is in the Kayseri region, which is defined as an area of high baseline water stress by the Water Atlas. During the detailed engineering phase, optimal water use was considered in mine design and planning. In addition, the mine has completed additional detailed water studies with Turkish and international experts. Öksüt withdraws water from groundwater sources not considered by the Water Risk Atlas.

Waste Management

As part of a mining cycle, mineral waste materials are generated. Waste materials generated from mining and processing include waste rock, overburden materials (excluding topsoil), exhausted heap leach piles (crushed ore with gold extracted) or tailings (crushed ore which has the gold and copper removed) when a heap leach process is not used.

We have various waste and hazardous materials management policies and procedures for active and inactive operations.

All operating sites classify different streams of waste according to criteria and applicable regulations, guidelines and methodologies. This ensures that we maintain strict control of procedures to mitigate any harm to the environment or our employees. All waste materials are handled in a manner that satisfies government regulations.

Each operating site has procedures and plans for waste rock, hazardous waste and non-hazardous waste management, with more detailed plans developed as required by applicable regulatory and legal requirements.

All site-specific management plans and procedures emphasize safety protocols and environmental protection with specific procedures for all stages of material handling, including transportation, storage, inventory, training, spill response and spill reporting. Waste segregation and tracking are routinely conducted at all sites and wastes stored on site are securely contained and monitored pending further treatment, transportation and/or disposal.

We have strict protocols and standards in place for managing hazardous materials during transportation, use and disposal to ensure that we minimize potential negative impacts to our employees, the environment and project-affected communities.



Waste materials generated from mining and processing include:



Tailings



Waste Rock



Hazardous Waste



Non-Hazardous and Domestic Waste



1. ACTIVE MANAGEMENT OF TAILING STORAGE FACILITIES (TSFs)

Across our operations we actively manage five TSFs. One facility is currently active, two are under care and maintenance, one is entering the decommissioning and closure phase, and the final one is in the early stages of full closure. Centerra's TSFs are designed by professional engineers and are constructed, operated and monitored with the advice of an external Engineer of Record (EoR).

Centerra implements a five-step framework in accordance with the Canadian Dam Association's Dam Safety Guidelines for mining dams and applicable local regulations at each site.

Centerra's Risk Committee of the Board provides oversight of the Company's TSF management. The Risk Committee of Centerra's Board receives updates at least annually on the status of the Company's TSFs and more frequently if changes occur to the TSF risk ratings. Starting in 2021, the Board also directly received a report from the lead member of our ITRB on the review findings on all TSFs.

Centerra's TSFs are managed to maintain structural performance and ensure worker, environmental and public safety. Centerra's TSFs are designed in accordance with all applicable dam safety regulations and requirements. In addition, operation of the TSFs is informed by, and routinely checked against, guidance from the Canadian Dam Association and the International Commission on Large Dams.

Centerra has developed a five-step process that is diligently applied and monitored at each site and includes:

STEP 1	Site Monitoring Systems	Centerra's on-site teams use monitoring programs that may include but are not limited to piezometers, inclinometers, pressure gauges, monitoring prisms, seepage wells, thermistors and settlement plates to monitor the performance of the tailings dams, abutments, natural slopes and water levels. In addition, the on-site teams rely on seepage flow rate measurement, impoundment pool monitoring and routine visual observation.
STEP 2	Operational Staff Inspections	Trained site personnel and technical staff perform daily inspections on each active TSF. The operations and on-site teams perform monthly inspections and review systems data to monitor the tailings facilities for cracking or other signs of potential instability. More frequent inspections are conducted following significant precipitation, wind, fire or seismic events.
STEP 3	Annual Engineer of Record Inspections	Annual safety inspections are completed by an external EoR. The EoR reviews the performance of the facility against the design criteria and submits reports to the site with prioritized action items for review as well as proposes a timeline to complete any required actions items.
STEP 4	Independent Third-Party Dam Safety Reports	In all jurisdictions, a team of qualified independent tailings reviewers (different from the EoR and not a member of the Independent Tailings Review Board (ITRB) or equivalent externally appointed expert) conducts an assessment of the design, operation, monitoring data, and maintenance practices to evaluate the performance of the tailings facilities against the design criteria and to provide guidance and recommendations regarding these practices every five years.
STEP 5	Independent Tailings Review Boards	Each site, regardless of its facilities lifecycle, has an ITRB or an equivalent externally appointed expert. An ITRB comprises independent experts who work with Centerra to review the tailings dam management status and issues a report that evaluates the performance of the tailings facilities to Centerra. Starting in 2020, the lead ITRB member provides an annual report directly to the Risk Committee of the Board.



Table 11. Tailing Storage Facility Inventory

Facility Name	Location	Ownership Status	Operational Status	Construction Method	Maximum Permitted Storage (metric tons)	Current Amount of Tailings Stored	Consequences Classification	Date of Most Recent Independent Technical Review	Material Findings	Mitigation Measures	Site-specific EPRP?
Mount Milligan TSF	Canada, Latitude: 55.138129°, Longitude: -124.018504°	Owned and operated by Centerra Gold	Active	Centreline	313 Mm ³ (The TSF is designed to store both tailings and waste rocks; only volume can be provided here)	85.4 Mm ³ (The TSF is designed to store both tailings and waste rocks; only volume can be provided here)	Very High	August 2, 2021	Yes	Yes	Yes
Kemess South TSF	Canada, Latitude: 57.021667°, Longitude: -126.669722°	Owned and operated by Centerra Gold	Transition to passive closure in 2023	Modified centreline	196 M	186 M	Very High	July 20, 2021			
Bruno Creek TSF	USA, Latitude: 44.320278°, Longitude: -114.51444°	Owned and operated by Centerra Gold	Inactive: care & maintenance	Centreline	326 M	235 M	Very High	September 28, 2021			
Endako Tailings Ponds #1 and #3	Canada, Latitude: 54.021438°, Longitude: -125.11678°	Joint venture: Centerra (75%, Operator), Sojitz (25%)	Inactive: care & maintenance	Upstream	570 M	302 M	High	August 5, 2021			
Endako Tailings Pond #2	Canada, Latitude: 54.021438°, Longitude: -125.11678°	Joint venture: Centerra (75%, Operator), Sojitz (25%)	Active closure and transition to passive closure in 2023	Upstream	150 M	150 M	High	August 5, 2021			



ACTIVE MANAGEMENT OF TAILING STORAGE FACILITIES (TSFs) (CONTINUED)

As previously reported, in 2019, Centerra formed a multidisciplinary Tailings Steering Committee comprising of site General Managers, Tailings Engineers and Corporate Resources from Environment, Technical Services, Investor Relations and Risk. Due to recent staffing changes at both the sites and the Centerra head office, the Committee is in the process of being reconstituted and will, as part of its continuing mandate, review and develop Centerra’s position on the Global Standard on Tailings Management.

An up-to-date Emergency Response and Preparedness Plan (ERPP) is necessary for the safe operation of the Mount Milligan Mine TSF. In the event of a hazardous condition or incident, a Dam Emergency Situation Report shall be provided to the Engineer of Record with a description of locations, extent, rate, effects on adjoining structures, prevailing weather conditions and other pertinent observations such as photographs (or video footage) of damage or condition. Emergency situations are not common occurrences; therefore, training and exercises are necessary to maintain readiness, timeliness and responsiveness. Individuals performing dam safety activities must receive training detailing the facility and its safe operation. This may include understanding the civil structures, control systems, operating procedures, hazards and failure modes.

The Öksüt Mine does not have a TSF as it is a heap leach facility.

2. WASTE ROCK

At Mount Milligan, waste rock that is potentially acid generating (PAG) is stored within the TSF to comply with environmental approval requirements. Non-acid generating (NAG) waste rock is used for TSF dam construction. The use of overburden and NAG waste rock to build the downstream TSF embankment eliminates the need for conventional waste rock dumps at Mount Milligan. To ensure the stability of our rock dumps, we undertake general monitoring activities, which include the installation and monitoring of prisms and piezometers as well as regular visual inspections by site personnel. Mount Milligan has developed a comprehensive metal leaching and acid rock drainage monitoring program that includes the interpretation of static and kinetic testing and the characterization of waste rocks and tailings. Geochemical data is used to assess the longer-term behaviour of the net acid generation potential of the different waste materials.

At the Öksüt Mine there is an active waste rock facility that is designed and operated as permitted. Öksüt has comprehensive monitoring and measurement procedures in place to manage ARD risks.

Table 12. Acid Rock Drainage

	Acid Rock Drainage		
	Mount Milligan	Öksüt	Percentage of Operating Mine Sites
Predicted to Occur	Yes	Yes	100%
Actively Mitigate	Yes	Yes	100%
Under Treatment or Remediation	No	No	0%

SASB: EM-MM-160a.2



Mount Milligan has developed a comprehensive metal leaching and acid rock drainage monitoring program that includes the interpretation of static and kinetic testing and the characterization of waste rocks and tailings.



3. HAZARDOUS WASTE

At the Mount Milligan Mine a contractor works closely with environmental staff to facilitate proper waste management and disposal of hazardous materials off-site in accordance with the British Columbia Hazardous Waste Regulation (HWR) and federal Transportation of Dangerous Goods (TDG) regulations.

The Öksüt Mine uses sodium cyanide (NaCN) to extract gold. As a signatory to the ICMC, Öksüt successfully completed stage 1 and stage 2 of its environmental and safety management systems (ISO 14001 & ISO 45001) audit in 2021. After receiving the related certificates and flags, Öksüt is working towards ICMC certification by the end of 2022.

As a signatory to the ICMC, Öksüt successfully completed stage 1 and 2 of its environmental and safety management systems (ISO 14001 & ISO 45001) audit.



4. NON-HAZARDOUS AND DOMESTIC WASTE

To reduce disposal volumes sent to the landfill and the overall generation of wastes, all sites follow the *reduce, reuse and recycling concepts* in day-to-day operations. In addition, employees at all operating sites are made aware of expected waste management and segregation practices during the on-site environmental orientation.

Mount Milligan operates and maintains an on-site landfill for domestic and inert industrial refuse, such as wood and wood products, rubber, non-recyclable scrap metal, building construction debris, plastic and ash from the incinerator. Due to the remote location of Mount Milligan, limiting wildlife attractants is a focus. For this reason, domestic food waste is removed from site and disposed of at the landfill in Fort St. James, British Columbia. In 2021, Mount Milligan began looking for new and efficient initiatives to handle on-site kitchen grease.

At Öksüt, non-hazardous wastes are temporarily stored on site in designated storage areas and then disposed off-site by a licensed contractor. Certain non-hazardous wastes, including paper, nylon, plastic, glass wood, metal scraps, waste oils and vehicle tires, are recycled at a local facility.

In December 2020, Öksüt was issued a Zero Waste Certificate by the Turkish Ministry of Environment and Urban Planning (MoEU). Due to changes in local regulations, companies must have the zero-waste program in place for at least 24 months to achieve subsequent certifications. As such, Öksüt aims to achieve its Gold Tier Certification in 2022.

Table 13. 2021 Total Waste Generation and Recycling Summary

Total Waste Weight & Recycling Summary		
Tonnes, %	Mount Milligan	Öksüt
Total Weight of Waste Rock	25,265,000	10,899,025
Total Weight of Waste Rock Recycled	23,202,000	0
Percentage of Waste Rock Recycled	91.83%	0%
Total Weight of Industrial Waste	6,162	0
Total Weight of Industrial Waste Recycled	4,280	0
Percentage of Industrial Waste Recycled	69%	0%
Total Weight of Tailings Produced	21,009,951	N/A
Total Weight of Hazardous Waste Generated	645	79
Total Weight of Hazardous Waste Recycled	406	79
Percentage of Hazardous Waste Recycled	63%	100%

In 2021, Mount Milligan generated 25.26 Mt of waste rock and recycled 91.8% of mine rock waste for roads, dam building and backfill. In 2021, Mount Milligan generated 4,280 tonnes of industrial waste and recycled 69% of it.

Biodiversity

At Mount Milligan, there is potential for northern myotis and little brown myotis to be present in the area where the mine is reviewing life-of-mine water supply options. In British Columbia, these species are not listed as endangered species under provincial legislation. They are, however, afforded protections under the B.C. Wildlife Act. There are no areas of conservation status in or near mineral reserves (proven or probable), and there are no endangered species or habitat at or near Mount Milligan.

Öksüt uses two powerlines that intersect the Sultan Sazlığı National Park and the Erciyes Mountain Key Biodiversity Area. The Sultan Sazlığı Wetland is an important area for birds and is at the junction of two main bird migration routes through Europe, Asia and Africa. The physical footprint of the powerline is located within the periphery of the National Park (“the buffer zone”) and outside the Ramsar area. To minimize impacts, Öksüt has installed bird flight diverters on the powerline. Öksüt’s Environmental Team checks the powerline buffer zone monthly, at minimum, and ornithologists visit the powerline during migration periods (spring and autumn) to study bird activities. At Öksüt, there are no mineral reserves (proven or probable) in or near sites with protected conservation status or endangered species habitat. Voluntary conservative areas have been determined.

Biodiversity Management

All operating sites develop biodiversity activities and programs in collaboration with local communities and/or Indigenous groups and biodiversity experts, including botanists and ornithologists. At our sites in British Columbia, we engage with the relevant Indigenous groups to incorporate Traditional Ecological Knowledge (TEK) into our biodiversity, reclamation and environmental stewardship planning.

Each site reviews its Biodiversity Management Plans (BMPs) regularly (every one to five years) to ensure that they continue to reflect the main risks and opportunities of each site. All sites have developed and implemented employee training programs on biodiversity awareness, the management of biodiversity information and data, and procedures for documentation and record keeping, including annual regulatory and stakeholder reporting. The BMPs are developed in accordance with all applicable regulatory and permitting obligations set out by the operating jurisdiction and good international industry practices (GIIP).

Öksüt developed and maintains a BMP that outlines its approach to managing biodiversity risks, including a governance framework, monitoring procedures and KPIs to measure performance. Mount Milligan has stand-alone topic-specific plans that together constitute the main components of a BMP, including a Wildlife Management Plan, Environmental Effects Plan, Fisheries Management Plan, Cultural Heritage Plan, Landscape, Receiving Water Quality, Soil and Vegetation Management Plan, and a Reclamation and Closure Plan.

At Öksüt, the BMP exceeds Turkish regulatory requirements and meets EBRD and International Finance Corporation (IFC) performance requirements. These action plans detail how the site conforms with the mitigation hierarchy specifically to avoid, minimize, mitigate or compensate for adverse impacts on the environment relating to our activities.

To ensure the effectiveness of these BMPs, each site has an environmental monitoring program in the surrounding environment to monitor flora and fauna.

Mount Milligan developed and started to implement an Invasive Plant Management System to prevent, treat and monitor invasive species during construction, operation, decommissioning, reclamation and post-closure activities. Additionally, biodiversity monitoring is managed by a

combination of site teams and external consultants and includes annual wildlife and fish enumeration studies. These studies help us assess effects on the mountain whitefish population in surrounding waterbodies from medium-term operational water withdrawals. Mountain whitefish, which are valued by local Indigenous groups as sport fish, lay eggs that incubate over winter and are thus susceptible to the effects of decreasing lake water levels during winter months. In 2021, successful revegetation and survival was documented at the Lower Rainbow Pond and Powerline Meadow Pond, two habitat reclamation areas.



In 2021, Mount Milligan achieved its target of no net loss of fish habitat.

To minimize impacts, Öksüt has installed bird flight diverters on the powerline. Öksüt’s Environmental Team checks the powerline buffer zone monthly, at minimum, and ornithologists visit the powerline during migration periods (spring and autumn) to study bird activities.

Biodiversity Offset Management

Öksüt's permitted mine area is significant for the conservation of species. To ensure that the biodiversity of the Develi region ultimately benefits from Öksüt's presence in the region, the site's goal is to have a net positive impact on the local biodiversity. Öksüt aims to reach this goal during mine closure but will seek opportunities to achieve net positive impact as early as practicable during its mine life.

Öksüt has a Biodiversity Offset Management Plan which aims to ensure that residual and unavoidable impacts on priority biodiversity features and critical habitats resulting from the mine's activities will be offset in accordance with EBRD Performance Requirement 6.

Öksüt's offset activities are focused on vulnerable flora species, threatened habitat, and endangered and endemic flora species.

Offset activities include the protection of existing native populations (fencing existing populations to protect them from excessive grazing and trampling from livestock), reintroductions and direct translocation or seeding for wild stock populations of vulnerable flora, enrichment planting of existing forested areas, and reforestation of selected areas along the mine fence line.

In 2021, Öksüt continued enrichment planting of its targeted species identified by the EBRD in Zile Village's sparse forested area. In collaboration with the Gazi University Laboratory, successful targeted species seed germination studies were also carried out to assist in topsoil stockyards and slope revegetation at Öksüt.

Protection of Legally Designated Areas, Key Biodiversity Areas and Endangered or Other At-Risk Species

Centerra does not explore nor will it develop new mines in UNESCO-recognized World Heritage sites. The Company respects legally designated protected areas and areas designated as Key Biodiversity Areas, and avoids making negative impacts to all species including threatened and protected species. These commitments apply from exploration into operations and through to mine closure.



Protection of Endangered and Other At-Risk Species

To protect endangered and threatened species within or near our permitted area, we have comprehensive monitoring and protection programs across our sites. Activities may include:

- › Defining corridors of movement and migratory patterns of key species, including through and/or near our permitted and exploration areas;
- › Daily monitoring of avian and mammalian wildlife on our TSF and its immediate surroundings;
- › "No hunting" policies within all our permitted areas; and
- › Monitoring wildlife in the permitted area.





Mine Closure and Progressive Reclamation

As part of environmental management, Centerra plans how to close and reclaim mined areas before construction is started. In some cases, areas are progressively reclaimed concurrently with mining operations. After mining has permanently ceased, reclamation of the site continues with post-closure monitoring to ensure closure objectives are met.

All operations and care and maintenance sites have detailed site-specific closure plans in place. The Company actively updates closure plans, including annual mine cost updates and review of conceptual closure plans on a regular basis. Centerra considers the International Council on Mining & Metals (ICMM) Mine Closure framework in combination with local objectives to arrive at final closure plans.

For the Mount Milligan Mine we estimate reclamation costs of approximately C\$52.6 million and for the Öksüt Mine we estimate reclamation costs of approximately \$29.7 million. We regularly update our final closure plans to reflect any changes in operations. Our standards for reclamation comply with both local and international standards and we utilize the industry-known Standardized Reclamation Cost Estimator (SRCE) to determine defensible closure cost estimates for all our sites. As of December 31, 2021, we provide financial assurance (surety bonds) for reclamation costs for our operation sites.

In 2021, in collaboration with external consultants, academic institutions and local Indigenous groups, Mount Milligan began developing a strategy for implementing a greenhouse at the mine site. The established plant nursery will house native vegetation along with plant species that are of cultural significance to the surrounding Indigenous groups. These plants will be used during progressive reclamation throughout the remaining mine life as well as closure reclamation.



Progressive Reclamation Award and Ongoing Reclamation at Mount Milligan

The end land use objectives for the reclaimed Mount Milligan Mine are for wildlife, recreation and the re-establishment of opportunities for traditional use of the land by Indigenous groups. Our aim is to reclaim the disturbed land so that features are chemically and physically stable and can be utilized accordingly.

The work to achieve these post-closure objectives has already begun across Centerra's sites in British Columbia. Mount Milligan has been testing and implementing innovative techniques for progressive reclamation, while Kemess and Endako, two Centerra properties in care and maintenance, have been used as "living labs" to test the application of reclamation techniques.

In 2021, the British Columbia Technical and Research Committee on Reclamation, an organization of representatives from the provincial and federal governments, academia and industry, presented its *44th Annual Reclamation Award* to Centerra and Chu Cho Environmental for ongoing research into innovative techniques at the Mount Milligan, Kemess and Endako mines.

Using the "living lab" approach, Centerra and Chu Cho Environmental were able to run case studies to help determine the best techniques for progressive reclamation. Endako Mine was a case study of slope contouring and hydroseeding, while Kemess Mine was an example of the "rough and loose" mounding and bioengineering methodologies. Varying levels of success can be seen at each mine as both sites have unique challenges and opportunities. By leveraging the experiences and success of two nearby Centerra mines, the Mount Milligan team worked towards establishing the best methodologies given site-specific environmental factors. At the end of 2021, following a two-year research period, Mount Milligan determined that the rough and loose mounding approach is the preferred soil preparation technique at Mount Milligan. This approach is now being used at an operational scale.

The success of this research demonstrates that knowledge sharing within the Company, and the mining industry in general, is helping to inform best management practices and avoid costly programs that hamper ecological restoration. To learn more on how Mount Milligan is implementing a large-scale proof of concept restoration trial in collaboration with Chu Cho Environmental and others, watch this short video [here](#).

Case Study





3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Social Performance

Centerra is committed to creating and sharing economic value in the countries and communities where it operates. These commitments are in line with our People First mandate. People First encompasses diversity and inclusion, health and wellness, safety, talent management and development, employee experience and engagement initiatives, environmental responsibility and community wellbeing. It is our firm belief that if we focus first on our people, everything else will follow.

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Our Approach

Centerra is committed to responsible mining and sustainability excellence. Responsible mining practices are embedded in Centerra's values, from providing safe workplaces and maintaining respectful relationships with our stakeholders, to protecting the environment and investing in the communities where we operate.

We are committed to respecting the values, rights, cultures and traditions of the local communities and Indigenous groups where we operate. We engage in a transparent, consistent and accessible manner to build strong and resilient relationships and aim to create and equitably share economic and social value in the countries and communities where we operate. Economic value may include direct contributions to national and regional governments, employee wages, direct and indirect taxes and mandatory payments, purchases of local goods and services, and strategic community investment programs.

Security, Human Rights and Rights of Indigenous Peoples

Our approach to human rights is in alignment with the UN's Universal Declaration of Human Rights, the VPSHRs and the UN Guiding Principles on Business and Human Rights, starting with internal policy setting and employee training. We believe that respecting and upholding human rights is fundamental to achieving our purpose of creating a positive legacy in the communities and regions where we operate. Centerra's internal standards and commitments include mitigating social and human rights-related risks, enhancing social performance and guiding continuous improvement.

Upholding Labour Rights

Centerra is committed to meeting all labour requirements in the jurisdictions where we operate, as well as the fundamental labour rights set out by the International Labour Organization's (ILO's) Declaration on Fundamental Principles and Rights at Work. We respect our employees' right to earn fair wages, have work days and rotations that are the industry standard, freedom of association and work in an environment where all forms of forced or compulsory labour are eliminated, equal opportunities are promoted and safe working conditions are of the utmost importance. We strictly prohibit any forms of child labour.

In 2021, we drafted our Social Performance and Human Rights Policy to ensure compliance with regulatory obligations. This policy will be applicable to all Centerra sites and subsidiaries, at all phases of the mine lifecycle and will be finalized and approved in 2022.

We are firmly committed to eliminating and taking prompt remediation against any and all forms of discrimination or harassment. We prohibit discrimination and harassment on any grounds, including a person's sex, age, race, national or ethnic origin, ancestry, place of origin, citizenship, creed/religion, colour, disability, marital status, family status, sexual orientation, gender identity, gender expression, or conviction for which a pardon has been granted.

Our policies set out expectations for employees around compliance with laws respecting non-discrimination, harassment and ensuring a safe workplace. Employees may report concerns to their manager or HR lead, if preferred. Alternatively, employees and any third parties with concerns around a potential infringement of employee rights have mechanisms by which to report concerns in a confidential or anonymous manner.

Our expectations extend beyond our employees and also include our suppliers. Centerra's suppliers must comply with applicable employment standards including labour, non-discrimination and human rights laws relating to, without limitation, wages, working hours, working conditions and the prohibition on child labour.

Our Supplier Code of Conduct is intended to provide our partners with a clear understanding of our vision, core values, how we expect to conduct our business with suppliers, and how we expect our suppliers to embrace our commitment to integrity.



We are committed to respecting the values, rights, cultures and traditions of the local communities and Indigenous groups where we operate. We engage in a transparent, consistent and accessible manner to build strong and resilient relationships.

Security and Human Rights Training

Centerra's security practices are aligned with the VPSHRs, the UN Guiding Principles on Business and Human Rights and the articles set forth in the UN's Universal Declaration of Human Rights.

To ensure adherence to the VPSHRs, security and social/community relations personnel across our operating sites receive training on these principles which involves a mixture of classroom training and knowledge checks. VPSHR training is provided to both employees and private security contractors.

The classroom training emphasizes the "Protect, Respect, Remedy" framework highlighted in the UN Guiding Principles. The primary role of Centerra's Security Team is to maintain the rule of law and safeguard human rights while deterring acts that threaten the safety of Company personnel and assets. During training, we stress that all people have fundamental rights to freedom, equality, justice and dignity and that our Security Team has a proactive duty to respect individual human rights and cannot knowingly or intentionally fail to act when a human rights violation is reported or observed.

Communities of interest, project-impacted stakeholders and relevant Indigenous groups have access to our community-based grievance mechanism to raise a grievance about any security-related (or other) behaviour not aligned with the VPSHRs.

GRI: 410-1 | RGMP: 5.3

As part of our commitment to the RGMPs, we align our security programs across all operating sites with the VPSHR.

In 2021, we focused our efforts at Öksüt and held 13 VPSHR training sessions in comparison to one session in previous years.



WHERE NECESSARY, OTHER SPECIFIC TRAINING MAY BE PROVIDED TO TEAMS:

- › Appropriate conduct, rules of engagement and the use of force based on internationally recognized law enforcement protocols such as the UN's Code of Conduct for Law Enforcement Officials and Basic Principles on the Use of Force and Firearms by Law Enforcement Officials;
- › Basic conflict resolution techniques. In addition to VPSHR training, we have implemented strict security operating procedures at our sites to ensure community safety, including:
 - › Only hiring appropriately qualified and licensed security contractors; and
 - › Conducting background checks, where legal, to ensure employee candidates do not have criminal records, or a record of abuse or violation of human rights; restricting the possession of firearms and lethal ammunition on our sites, unless legally required; and undertaking ongoing security contractor performance assessments.



In 2021, 13 VPSHR training sessions were conducted at Öksüt where 97% of its total Security Team attended a total of 26.5 hours of training. This training is conducted approximately every six months at Öksüt and serves as a review and refresher for our Security Teams.

Responsible Sourcing

As members of the World Gold Council, we comply with the *Conflict-Free Gold Standard*.

Our 2021 Conflict-Free Gold Report confirms that all gold and gold-bearing materials produced at our operating site have been extracted in a manner that does not cause, support or benefit unlawful armed conflict or contribute to serious human rights abuses or breaches of international humanitarian law. Thus, 0% of our gold and copper reserves are in or near areas of active conflict.

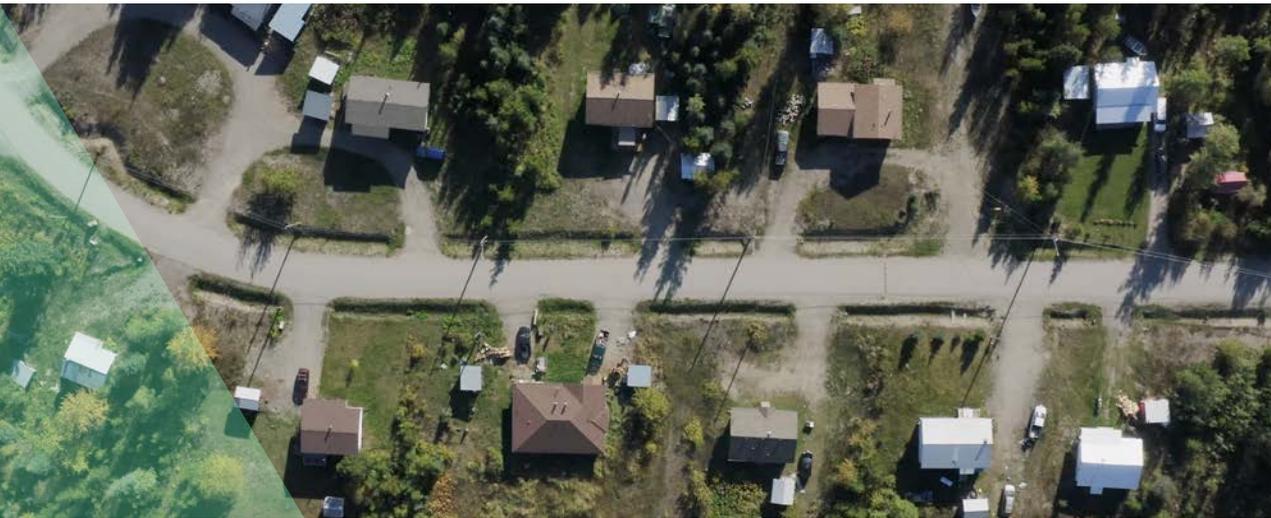
Benefit Sharing Agreements with Indigenous Peoples

There are no self-identified or formally recognized Indigenous peoples or Indigenous land in or near our permitted mine areas at Öksüt. Mount Milligan is located within the traditional territories of the McLeod Lake Indian Band and the Nak'azdli Whut'en. We work in partnership and close cooperation with Indigenous peoples to ensure effective representation and input from Indigenous groups on our activities.

This process starts during the exploration stage and continues throughout the full mine lifecycle. For example, we have agreements with McLeod Lake Indian Band and Nak'azdli Whut'en at Mount Milligan Mine, and an agreement with Takla Nation, Tsey Kay Dene and Kwadacha at Kemess Mine.



We work in partnership and close cooperation with Indigenous peoples to ensure effective representation and input from Indigenous groups on our activities.



CENTERRA'S PRINCIPLES AND VALUES WITH RESPECT TO ENGAGEMENT WITH INDIGENOUS PEOPLES INCLUDE:

- › Building respectful relationships through early, inclusive dialogue and collaborative engagement processes;
- › Integrating information from Indigenous engagement to inform our management plans, in consideration of cultural heritage, environmental stewardship and other perspectives;
- › Providing the opportunity to review and comment on our management plans through various forms of meetings and dialogue;
- › Supporting local content opportunities that provide Indigenous groups with benefits from our operations, including training, education and capacity-building within the community;
- › Creating shared value with our Indigenous partners and local communities, supporting their development priorities and providing strategic social investments to build long-term self-reliance;
- › Fair access to employment, procurement and business development; and
- › Timely and proactive engagement with Indigenous groups that are potentially positively or negatively impacted by our operations in British Columbia.

Indigenous Employment and Capacity-Building

We focus on economic empowerment through local employment and procurement opportunities, and collaborate with Indigenous business leaders, entrepreneurs and local Indigenous organizations to facilitate capacity-building and resilience and maximize long-term economic opportunities. Two examples of our employment and capacity-building activities are as follows:



1. In 2017, Mount Milligan developed a customized Pre-Employment Training and Education Readiness (PETER) program in partnership with McLeod Lake Indian Band, Nak'azdli Whut'en First Nation and the College of New Caledonia. The program is now in its fifth iteration, having run successfully in 2018 to 2021, and is ongoing. From 2017 to 2020, nine graduates of the program received full-time job offers at the Mount Milligan Mine.



2. In 2021, Mount Milligan Mine's Environmental department ran a seed collection workshop to help with the site's progressive reclamation initiatives. The goals of the training were to facilitate proper seed extraction and storage for transportation and use in future reclamation projects. The team invited members of Nak'azdli Whut'en and McLeod Lake Indian Band, as well as students from Mount Milligan's local communities, to participate in the event. Mount Milligan Environmental employees and management were honoured that community members shared traditional knowledge that will help them better prepare the land in advance of mine closure. This project fostered collaboration between the mine staff and Indigenous community members, to the benefit of both parties and the environment.

The total percentage of mineral reserves (proven and probable) in or near Indigenous land is 83% for gold reserves and 100% for copper reserves, both of which are associated with the Mount Milligan operation¹.

¹ Kerness reserves not included.

Cultural Awareness

Centerra Gold is privileged to operate Mount Milligan Mine on the traditional territories of several Indigenous groups.

We are committed to honouring and respecting the rich culture and history of the Indigenous peoples around us, both on-site and off. Our Indigenous employees help create a strong and diverse working environment at Mount Milligan Mine, and we celebrate and foster this diversity.

In alignment with Canada's Truth and Reconciliations Committee calls to action for industry, we are working towards creating more awareness of the cultures of our Indigenous partners to all our employees at Mount Milligan Mine. We are actively collaborating with our Indigenous partners to create a robust cultural awareness training program that will launch in 2022. In preparation for this program, we worked with McLeod Lake Indian Band to help create a video that tells the story of their community. [This video](#) will be shown as part of onboarding training for all new employees to help them better understand the people who have lived on the territory of the mine for thousands of years.

National Indigenous Peoples Day is a day to celebrate Indigenous culture. We plan events at the mine site, and Centerra representatives participate in and contribute to community celebration. The day on site is marked with traditional food and art displays, along with educational toolbox talks and discussions in management meetings. This year we solemnly respected the first National Day of Truth and Reconciliation by attending events in our Partner Indigenous communities, providing information on the purpose of the day to all of our employees, and encouraging staff to wear orange shirts.

In 2021 we invited local Elders to the mine site to speak with the Management Team. During the Storytelling event, the Elders talked about their experiences living on the land before the mine was built. They told stories about hunting, fishing and camping, and how important the land is, and will continue to be, to their culture and way of life. They also shared some of their more difficult experiences as Indigenous peoples, such as going to Residential School, to help management better understand the realities of Indigenous people in Canada today. We believe these conversations and teachings are important steps towards reconciliation.

To share cultural teachings with the wider employee population, Mount Milligan Mine hosted an Indigenous culture evening called "Walking with Your Sacred Medicine." The workshop was facilitated by a local Indigenous teacher who spoke about the Medicine Wheel teachings regarding physical, emotional, spiritual and mental wellbeing. She explained the importance of traditional medicines such as sweetgrass and smudging and focused on cleansing negativity and moving forward in a good way. The incredibly positive feedback from the workshop encourages us to continue exposing non-Indigenous employees to these rich cultures and supporting Indigenous employees in their cultural practices.

Case Study

"People are beginning to understand that we as First Nations, as Indigenous People, are here. Present. Part of the land. Part of this country. Part of this place. And that's who we are. It's as simple as that."





Women account for
21.5%
of all high-potential
employees identified
within Centerra in 2021

16.6%
of all roles within
Centerra are occupied
by women globally

18.3%
of leadership roles
within Centerra
(frontline manager and
up) are occupied by
women globally

Labour Relations

Labour Management

Centerra is committed to complying with the fundamental labour rights set out by the ILO's Declaration on Fundamental Principles and Rights at Work.

In 2021, Centerra did a review of all corporate and global HR policies. The Respectful Workplace Policy in particular was reviewed with both a DE&I lens and a view to updating the language to ensure compliance with our employment standards and applicable laws. We sought also to consider movements towards including less-tangible issues, such as psychological safety, and expanding the definitions of what constitutes bullying and harassment.

In 2021, Centerra had two sites with collective bargaining agreements (CBAs), namely Öksüt and the Kemess Underground Project. Employees have the right to freedom of association and to bargain collectively with their employer.

Table 14. Collective Bargaining Agreements by Jurisdiction

Location	Expiry Date
Öksüt	July 31, 2022
Mount Milligan	N/A
Kemess Underground Project	December 31, 2025
Langeloth Metallurgical Facility	N/A
Thompson Creek Mine	N/A
Endako Mine	N/A

Human Capital Management



CREATING A PEOPLE-FIRST CULTURE AND FOSTERING INTERNAL TALENT

To facilitate and encourage employee engagement, retention and on-the-job success, Centerra focuses on the growth and development of its employees. Employees are encouraged to develop annual Individual Development Plans (IDPs) to assist them in reaching their short- and long-term career objectives by mapping out specific focus areas around knowledge, skills and abilities.

We continue to work on the action plans developed from a 2020 Great Place to Work Survey. In all, 82% of action items were identified as being "global" initiatives, with the remaining 18% of actionable items stemming from specific local needs. Initiatives within these action plans were categorized as Retention Drivers, Job Drivers, Organizational Drivers, and Engagement Drivers, and evaluated for the required impact versus effort to implement successfully. To date, 43% of the initiatives assessed as having high impact and high effort have been completed. An additional 37% of initiatives assessed as medium impact and medium effort have also been completed.





SUPPORTING EMPLOYEES THROUGH COMPENSATION AND BENEFITS

In all the jurisdictions where we operate, our standard entry-level wage is higher than the minimum wage set by the state or country. Importantly, there is no variance between our entry-level wages for men and women.

In 2021, Centerra underwent a global compensation framework project with our external compensation advisors, designed to create consistent equitable pay grades and levels across our organization. The implementation of this framework works not only to ensure internal and external equity, but also to assist in encouraging developmental opportunities for employees, allowing them to transfer between locations while maintaining compensation levels.

Centerra provides all employees with numerous financial, health and wellbeing benefits. Permanent, full-time employees are eligible to receive dental and health benefits, life insurance, critical illness insurance, short- and long-term disability benefits, paid vacation time, maternity/parental leave, and employee and family assistance programs, and can participate in the Employee Share Purchase Plan (ESPP).

Regional benefits include:

- › Health Care Spending Account (HCSA) and wellness allowances;
- › Fitness reimbursements/gym memberships;
- › Allowances for the celebration of professional and personal employee milestones;
- › Allowances for funeral-related costs; and
- › Contribution toward a retirement savings plan with Company matching.

GRI: 401-2



DIVERSITY, EQUITY & INCLUSION (DE&I)

Centerra Gold's DE&I vision is to put People First in every region we operate by respecting, valuing, and celebrating the global power of all perspectives. At Centerra Gold, we commit to having a respectful and inclusive culture where all employees feel valued, empowered, and free to be themselves at work and where we celebrate and leverage diverse talents across the globe. Centerra Gold continued pursuing the completion of its 15-month Current State Inclusivity Assessment, which was facilitated by the Canadian Centre for Diversity and Inclusion (CCDI). This project includes an in-depth evaluation of Centerra's existing demographics, policies, practices and cultural competencies, and it included a Diversity Meter Survey, focus groups, leader interviews, and the evaluation of leadership's Intercultural Competency and has led to the creation of a global DE&I strategy and year-1 action plan due to be completed by June 2022. Simultaneously, Regional DE&I Committees have been established in Canada, Türkiye and the USA that meet monthly and have been diligently raising awareness and engagement with employees on various aspects of DE&I while also helping to create a safe space for questions and discussion, and support for site leaders. In addition, the regional DE&I committees will follow with aligned strategies and action plans for their region based on the findings of CCDI.





TALENT MANAGEMENT

Centerra considers talent management to be of critical importance in engaging its employees and consistent with our goal of putting People First. To that end, we have established a number of ongoing initiatives in this area.

Competency Toolkits were launched in 2021 to help employees identify core competencies required at the Individual Contributor, Management and Executive Management levels within the organization. IDPs were also launched, with employees encouraged to consider creating an IDP to assist them in identifying opportunities for further improvement and development along their personal and professional journey with Centerra. The tool also helps us to determine an individual's leadership potential and hence focus on opportunities for development. In all, 100% of identified HIPOs created IDPs in 2021, with an additional 76 employees throughout our North American and Turkish operations also completing IDPs. Additionally, Centerra developed a Company-specific Leadership Development Program with the assistance of Development Dimensions International (DDI), an international HR and leadership development consulting firm. The program focuses on the core leadership competencies identified by Centerra and best practices to address the opportunities for improvement identified in the Great Place to Work Survey. This highly interactive and collaborative program is facilitated by DDI, and includes modules on communications, driving change, high-impact feedback and listening, maximizing team performance, delegation to engage and empower people, and coaching to move people forward. This program initially launched with the Global Finance Team as a pilot program and has since expanded to include cohorts of participants in Türkiye, Canada and the USA. As a result of the positive feedback and continued interest, Centerra will be offering additional sessions of this program in 2022, in addition to several supplemental modules for program graduates to further refine and enhance their skills on the job. Centerra has established a Learning & Development Working Group dedicated to creating and delivering training content to support the ongoing and future needs of employees and the organization. Within this working group in 2021, the team launched Credly, which is a digital badging platform for career-advancing achievements that help individuals move forward professionally.





Labour Relations Performance

As of December 31, 2021, Centerra's global workforce comprised 1,066 permanent and 38 temporary employees, for a total of 1,104 employees; this number represents an increase of 33 in total employees from the end of 2020. During 2021, we did not have any significant permanent layoffs and our turnover remained stable. In circumstances where we did have temporary layoffs, we strived to call back the affected employees.

In 2021, approximately 14% of our workforce members of a union participated in a CBA. At our Öksüt Mine approximately 58% of our workforce comprised members of a union or participated in a CBA. At Mount Milligan, 100% of our workforce is locally hired with no unionized employees. In addition, no worker strikes occurred during 2021.

In September 2019, following the expiration of the Langeloth Metallurgical Facility's CBA earlier in the year, the union workers went on strike. In August 2021, the union strike ceased, which followed decisions by the National Labour Relations Board in favour of the Company regarding withdrawal of recognition from the union and the hiring of a number of replacement workers. As of December 31, 2021, no significant disruptions or impact to operations at Langeloth or deliveries to customers resulted from the strike.

Table 15. Collective Bargaining: Three-Year Summary¹

	Collective Bargaining: Three-Year Summary		
	2021	2020	2019
Total Employees Under a Collective Bargaining Agreement	157	2,893	2,687
% of Employees	14%	75%	74%

1,104

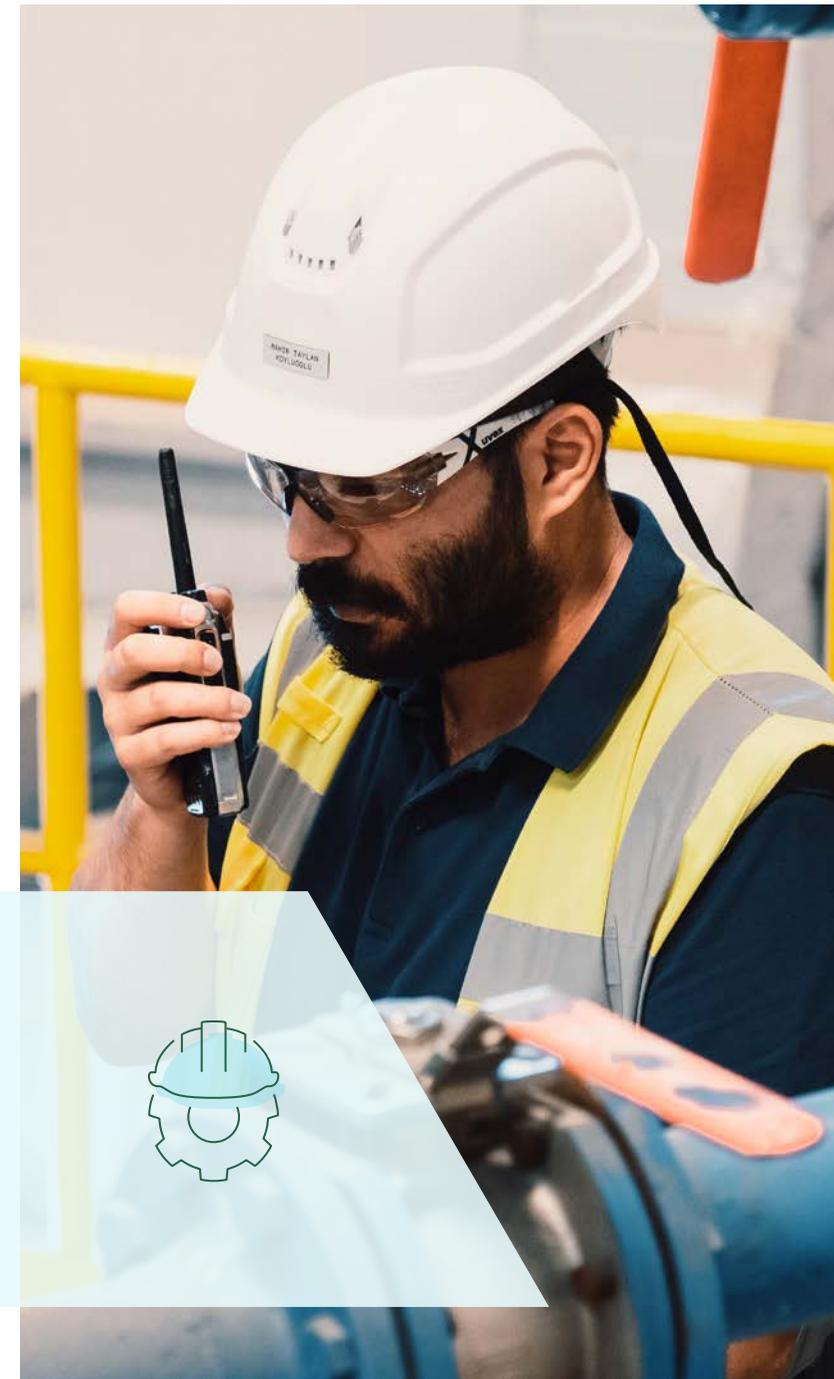
total employees, including 1,066 permanent and 38 temporary

14%

of our workforce members of a union participated in a CBA in 2021

100%

of our Mount Milligan workforce is locally hired, with no unionized employees at Mount Milligan



¹ The large variance between 2020 and 2021 is contributed to the Kumtor Mine.

Human Capital Management Performance

In 2021, our global workforce comprised 188 female employees, which represents 17% of our total workforce. Across the Company, women comprise 17% of our Executive Leadership, 38% of senior management and 18% of management. In 2021, Centerra promoted 17 women who advanced from their current position into a new role. Of the 17, Centerra promoted one woman into our senior management team, accounting for 20% of promotions into this category. Seven women were promoted into management, accounting for 35% of promotions into this category, and nine women were promoted into various non-managerial positions, accounting for 38% of total promotions in this category. In 2021,

Indigenous representation comprised 18% of the workforce across our British Columbia operations. Our Indigenous representation is 50% higher than the Canadian mining industry average. In 2021, our standard entry level wage at Mount Milligan was eight times more than the national minimum wage and two times more than the provincial minimum wage. In 2021, women received an average of 62 hours of training and men received 481 hours. This discrepancy is attributed to the different job-specific training requirements that are required by Centerra. Specifically, there are increased training requirements at our mine sites, which have a greater proportion of male employees.

Table 16. Female Representation across Centerra¹

	2021 Female Representation across Centerra		Canada (Average across Mining Industry) ²
	2021	2020	
Number of Female Employees	188	127	N/A
Female Representation (%)	17%	15%	14%

Table 17. Indigenous Representation across Centerra's B.C. Operations³

	2021 Indigenous Representation across Centerra's British Columbia Operations		Canada (Average across Mining Industry) ⁴
	2021	2020	
Indigenous Representation (%)	18%	17.6%	12%



¹ These numbers are based on self-identification by employees. This percentage includes both permanent and temporary female employees.

² <https://www.nrcan.gc.ca/science-data/science-research/earth-sciences/earth-sciences-resources/earth-sciences-federal-programs/minerals-sector-employment/16739>

³ These numbers are based on self-identification by employees.

⁴ <https://www.nrcan.gc.ca/our-natural-resources/minerals-mining/minerals-metals-facts/minerals-and-the-economy/20529>



Table 18. Women in Leadership and Technical Positions

Number of Employees in These Positions	Women in Leadership and Technical Positions by Employee Category (2021)				
	Male	% Male	Female	% Female	Total
Board	8	80%	2	20%	10
Executive Team	5	83%	1	17%	6
Senior Management	20	63%	12	38%	32
Management	114	82%	25	18%	139
Non-Management	173	68%	80	32%	253
Hourly	594	90%	67	10%	661
Total Number of Employees	914		187		



Case Studies



Empowering Our Female Workforce

Centerra became a Silver Partner sponsor of IWIM, a leading global women’s organization pursuing gender equality and promoting women’s voices, access to opportunities, and leadership in mining.

Centerra is committed to pursuing greater representation of women throughout our organization at all levels, and we are pleased to partner with IWIM in our aligned efforts of promoting cohesion, collaboration and a global united voice for women in the mining industry. This partnership provides support to further enhance our DE&I efforts with specific focus and attention on removing barriers to women in the workplace. In 2021, Centerra enrolled two mentors and one mentee in the International Women in Resources Mentoring Program (IWRMP). For 2022, we are pleased to have two mentors participating again, and a total of six mentees enrolled in this unique six-month cross-company program that was established to promote and empower women to progress their careers, overcome professional challenges and build confidence for achievement and industry leadership.



The Next Generation of Miners

Centerra Gold has partnered with Mining Matters, a charitable organization dedicated to bringing knowledge and awareness about Canada’s geology and mineral resources to students, educators and the public.

The organization provides current information about rocks, minerals, metals, mining and the diverse career opportunities in the minerals industry. As a sponsor of Mining Matters, Centerra has committed to a three-year partnership that will support the continued awareness and education programs Mining Matters provides across Canada. To date, Mining Matters has reached an estimated 800,000 teachers, students and members of the public since its inception in 1994. Centerra is excited about the opportunity to partner with Mining Matters to involve more youth in earth science and the mining and mineral exploration industries through meaningful learning activities and innovative STEM education programs. We also look forward to supporting engaging hands-on mineral resources and practical mining opportunities for youth living in Indigenous communities, while informing youth about career opportunities in the mining and mineral exploration industries.



Community Relations

How we manage risk and opportunities associated with community rights and interest:

SASB: EM-MM-210b.1

Key community stakeholders and groups are identified through both formal and informal identification and mapping exercises. Stakeholder identification processes may be undertaken at various stages of the operation, including during the environmental assessment process and the development of Community Development Plans and stakeholder engagement strategies, and are re-evaluated on a regular basis throughout the life of a mine.

We are proud to support community-based organizations local to our project sites and offices in British Columbia. We are pleased to grant financial and in-kind contributions to organizations and/or projects either working in, or providing support for, our local communities.

PROACTIVE STAKEHOLDER ENGAGEMENT

We have a deep respect for our stakeholders and the voices that they bring to the table. We have a keen interest in listening, learning, sharing and receiving feedback regarding our mining and ancillary activities. We believe that mining activities positively support the social and economic development of communities or regions. Projects are carried out in cooperation and communication with official institutions and organizations, non-governmental organizations (NGOs) and the people of the region.

We strive to manage community-related feedback and potential outward-facing social risks before they become grievances and lead to conflict. Our stakeholder engagement processes ensure that stakeholders and project-impacted Indigenous groups are informed about our current activities and future plans. Our stakeholder engagement and social investment efforts are led by our site Community Relations Teams, often comprising individuals from local or nearby communities who understand regional nuances and community perspectives. Stakeholder identification and mapping begins during exploration and is a continuous process that is regularly undertaken through to mine closure.

The Exploration Sustainability Toolkit is aligned with the E3 Plus guidance from the Prospectors & Developers Association of Canada (PDAC).

The principles in this internal document ensure that:

- › Issues are identified as early as possible to allow for proactive management;
- › Community investment activities are aligned with the needs, plans and actions undertaken by local organizations and municipalities;
- › Meaningful input on Company activities and projects is made possible;
- › Collaborative solutions to problems are identified and implemented where feasible; and
- › Feedback on proposed and/or implemented activities are considered to enhance/modify our actions.

Engagement tools used by Centerra depend on the stage of the project and the requirements of the community, but may include one-on-one meetings, community townhalls, website/newsletter communication, mine site visits and media. In 2021, the Sustainability department at Mount Milligan focused on clear communication and transparency; it:

- › Attended mayor and council meetings with several local governments;
- › Facilitated meetings with Indigenous leadership;
- › Participated in and supported community events such as National Indigenous Persons Day celebrations and National Truth and Reconciliation Day activities; and
- › Created a community interests factsheet with key local benefit statistics and information.

At Öksüt, stakeholder identification and stakeholder engagement activities are carried out within the scope of its Community Relations Management Procedure and Stakeholder Engagement Procedures. In 2021, Öksüt's team met with the local community and conducted informational sessions with official institutions and NGOs. These meetings were held in the town of Develi and in 11 different neighbourhoods adjacent to the mine site.

Across all sites, we regularly organize mine site visits for local communities, Indigenous groups, regulatory authorities and partner organizations, as well as teachers and students from various educational institutions. During these site tours, visitors have the opportunity to meet with personnel from different departments and learn about the site's employment and training initiatives, environmental management, H&S programs, and community partnerships. While these tours were significantly limited in 2020 and 2021 due to COVID-19, we are looking forward to welcoming more visitors onto our sites in 2022.



1

COMMUNITY-ACCESSIBLE FEEDBACK AND GRIEVANCE MECHANISMS

Centerra's Sustainability/Community Relations Teams at each site monitor, track and evaluate engagement activities by documenting and reviewing all feedback and grievances received through community meetings, community offices, Company and community events, presentations, phone or email. We have developed accessible community-based mechanisms through which our stakeholders can provide feedback and raise grievances. Centerra's Grievance Management & Resolution Standard provides a framework for our teams to define an effective remedy for both collective and individual grievances.

The grievance mechanism can be used by all local stakeholders at any stage of our operations or related activities, including exploration, operation, care and maintenance, and closure. The Standard provides a framework for communication at each stage of the grievance mediation between Centerra and the

complainant. This creates transparency and predictability throughout the entire process. We recognize that grievances may be indicative of more systematic or deep-rooted issues. Our grievance mechanism is an opportunity for us to address and resolve concerns and issues before they escalate, in addition to promoting mutual confidence and trust with local stakeholders and groups and strengthening our credibility. Both corporate and site senior management are responsible for reviewing the grievance register regularly to ensure that timely and appropriate responses are provided to complainants. Sites undertake and document steps in response to grievances in a timely and transparent manner, with due consideration to human rights.



2

Table 19. Grievances Received and Resolved: Three-Year Summary

	2021		2020		2019	
	Grievances	Resolved %	Grievances	Resolved %	Grievances	Resolved %
Mount Milligan	4	100%	0	N/A	2	100%
Öksüt	4	100%	19	100%	29	100%

Table 20. Non-Technical Delays¹

	2021	2020	2019
# of Non-Technical Delays	0	0	0
# of Days of Project Shutdown or Delay	0	0	0

As at December 31, 2021, we had approximately 102 months without technical delays attributed to community disruptions across all our mine sites.

¹ We define non-technical delays as project delays or operational disruptions caused by community, local NGOs and other stakeholder opposition or concerns which directly affect our ability to earn or maintain a social licence to operate.

PROTECTION OF CULTURAL HERITAGE

At Mount Milligan and Öksüt, we have instituted a formal screening process and checklist that are completed prior to the start of any exploration targets outside our permitted licence area or areas within the permitted area that have been previously undisturbed.

At Mount Milligan, this process also includes a cultural heritage assessment involving provincial Heritage Act permit applications and field assessments. For exploration drilling projects at Mount Milligan, our exploration team completes an internal Environmental Permit to Disturb application, including an environmental risk assessment. The risk assessment considers environmental hazards and mitigation for all aspects of the project from exploration to reclamation, including spills, erosion, removal of brush and trees, archaeological assessment, bird nesting periods and other wildlife habitat considerations, and protection of natural waterways. The permit is reviewed and must be approved by the site's Environmental Team in advance of any work being undertaken to ensure any authorizations are applied for and in place, as required. Finally, all employees and contractors are trained in and provided a copy of the Mount Milligan Archaeological Chance Find Procedure. A Chance Find Policy adhered to by the exploration teams also ensures that any suspected artifacts are protected until further investigation is completed by a designated professional.

Öksüt has a formalized EBRD/IFC-compliant Cultural Heritage Management Plan and Chance Find Procedure that upholds the Turkish Law on Protection of Cultural and Natural Assets and includes working with Kayseri Museum and local archaeological experts.



3

SOCIAL INVESTMENT STRATEGIES

All social investment decisions are undertaken in collaboration with local communities, stakeholders and Indigenous groups. At Mount Milligan, the Community Sustainability Committee (CSC) provides input on mine activities and updates on community developments. In addition, since 2016, the CSC has been allocating funding provided through the Mount Milligan Community Project Fund (CPF). This fund is a component of the Mount Milligan Legacy Program, which was set up in 2014. The CPF provides financial support to local organizations working to build capacity at the community level in one or more of the following priority areas: education and training, health and wellness, environment, community (including economic) development and literacy. Mount Milligan also enters into strategic partnerships, contributing to multi-year funding for local education and environmental initiatives. In 2018, Mount Milligan committed to three years of funding totalling C\$45,000 to support a joint initiative between the local school district and the University of Northern British Columbia to create an interactive, geospatial watershed portal and a series of co-learning activities for students, educators and researchers, including over 13 participating Indigenous groups. This partnership was continued in 2021 through the Centerra Gold Partners in Education Grant. Through this grant, Centerra has committed to an additional three years of funding totalling C\$100,000.

In 2019 – 2020, Mount Milligan launched a Mining Experience (MiningX) pilot program for local high school students. The second year of the program ran over the 2020 – 2021 school year (September to June). The program focuses on mining education and building relevant skills such as safety, leadership and interpersonal skills. In the 2020 – 2021 school year (September to June), six grade 12 students from two of the mine's local

communities participated in MiningX. Students undertook mining-related training modules that covered topics such as Mining 101, career exploration and job preparedness, fire safety, occupational first aid level 1, bear awareness, environmental monitoring, and mental health awareness. Graduates of the program were eligible to receive up to C\$8,000 in scholarships over four years.

Along with the scholarships available to graduates of the MiningX program, Mount Milligan Mine also provides several academic bursaries each year to high school graduates from the mine's local communities and Indigenous partners.

At Öksüt, strategic investments are directed into nine key focus areas: rural development, public health, education, sustainable income opportunities, infrastructure and superstructure improvement, supporting cultural and artistic activities, supporting sports activities, sponsorships and donations. During 2021, the creation of a Mining Technologies Department Project was established to bridge the gap and reduce employment barriers to youth entering the mining workforce. A four-year high school program was developed in partnership with the Develi Directorate of National Education to provide a theoretical and practical subjects training program centred around core mining-readiness skills. The Mining Technology department will be established within the body of Develi Muammer Kocatürk Vocational and Technical Anatolian High School. Courses range from technical workshops on above-ground mining operations, mine topography through computer aided drawing, hydraulic pneumatic drilling, to common courses such as mathematics, physics, chemistry and history. Students who graduate from this school will be equipped with the knowledge and skills needed to excel within the mining industry.

Ongoing projects include, but are not limited to, community wellbeing, sustainable income opportunities and infrastructure improvement. Most projects are carried out in cooperation with local governments, local NGOs and target groups. Projects are implemented with the financial and technical contributions of these stakeholders. Community development initiatives are seen through alternative income generating activities for disadvantaged groups, women and farmers. For example, the Alternative Feed Production Project produced an alternative feed that meets the needs of the region by establishing an animal feed factory that incorporates innovations. The nutritional value of the feed produced with this new technology will increase from 75% to 97% and farmers will directly benefit from the reduced feed costs.



Social Strategies Highlighted in 2021

- › Partners in Education Grant
- › MiningX program
- › Mining Technologies Department Project
- › Alternative Feed Production Project



4

Performance: Strategic Social Investment and Donations

In collaboration with the Develi Municipality and Kayseri University, Öksüt Mine provided funding of C\$80,393 towards the construction of social facilities being built at the local Kayseri University's Develi Seyrani Campus. Construction started in 2020 and continued throughout 2021. These facilities will be used by approximately 1,250 young people and include a cafeteria, study halls, marketplace, praying room and open recreational space. The project has been a great achievement for both university students and the Develi District, as it has played a driving role in supporting the social and economic development of the city.

In 2021, Öksüt continued to support community investments through initiatives such as Project Equipment Donation for Snow Removal in Neighbouring Quarters where \$5,473 was allocated to purchase and

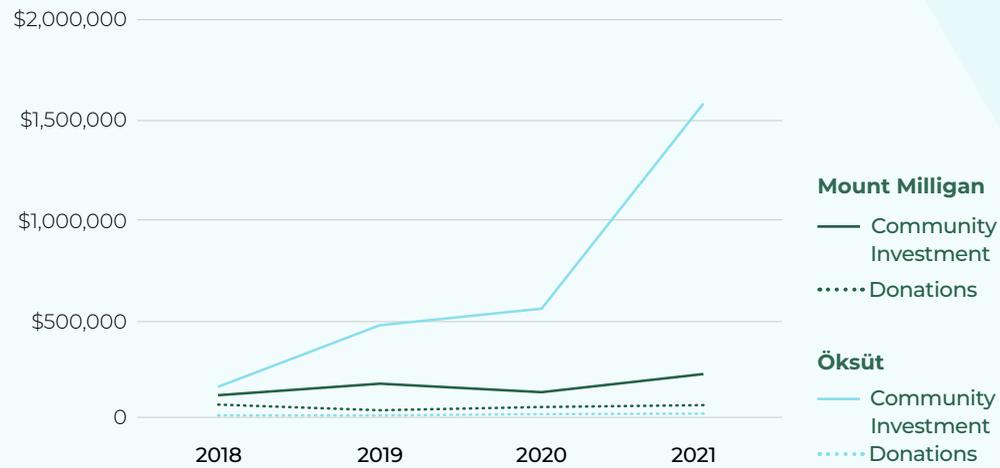
donate 11 pieces of motorized snow removal equipment to support nearby settlements impacted by severe winter conditions. Öksüt also donated \$22,405 towards improving the living conditions of disadvantaged women with physical walking difficulties. Battery-powered wheelchairs and charging stations were distributed throughout the community.

As part of its strategic social investment, Mount Milligan Mine runs a regional donation program to facilitate the Company's support of local non-profit organizations and community events. In 2021, the Company provided funding in excess of C\$65,000 in donations and sponsorships to support youth sports teams, arts organizations, health and education-focused initiatives, and recreation clubs in our

local communities. In addition to these programs and initiatives, each year Mount Milligan Mine sponsors a number of community education and training programs through the local community college, such as first aid certification and computer skills upgrading classes.

Centerra's British Columbia team began COVID-19 relief efforts in local communities in 2020. The third program, and the largest to date, ran in 2021. Phase 3 of our COVID-19 relief program, *Mine the Gap: Shifting Forward*, was a grant initiative targeting small, local independent businesses. A total of \$100,000 was awarded to 11 businesses across the region to assist in building resiliency during the pandemic and to strengthen their business models moving forward.

Strategic Community Investments and Donations



In 2021, Centerra contributed \$1.86 million to strategic social investment and donations at both operating sites.

Öksüt significantly increased its community investment, tripling the spend from \$541,860 to \$1.5 million.



Performance: Local Procurement

In 2021, our local procurement spend for Mount Milligan was 30% of the total, which equates to over \$100 million spent in the province of British Columbia. This is a 20% increase in local spending compared to 2020. In 2021, where possible, we continued strategically sourcing in North America to offset interprovincial and international procurement risks, including port congestion, limited availability of sea containers and manufacturing plant shutdowns. In 2021, our local procurement spend for Öksüt was 8% of the total, which equates to over \$5 million spent in the Kayseri province of south-central Türkiye. This is an 11% increase in local spending compared to 2020.

Table 21. 2021 and 2020 Local Procurement Spend

USD, Millions	Spending on Local Suppliers by Region									
	Total Spend		Local Procurement Spend (\$)		Local Spend (%)		National Spend (Including Local \$)		International Spend	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Canada¹	\$344.05	\$258.90	\$104.62	\$63.56	30%	25%	\$343.90	\$248.40	\$0.15	\$10.50
Türkiye	\$63.60	\$76.20	\$5.21	\$4.90	8.19%	6.4%	\$60.83	\$73.76	\$2.78	\$2.44

Table 22. 2021 Supplier Performance

	2021 Supplier Performance			
	Total Number of Active Suppliers	Total Number of Local Suppliers	Total Number of New Suppliers In 2021	Number of Indigenous-Owned SMEs ²
Canada	982	348	149	12
Türkiye	662	171	230	–
Total	1,644	519	379	12

To continue strengthening our local supplier relationships, we began organizing “Meet the Buyers” events where local vendors had the opportunity to speak with members of our Procurement Team. This proved to be highly beneficial, as capable local providers were utilized to carry out unplanned work, whereas without their involvement, costs would have been higher and project timelines would have been extended.



In 2021, we began tracking our supplier performance at both operating sites.



\$110 million

In 2021, our total local spend at both sites was \$110 million.

20%

In 2021, we continued to strengthen our local supplier relationships and have increased our local procurement spend at Mount Milligan by 20%.

¹ These numbers reflect all of our Canadian operations, including the Mount Milligan Mine, Kemess and the Endako Mine. Mount Milligan represents the most significant portion of our spend as it is our only operating mine in British Columbia.

² A small or medium-sized enterprise (SME) is a company with fewer than 250 employees, defined by the European Bank for Reconstruction and Development.



Case Study

Building Capacity for Local Women

The COVID-19 pandemic highlighted many challenges with global markets and economies throughout the world. In Develi, the Turkish region local to Centerra's Öksüt project, women, and particularly female producers were especially hard-hit.

In order to provide hygienic and comfortable conditions for these women to sell their organic farmed produce, homemade edible goods, and handcrafted artisan products, the Öksüt team worked in partnership with the Develi Municipality to create a local product marketplace. Project details of the marketplace were finalized on November 15, 2021. The Local Products Market for Women Producers will be located in the Develi District Mini Termina and will operate 365 days a year. The marketplace is designed in such a way that adverse weather conditions during the winter and summer months will not impact the female producers and vendors. On International Women's Day 2022, the cooperation protocol was signed between the parties signifying the official start of the Local Product Market

for Women Producers Project. During the ceremony, our ESG Director commented how "our Company attaches importance to women's employment and adopts the understanding of positive discrimination towards women in our projects. We believe that the place and importance of women in society will be strengthened, as well as contribute to the household economy with the products produced by women through this project. If the necessary support is given to women, they will stand on their feet and achieve more successes." At our Öksüt Mine, we will continue to develop projects that align with our inclusion policy, which supports women in production, social and business life.



COVID-19 Relief for Local Businesses in Northern British Columbia

In 2020 Centerra responded to the immediate needs of local communities affected by the COVID-19 pandemic by providing over \$200,000 in new investments across Northern British Columbia.

These funds were predominantly directed to not-for-profit groups and other organizations supporting community members through the unprecedented times. When we consulted with Mount Milligan's neighbouring communities at the end of the year to see where the need would lie in 2021, we heard that there was a lack of support for the hard-hit local businesses, many of which were family or sole proprietor owned and operated.

Out of this consultation was born the Mine the Gap: Shifting Forward program. As an economic development project, it was the first of its kind for Centerra – a grant program aimed at supporting businesses. We invited local businesses to apply for up to \$20,000 in funding to support their efforts to become more resilient in the changing world. We received applications from business owners looking for grants to cover things like transitions to online platforms, expand services to populations hit hardest by the pandemic, receive business coaching, complete renovations

to improve staff safety and hygiene and purchase equipment and supplies to help them shift their business services to a more pandemic-friendly model.

In the end, Centerra was proud to grant \$100,000 in funds to 11 local businesses whose services span health and wellness, arts and culture, food services, sports and recreation, and transportation and manufacturing. Grant recipients represented multiple communities and included both female and Indigenous business owners.

The success of the *Mine the Gap: Shifting Forward* program is a testament to the great work that can be done by listening to the needs of communities and responding in an agile and impactful manner. We look forward to watching the grant recipients grow their businesses and continue to contribute to the robust and diverse local economies in the regions where we operate.

Case Study



In the end, Centerra was proud to grant \$100,000 in funds to 11 local businesses whose services span health and wellness, arts and culture, food services, sports and recreation, and transportation and manufacturing. Grant recipients represented multiple communities and included both female and Indigenous business owners.

Workforce Health and Safety

Fostering a “Zero Harm” Culture

In order to realize our zero-harm culture, we are committed to integrating our safety leadership values into our processes, systems and initiatives. Our Global Health & Safety (H&S) Policy is applicable to all employees and contractors. The commitments made as part of this Policy are applicable throughout the entire project lifecycle, from exploration to construction and operations to decommissioning.

All H&S safeguards, processes and systems are developed to ensure we meet or exceed local, regional and national H&S legislation.

During project planning, and regularly during project management, risk assessments are conducted to identify critical H&S concerns. Controls are then developed and implemented to mitigate and/or eliminate key risks.

We assign responsibilities and accountability at each level of the organization and require senior management at all sites and subsidiaries to be accountable for the establishment, maintenance and implementation of documented site programs, plans and procedures, and ensure that these initiatives are consistent with Centerra standards. In 2021, Öksüt Mine’s Health and Safety Management System was successfully certified under ISO 45001.

Each site has a Joint Health & Safety Committee (JHSC) that includes employees, contractors and management representatives from various departments. Having representation from employees and management ensures the JHSC can act as an effective platform for communication, decision making and collaboration between those who have in-depth practical knowledge of specific tasks and those individuals with a greater understanding of the Company’s policies and procedures.

In early 2021, Centerra conducted a Global Health and Safety month that included virtual activities and discussions at all sites in conjunction with the various Joint Health and Safety groups. Relevant activities were conducted at the sites and at the regional and corporate offices. In October 2021, Centerra also conducted a two-day virtual Health and Safety Summit involving global safety and operations leads. The Summit produced an endorsement of Centerra’s medium-term Health and Safety Strategy for 2022 and beyond. In addition to this strategy, Centerra conducts global monthly and quarterly H&S performance review calls and presentations. These calls are intended as a review of all H&S activities and performance within the Company and involve Centerra’s H&S leads, senior operations leads and Senior Executive Team members.

Centerra subscribes to Critical Control Management (CCM) in mitigating fatal and significant risk incidents. This has resulted in a notable reduction in the number of these incidents as it relates to Health and Safety Leading Indicator activity.

In 2021, Centerra introduced a Professional Investigator initiative in an effort to support and improve significant incident investigations and root cause analysis (RCA). This initiative will continue into 2022 with the intent of creating a Company-wide pool of “Lead” RCA investigators. Higher-quality RCA investigations result in more effective corrective actions that will lead to a further reduction of reportable injuries and significant incidents.

In 2021, Öksüt Mine’s Health and Safety Management System was successfully certified under ISO 45001.

HOW WE FOSTER A “ZERO-HARM” CULTURE





Work Safe | Home Safe Program

We continue to prioritize H&S training for all employees and contractors. The foundational cornerstone of this training and Centerra's safety culture is our Work Safe | Home Safe program, delivered to all employees and contractors, and running at all sites and Company locations since 2017.

Our utmost priority is to ensure that every employee, contractor and site visitor returns home safely after every shift or mine visit. One main practical tool of the program is the promotion of "STOP Conversations." STOP Conversations encourage all employees and contractors to speak up if they see someone exhibiting unsafe work practices. We also provide employees with the opportunity to submit H&S concerns anonymously and without any threat of retribution.

Centerra's Safety Leadership program, a second day of Work Safe | Home Safe training, has been formatted to accommodate a virtual/remote setting, and we are now in a position to offer Safety Leadership training remotely or in a face-to-face environment. The focus of the program is to build a Centerra-wide culture of safety leadership.

The program focuses on both senior management communication and the implementation of practical tools to empower employees. The aim is for these elements to work together to effectively create an employee commitment to safety-related behavioural changes by adding a personal and emotional element and encouraging open communication across sites to improve operational practices related to H&S. The *Visible Felt Leadership* aspect of the program is focused on safety leadership field interactions between Centerra's senior and line management personnel and employees. It is also an opportunity for management to show they genuinely care for employees' wellbeing by giving them their time while in the field.

Work Safe | Home Safe will continue to serve as an introduction to Centerra's values and cultures and act as a refresher training for existing employees. Our commitment to H&S extends to all contractors. We take ownership for ensuring that each contractor receives initial safety orientation and continuing safety training and education. In addition, contractors are subjected to a pre-project selection process that includes robust H&S criteria, including consideration of historical H&S performance. Meanwhile, on any Centerra site each contractor group is assigned a site-based Centerra "owner" who is directly responsible and accountable for the H&S performance of their respective contractor groups.

Emergency Preparedness

To ensure our teams have the tools, skills and resources required to address an emergency, each site has proactive emergency response plans. Each year, all Centerra sites revise and update their site emergency response plans to ensure they incorporate best practices and integrate any new regulatory requirements.

All Centerra sites have highly skilled Emergency Response Teams (ERTs) that receive regular training on emergency prevention, including high-hazard priority incident training regarding cyanide and chemical spills and dispersal, high-angle rescues, vehicle extrications and fires.

Centerra's ERTs at Mount Milligan participate and compete in annual district and regional mine rescue competitions. Unfortunately, there were no competitions in 2021 due to the pandemic-related restrictions at both the provincial and inter-provincial levels. During this time, regular training for site teams continued to ensure a sustained high level of emergency readiness for our site ERTs.

Throughout 2021, Öksüt's ERTs held their emergency response training at the Kayseri Fire Department, where emergency drills were conducted.

Protecting Employee and Community Health

To protect our employees and communities, we take proactive measures to raise awareness and promote good hygiene and wellbeing practices. We conduct a pre-employment health screening for employees and contractors, and on a periodic basis throughout their employment or contract. In certain operating jurisdictions, we take extra health precautions for all employees, contractors and visitors to sites where there are increased health risks. Further, we work collaboratively with local stakeholders and groups to identify and address community health challenges.

In British Columbia, during Mental Illness Awareness Week in October 2021, we focused on raising awareness and distributing informational resources to help end the stigma associated with mental health. In addition, throughout 2021, we implemented Clinical Counselling Services to provide immediate and readily available face-to-face mental health support to our employees.

In collaboration with Erciyes University and Turkish Kızılay, Öksüt in 2021 completed a home safety and first aid awareness training program that targeted 4,000 local women, children and employees. The training materials identified the most common dangers and accidents that may occur at home and detailed preventative measures that families should implement.

The health and safety of our employees, contractors, communities, site visitors and the public are critical to our success and continued operation. All our activities, from exploration to mine closure, are conducted with health and safety top of mind and with an "all incidents are preventable" mentality. This is fundamental to being a responsible miner.



Employee Wellbeing

Centerra is committed to building a strong “People First” culture at all our sites. One of the ways we demonstrated this commitment in 2021 was by focusing on the mental health and wellbeing of our employees.

Staff at Öksüt spent 2021 building out a robust alcohol and addictions awareness program to support employees and their families in both the Develi and Kayseri regions. The team in Türkiye worked with the Develi Municipality and the Green Crescent organization to find ways to support their “Good and Healthy Generations” goal. The group determined that providing training around alcohol and addictions – the Addiction Prevention Training Program of Türkiye – would be one way to help educate employees on the realities of these issues and offer stigma-free resources to support a move away from substance use. This training will be provided to as many employees as possible in 2022. While the team at Öksüt hoped to run this program in 2021, high levels of COVID-19 cases prompted them to delay the launch until 2022. Centerra is excited to bring this important wellness initiative to employees in Türkiye.

At Mount Milligan, the HR department spoke with employees who experience mental health challenges and found that local counselling services were quite limited. While Mount Milligan provides access to an Employee and Family Assistance Program, not all employees were comfortable with the phone-in method of support, or with the clinical approach to mental health support. As a result of these conversations a multi-pronged program was established to bring clinical counsellors and alternative medicine practitioners up to the mine site; this program also provided recreational time such as culturally relevant art classes to support employees’ wellbeing.

Clinical counsellors now visit the site three times per month, and it allows employees to easily access in-person support. Since the program started, we have seen an increase in use of the clinical counsellors’ services. A local Reiki Energy healer also spends one day per month on site to provide services to those employees who are more comfortable with a non-clinical approach to mental wellbeing. We have found that the presence of these practitioners on site has helped diminish the stigma around accessing support for mental health issues, and more conversations are taking place about the importance of mental wellbeing.

Case Study



Performance

In 2021, Centerra met our ultimate goal of zero fatalities and have remained on a path of continuous improvement in H&S performance throughout the year. This translates into a Total Reportable Injury Frequency Rate (TRIFR) for 0.69 with 27 reportable injuries, compared to the TTRIFR from 2020 of 0.66 with 37 reportable injuries. Our 2021 Injury Severity Rate experienced a notable improvement in which 261 workdays were lost resulting in a rate of 6.68. In comparison to previous years, we had an Injury Severity Rate of 120.05 resulting in 6723 lost workdays. In addition, several Centerra's sites achieved several significant health and safety milestones including Lost Time Injury Free and Reportable Injury Free recognition. These significant milestones serve as tangible momentum builders in Centerra's Journey towards Zero Harm.

Table 23. 2021 Occupational Health & Safety Performance

	2021 Occupational Health & Safety Performance			
	# of Injuries	TRIFR	# of Lost Days	Severity Rate
Company	19	0.96	209	10.57
Contractor	8	0.41	52	2.70
Centerra Total	27	0.69	261	6.68

In 2021, a number of Centerra's sites achieved several significant H&S milestones, including Lost Time Injury Free and Reportable Injury Free milestones.

Table 24. Employee Global Health & Safety Summary¹

	Employee Global Health & Safety Summary				
	Unit	2021	2020	2019	2018
Total Hours Worked	Person Hours	3,955,991	6,846,060	6,906,460	6,835,631
Total Work Days	Number	365	N/A	N/A	N/A
Total Number of Fatalities	Number	0	1	2	0
Fatality Rate	Rate	0.00	0.03	0.06	0.00
Total Injury Severity Rate	Rate	10.57	195.88	351.12	10.30
Total Reportable Injuries (TRIs)	Number	19	25	12	15
Total Reportable Injury Frequency Rate (TRIFR)	Rate	0.96	0.73	0.35	0.44
Total Health and Safety-Related Training	Hours	84,814	127,868	153,873	97,978
Work Safe Home Safe Training²	Hours	3,947	3,200	91,995	96,059

Table 25. Contractor Global Health & Safety Summary³

	Contractor Global Health & Safety Summary				
	Unit	2021	2020	2019	2018
Total Hours Worked	Person Hours	3,856,551	4,354,600	4,551,294	2,929,362
Total Work Days	Number	365	365	N/A	N/A
Total Number of Fatalities	Number	0	0	0	0
Fatality Rate	Rate	0.00	0.00	0.00	0.00
Total Injury Severity Rate	Rate	2.70	0.83	1.01	3.00
Total Reportable Injuries (TRIs)	Number	8	12	14	8
Total Reportable Injury Frequency Rate (TRIFR)	Rate	0.41	0.55	0.62	0.55
Total Health and Safety-Related Training	Hours	75,523	92,051	82,510	58,712

¹ 1. Worked hours used in injury performance calculations means the total number of hours worked by employees and/or contractors carrying out work-related activities during the recorded reporting period (typically a calendar year). 2. Fatality rate calculations are for both full-time employees and contractors. Calculation: Rate: [Number of fatalities as a result of work-related injury x 200,000/Number of hours worked]. This does not include fatalities from occupation-related diseases. 3. Centerra's Total Injury Severity Rate uses two metrics in this calculation: [Total Lost Days] and [Total Restricted Work Days]. Lost time is an occupational injury or disease that results in the worker's inability to perform routine work functions on the next calendar day after the injury is a reportable injury case. Inability to perform routine work functions includes cases resulting in either assignment of alternate or restricted duty or missed work days. 4. Centerra's Incident Reporting Standards require that when a fatality occurs at a site/project, a penalty of 6,000 lost days is automatically charged to the site/project Injury Severity Rate. 5. Our metrics align with the ICMM H&S recommended performance indicators and are reviewed regularly to ensure they align with best practices and reflect Centerra's operations.

² Work Safe | Home Safe training hours include both employees and contractors.

³ The contractor statistics represented here consider only contractor activities while working with Centerra and do not include any other business in which the contractor may be engaged.



Performance Data

At Centerra, being a responsible miner is at the core of everything we do. From exploration to construction and operations through to mine closure, we act in accordance with good international industry practice, meet regulatory requirements and always strive for continuous improvement.

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Sustainability Accounting Standards Board (SASB) Index

Topic	Accounting Metric	Report Section
Greenhouse Gas Emission		
EM-MM-110a.1	Gross global Scope 1 emissions (t) CO ₂ -e	Climate Change Climate Risk Assessment
	Percentage covered under emissions-limiting regulations (%)	Climate Change Climate Risk Assessment
EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions and emissions reduction targets, and an analysis of performance against those targets	Climate Change Climate Change Strategy
Air Quality		
EM-MM-110a.1	Air emissions of the following pollutants: (1) CO, (2) NO _x (excluding N ₂ O), (3) SO _x , (4) particulate matter (PM ₁₀), (5) mercury (Hg), (6) lead (Pb) and (7) volatile organic compounds (VOCs)	Air Quality Air Quality Management
Energy Management		
EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Energy Management Leveraging Renewable Energy
Water Management		
EM-MM-140a.1	(1) Total fresh water withdrawn, (2) total fresh water consumed, and (3) percentage of each in regions with High or Extremely High Baseline Water Stress	Water Stewardship and Management Water Conservation Initiatives
EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	Water Stewardship and Management Water Conservation Initiatives
Waste & Hazardous Materials Management		
EM-MM-150a.4	Total weight of non-mineral waste generated	Waste Management Performance
EM-MM-150a.5	Total weight of tailings produced	Waste Management Performance
EM-MM-150a.6	Total weight of waste rock generated	Waste Management Performance
EM-MM-150a.7	Total weight of hazardous waste generated	Waste Management Performance
EM-MM-150a.8	Total weight of hazardous waste recycled	Waste Management Performance
EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	Waste Management Performance
EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	Waste Management
Biodiversity Impacts		
EM-MM-160a.1	Description of environmental management policies and practices for active sites	Biodiversity Biodiversity Management
EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated and (3) under treatment or remediation	Waste Management Waste Rock
EM-MM-160a.3	Percentage of (1) proved and (2) probable gold reserves in or near sites with protected conservation status or endangered species habitat	Biodiversity
EM-MM-160a.3	Percentage of (1) proved and (2) probable copper reserves in or near sites with protected conservation status or endangered species habitat	Biodiversity



Topic	Accounting Metric	Report Section
Security, Human Rights & Rights of Indigenous Peoples		
EM-MM-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Security, Human Rights and Rights of Indigenous Peoples Responsible Sourcing
EM-MM-210a.2	Percentage of (1) proved and (2) probable gold reserves in or near Indigenous land	Security, Human Rights and Rights of Indigenous Peoples Indigenous Employment and Capacity-Building
EM-MM-210a.2	Percentage of (1) proved and (2) probable copper reserves in or near Indigenous land	Security, Human Rights and Rights of Indigenous Peoples Indigenous Employment and Capacity-Building
EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, Indigenous rights and operation in areas of conflict	Security, Human Rights and Rights of Indigenous Peoples
Community Relations		
EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	Community Relations
EM-MM-210b.2	Number and duration of non-technical delays	Community Relations Community-Accessible Feedback and Grievance Mechanisms
Labour Relations		
EM-MM-310a.1	Percentage of active workforce covered under collective bargaining agreements, broken down by US and foreign employees	Labour Relations Labour Management
EM-MM-310a.2	Number and duration of strikes and lockouts	Labour Relations Labour Relations Performance
Workforce Health & Safety		
EM-MM-320a.1	(1) MSHA all-incidence rate, (2) fatality rate, (3) near-miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	Workforce Health and Safety Performance
Business Ethics & Transparency		
EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	Governance Business Conduct and Ethics
EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Governance Performance
Tailings Storage Facilities Management		
EM-MM-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures and (12) site-specific EPRP	Waste Management Active Management of Tailing Storage Facilities (TSFs)
EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	Waste Management Active Management of Tailing Storage Facilities (TSFs)
EM-MM-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	Waste Management Active Management of Tailing Storage Facilities (TSFs)



Task Force on Climate-related Financial Disclosures (TCFD) Index

TCFD Recommendations	Summary	2021 ESG Report Section
Governance		
Disclose the organization's governance around climate-related risk and opportunities	<p>Describe the Board's oversight of climate-related risks and opportunities</p> <p>The Board is ultimately accountable for all the Company's strategic matters, including those related to climate change. Discussions of climate-related factors such as emissions, water, tailings, energy and the regulatory landscape occur on a regular basis. The Sustainable Operations and Risk Committees of the Board review specific matters related to climate change risks. The Company's climate change strategy, including its emissions reduction targets, will also be reviewed and approved by the Board.</p>	Governance Board Oversight of ESG Factors
	<p>Describe management's role in assessing and managing climate-related risk and opportunities</p> <p>The Vice President, Environment and Social Performance (E&SP) manages the strategic implementation of Centerra's sustainability and environmental policies, programs and initiatives. In late 2021, a new action plan aimed at developing a comprehensive climate change strategy was put in place and will be implemented in 2022 under the leadership of the VP E&SP.</p> <p>At each active operating site, there is a Director or Manager appointed to oversee sustainability and environmental matters. They are actively involved in managing climate-related issues at the site and contributing to the corporate climate change strategy. Their input will cover climate risk assessments, management of climate-related risks and opportunities to reduce emissions; these individuals are supported by environmental experts, consultants and academic specialists, and report to the Regional Leader or General Manager of the site.</p>	Governance Executive and Senior Leadership Commitment



TCFD Recommendations	Summary	2021 ESG Report Section
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy and financial planning where such information is material	<p>Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term</p> <p>In 2020, a climate risk assessment was performed, and the results were summarized in the 2020 ESG Report. The main risks identified were categorized into the TCFD risks, including chronic and acute physical risks, reputational risks, and policy and legal risks. Detailed mitigation measures were also outlined in the 2020 report and an additional mitigation measure conducted in 2021 can be found in the 2021 ESG Report. In addition, the Company's Enterprise Risk Management system covers climate-related risks as described in the Risk Management section on the next page.</p> <p>A large component of the 2022 action plan for developing a climate strategy will be to conduct a more thorough and comprehensive review of the Company's climate-related risks, along with prioritization and mitigation planning related to these risks.</p>	Climate Change Climate Risk Assessment
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	<p>Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning</p> <p>Centerra considers how its operations could be impacted by the physical risks of climate change and existing and emerging regulation, and the potential reputational impacts to our Company related to climate change. Given the risks and opportunities presented by climate change during the life of mine, Centerra has implemented a number of initiatives and allocated capital to reduce its energy consumption, carbon footprint and exposure to the physical impacts of climate change (including on water availability). Centerra has built new infrastructure to access new water sources and ensure future water availability. Efforts have also been made to improve the energy efficiency of operations. For example, Centerra has replaced diesel generators with lower-emitting grid electricity for such uses as mine-site lighting, dewatering pumps and other equipment. Centerra has made strategic decisions influenced by climate change risk such as the Lower Rainbow Valley Well Field electrification project.</p>	Climate Change Climate Risk Assessment
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<p>In 2021, Centerra created a renewed action plan aimed at developing a comprehensive climate change strategy. In 2022, Centerra will work with both technical and strategy consultants to assess the Company's resilience to climate change under different scenarios to better understand and report on the potential financial and non-financial impacts of climate change. Plans will also be developed to respond to and/or mitigate these potential risks.</p>	The Company expects to be able to provide enhanced disclosure in 2023.



TCFD Recommendations	Summary	2021 ESG Report Section	
Risk Management			
Disclose how the organization identifies, assesses and manages climate-related risks	Describe the organization's processes for identifying and assessing climate-related risks	Centerra has implemented an Enterprise Risk Management (ERM) program, which covers all organizational risks including those related to climate change, to ensure risk-informed decision making throughout the organization. The Risk Committee of the Board provides oversight of the ERM program. The program is based on leading international risk management standards such as ISO 31000 and COSO as well as industry best practice. It employs both a bottom-up and top-down approach to identify and address risks from all sources that threaten the achievement of our objectives. Each operating site and project is responsible for identifying, assessing, treating and monitoring risk. Centerra's ERM program identifies appropriate risk owners for each risk included in the risk register.	Governance ESG Safeguards and Risk Management
	Describe the organization's processes for managing climate-related risks	On a quarterly basis, all relevant site and corporate teams, including environment, community relations, health and safety, and security, review the status of identified operational risks and assess the likelihood and impact of emerging risks. This regular risk assessment process ensures that the team has proper resources to manage current and emerging risks. Efforts are coordinated by appointed "Risk Champions" who facilitate the process to ensure consistency and continuity. All relevant site teams complete and update a site risk register on a quarterly basis to include identified ESG-related risks. Risks are reviewed by the Vice President, Risk & Insurance, and those assessed as a priority are presented to the Risk Committee at the quarterly meeting to ensure appropriate oversight and resources are provided to mitigate these areas. Centerra's VP, Risk & Insurance is responsible for providing the requisite tools, guidance, oversight and strategic direction for the ERM program.	Governance ESG Safeguards and Risk Management
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	The risk management program at Centerra considers the full life of mine cycle from exploration through to closure. All aspects of the operation and our stakeholders are considered when identifying risks. As such, our risk program encompasses a broad range of risks including technical, financial, commercial, social, reputational, environmental, health and safety, political and human resources-related risks. Both the corporate and site-based risk registers incorporate physical and/or transitional climate-related risks, although not all are directly labelled as climate risks. These risks include water access and quality, wildfires, inclement weather, seismic events such as earthquakes, tailings failures from overtopping, power outages, and air quality impacts. The climate-related risks currently identified are prioritized, mitigated and monitored as all other operational risks, with no distinction in process or treatment.	Governance ESG Safeguards and Risk Management



TCFD Recommendations	Summary	2021 ESG Report Section
<p>Metrics and Targets</p> <p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</p> <p>Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <p>Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risk</p> <p>Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets</p>	<p>In 2020, we identified and prioritized Centerra's climate-related risks and opportunities using the TCFD's categorization of risks and opportunities. This initial prioritization was completed by interviewing select members of Centerra's Executive and Senior Leadership Teams, including regional site leaders, reviewing peer disclosure and analyzing the public position statements of Centerra's key institutional investors. In 2021, we updated Centerra's TCFD climate-related risks and opportunities from site-based risk registers, and this monitoring will continue into 2022.</p> <p>Our climate change strategy has four main strategic pillars: Governance & Policy, Climate Mitigation, Climate Adaptation, and Disclosure & Engagement, where each of which has two or three sub-components. The climate change strategy project will ramp up in 2022 and extend into 2023. In 2022, we will focus on reviewing our governance related to climate change, updating our risk assessments, expanding our emission calculations to include Scope 3 emissions, and identifying opportunities to reduce emissions at the two remaining operational assets. Later in 2022 and into 2023, we will be reviewing targets, assessing how climate risks will play out under different future scenarios and completing a quantitative assessment of financial risks due to climate change.</p> <p>From 2020 to 2021, GHG emissions decreased at both sites by 15% in total. With the removal of diesel generators at Lower Rainbow Valley and the electrification of Mount Milligan, and primarily as a result of the lower grid-sourced electricity GHG emission factor, Mount Milligan's emissions dropped by more than 15,000 tonnes of CO₂e.</p> <p>In 2021, Öksüt consumed 13% less diesel and significantly increased its electricity use. As a result of the reduced consumption of diesel and a decrease in the grid-sourced electricity GHG emission factor of 19%, Öksüt emitted approximately 3,400 tonnes CO₂e less than the previous year. In 2021, our Company GHG emissions intensity from our two main operating sites was 0.35 tonnes of CO₂ equivalent per ounce (tCO₂e), which is well below the industry average of 0.67 tCO₂e. Lastly, with the exclusion of the Kumtor operation from our operations, the Company's overall GHG emissions have decreased by 74% year-on-year.</p> <p>Scope 1 = 97,303 tCO₂e Scope 2 = 11,417 tCO₂e</p> <p>In 2021, we updated Centerra's TCFD climate-related risks and opportunities from site-based risk registers, and this monitoring will continue into 2022.</p> <p>In 2022, Centerra will work with both technical and strategy consultants to define its material climate risks and opportunities, conduct a quantitative scenario analysis, identify adaptation options to manage its core climate risks, conduct a Scope 3 GHG screening estimate, develop GHG emissions reduction targets, and undertake work to understand options for a net-zero pathway.</p>	<p>Climate Change Climate Change Strategy and Climate Risk Assessment</p> <p>Climate Change Climate Risk Assessment</p> <p>The Company expects to be able to provide enhanced disclosure in 2023.</p>

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