

RECONCILIATION ACTION PLAN

2026-2030



DESIGN NOTE

LOOKING FORWARD WITH THE EAGLE

The eagle is part of Côté Gold's identity. Combined with the sunburst in the Côté Gold logo, it reflects vision, strength and connection to the land. The sunburst represents the promise of a new day, reminding us that reconciliation is an ongoing journey and that each day brings new opportunities to build understanding, strengthen relationships and create positive change.

Together, these symbols reflect Côté Gold's commitment to respectful relationships, shared learning, and environmental stewardship, while symbolizing a shared responsibility to honour the past, understand the present, and move forward with clarity, respect, and a commitment to contributing to a positive legacy for future generations.

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BUILDING ON IAMGOLD'S RECONCILIATION JOURNEY

IAMGOLD's *Reconciliation Action Plan, Reconciliation. Redefined.* provides the foundation for embedding reconciliation across the business through listening, learning, humility, respect for Indigenous rights and knowledge, and relationships rooted in trust and mutual benefit.

IAMGOLD's Plan identifies five key pathways:

- Awareness and Cultural Competence
- Engagement and Relationships
- Economic Inclusion
- Workplace Inclusion and Career Development
- Environmental Stewardship

At Côté Gold, these commitments are being brought to life through a site-specific plan that reflects our local context, relationships, and responsibilities. To reflect local priorities and perspectives, Côté Gold has expanded IAMGOLD's corporate framework to include a sixth pathway: Cultural Well-Being and Resilience.

Developed through site-level planning, workshops, and ongoing collaboration with our Indigenous partners, the Côté Gold Reconciliation Action Plan seeks to advance reconciliation wherever possible.

CELEBRATING PROGRESS. BUILDING MOMENTUM.

While this plan identifies new opportunities for learning, collaboration, and continuous improvement, it also recognizes and celebrates the significant progress already made.

This plan carries that momentum forward.

Implementation of this plan will leverage existing engagement, governance, and reporting forums. Many of the commitments identified within this plan are already discussed, monitored, and advanced through established mechanisms. This plan brings those efforts together under a common framework with clear actions to track progress.

Progress will be monitored through pathway-specific actions, workplans, and performance indicators, with updates shared through existing communication channels wherever possible. The plan will be reviewed periodically to assess progress, identify opportunities for improvement, and ensure it continues to reflect the priorities of our Indigenous partners, employees, and the operation.

By connecting IAMGOLD's broader reconciliation vision with Côté Gold's local relationships and commitments, this plan provides a practical framework for continued learning, stronger partnerships, shared accountability, and a lasting legacy grounded in respect for people, culture, land, water, and future generations.

MESSAGE FROM OUR INDIGENOUS PARTNERS



Flying Post families made their home along the Groundhog River through the fall and winter months, and when the spring waters rose, they moved toward the Foleyet area and Lake Ivanhoe. Over the years our people settled into communities across Canada and the United States, and our office sits today in Nipigon. Wherever our members live, they carry the language, the harvesting practices and the teachings with them, and our reserve lands remain a place to gather, to learn, and to be together.

We have appreciated the way Côté Gold has come to the table, willing to listen, willing to hear us out when we see things differently, and willing to keep the conversation going. A relationship like that takes time and care to build, and we do not take it for granted.

There is still work ahead of us, and we look forward to walking through it together, with our children and grandchildren in mind.

Chief Jaime Bull

Flying Post First Nation



For Mattagami First Nation, reconciliation is about building relationships that are grounded in respect, trust, accountability and action. It is about ensuring that partnerships create meaningful and lasting benefits for our people, our community and generations to come.

Our relationship with Côté Gold represents an important opportunity to demonstrate what economic reconciliation can look like in practice. Through continued dialogue and collaboration, we have the opportunity to strengthen First Nation participation in employment, business, training, environmental stewardship and community development, while respecting Mattagami's priorities, knowledge and right to determine our own future.

We appreciate Côté Gold's commitment to recognizing that reconciliation is an ongoing journey and that meaningful progress requires listening, learning and follow-through. The Reconciliation Action Plan provides a framework for turning these commitments into action across six important pathways, including cultural awareness, relationships, economic inclusion, career development, environmental stewardship, and community well-being.

For Mattagami, success will be measured not only by the commitments made, but by the outcomes achieved. We look forward to continuing this work together, strengthening our relationship and creating a legacy of opportunity, well-being and prosperity that extends well beyond the life of the mine.

Chief Jennifer Constant
Mattagami First Nation

MESSAGE FROM CÔTÉ GOLD LEADERSHIP

Reconciliation is a responsibility that must be reflected not only in what we say, but also in how we listen, make decisions, build relationships, and conduct our business.

At Côté Gold, we recognize that our operation exists within lands and waters that have supported Indigenous Peoples for generations. We are grateful for the relationships we have built with Flying Post First Nation and Mattagami First Nation, and for the knowledge, perspectives, and guidance their leaders, Elders, community members, and youth continue to share with us.

Those relationships have taught us that reconciliation is not a single initiative or a destination. It is an ongoing journey that requires humility, respect, openness, and follow-through. It also requires us to acknowledge where more work is needed and to remain accountable for turning our commitments into meaningful and lasting action.

This Reconciliation Action Plan provides a practical framework for that work. The success of this plan will depend on the participation of our entire organization. Every leader, employee, department, and business partner has a role to play. It will also depend on continued dialogue with our Indigenous partners, whose priorities and perspectives must remain central as the plan is implemented and evolves.

We know that trust is earned through consistent actions over time. Our commitment is to approach this work with honesty, transparency, and shared accountability.

On behalf of Côté Gold, I thank our Indigenous partners and everyone who helped shape this plan. We look forward to continuing the journey together, learning from one another, strengthening our relationships, and translating commitment into action.

Colin Pegues

Vice President & General Manager

I grew up on a farm in a small town in Northern Ontario, in a community shaped by the natural resources sector. From an early age, I learned that what we took from the land came with a responsibility to care for it. The land provided for our families, our livelihoods, and our future. Care was simply a way of life.

What I didn't understand then was that the relationship I felt with the land was built upon something much older. These lands and waters have been cared for by Indigenous Peoples for millennia, guided by knowledge, values, and stewardship practices that continue to shape and sustain them today. Recognizing that history has changed not only my understanding of where I come from, but also my understanding of the responsibility we all share.

Today, as Sustainability Manager at Côté Gold, I have the privilege of helping to advance our Reconciliation Action Plan. For me, this work is deeply personal. The plan is grounded in many of the same values I was raised with: respect for the land, accountability for our actions, the importance of relationships, and the belief that we must leave things better for future generations. At the same time, it challenges us to listen more deeply, learn continuously, and create space for Indigenous voices, knowledge, and leadership in how we operate and make decisions.

What inspires me most about this plan is that it moves reconciliation beyond words and into action. These are not initiatives that can be completed and checked off a list. They are commitments that require humility, ongoing effort, and a willingness to learn from one another every day.

Reconciliation is a journey, and I am grateful to play a small part in it. My hope is that through this work, we contribute to a positive legacy, where future generations inherit relationships that are stronger than those we know today.

Genevieve Sulatycky
Sustainability Manager

RECONCILIATION PATHWAYS

Reconciliation is being advanced through six site-specific pathways that reflect our relationships, responsibilities, and opportunities as an operating mine.

These pathways were shaped through site-level planning and workshop discussions with Côte Gold leaders and are intended to guide how we listen, learn, build relationships, create opportunities, support inclusive workplaces, and care for the lands and waters connected to our operation. Together, they provide a practical framework for turning reconciliation from commitment into action.



AWARENESS & CULTURAL COMPETENCE

ENGAGEMENT & RELATIONSHIPS

ECONOMIC INCLUSION & CAPACITY BUILDING

WORKPLACE INCLUSION & CAREER DEVELOPMENT

ENVIRONMENTAL STEWARDSHIP

CULTURAL WELL-BEING & RESILIENCE

AWARENESS & CULTURAL COMPETENCE

Awareness and cultural competence are foundational to reconciliation and support success across all pathways. This pathway focuses on building understanding of Indigenous histories, cultures, rights, perspectives, and protocols through ongoing learning opportunities, while increasing the visibility of Indigenous presence, knowledge, and culture throughout the workplace.



AWARENESS & CULTURAL COMPETENCE

DESIRED OUTCOMES

-  Employees experience opportunities to deepen their awareness and knowledge about Indigenous Peoples in Canada, with a focus on the local context of Treaty 9, and the lands and waters connected to Côté Gold.
-  Indigenous cultural competence is recognized as an essential imperative to individual performance and site success, with all parts of the Côté Gold operation understanding their role in advancing reconciliation and Indigenous inclusion.
-  Indigenous cultures, histories, perspectives, and partnerships are visible and reflected throughout the Côté Gold workplace, creating opportunities for learning, awareness, recognition, and cultural understanding.

CÔTÉ GOLD ACTIONS

- Deliver Indigenous awareness training for all site employees.
- Benchmark staff knowledge and perceptions through regular surveys and use results to refresh training and onboarding.
- Integrate Indigenous competencies into role-specific programs throughout the organization.
- Develop a training program for leaders and key functions that builds cultural competence, strengthens accountability, and advances reconciliation across the site.
- Increase Indigenous representation, visibility, and storytelling throughout the site environment.
- Create more opportunities for employees to learn directly from Elders, Knowledge Keepers, and Indigenous community members
- Establish an Elder in Residence program and dedicated cultural spaces.

ENGAGEMENT & RELATIONSHIPS

Reconciliation depends on strong, respectful, and ongoing relationships. This pathway focuses on maintaining and strengthening engagement with Indigenous partners through regular dialogue, transparent communication, and opportunities for shared learning. It recognizes that meaningful relationships extend beyond formal meetings and agreements.



ENGAGEMENT & RELATIONSHIPS

DESIRED OUTCOMES

-  Côté Gold engages with Indigenous partners throughout operations, closure planning and future site activities in ways that respect Indigenous governance, unique community priorities and goals, and knowledge systems.
-  Côté Gold develops and maintains active relationships with Indigenous Partner organizations and networks which guide reconciliation efforts and support Indigenous-led initiatives.
-  Team members are equipped with the knowledge, tools, and experience needed for respectful and effective Indigenous relationship-building.
-  Governance structures, reporting mechanisms, and communication pathways support accountability and transparency in reconciliation efforts.

CÔTÉ GOLD ACTIONS

- Form a RAP Steering Committee and Indigenous representation, aimed to strengthen governance, accountability, and resourcing for reconciliation initiatives.
- Engage with Indigenous partners regularly and participate in community events, site visits to the mine, community visits, and opportunities for meaningful participation in decision-making.
- Create reciprocal opportunities for employees and Indigenous partners to build relationships through community-led events and cultural exchanges, volunteering, and joint initiatives.
- Develop site-specific consultation and engagement plans that reflect local Indigenous protocols and leading practices.
- When communicating with Indigenous partners and other underrepresented groups, ensure information is timely, accessible, and culturally appropriate, and supports meaningful engagement and transparency.

ECONOMIC INCLUSION & CAPACITY BUILDING

Economic inclusion is an important part of reconciliation and supports the long-term goals and priorities of Indigenous communities. This pathway focuses on creating equitable opportunities for Indigenous participation in Côté Gold's activities and recognizes that economic reconciliation should support the self-determined goals and priorities of Indigenous communities.



ECONOMIC INCLUSION & CAPACITY BUILDING

DESIRED OUTCOMES

-  Côté Gold is recognized as a trusted partner in advancing Indigenous economic participation with Indigenous partners.
-  Procurement and business development programs are inclusive, accessible, and designed to reduce barriers to Indigenous business participation.
-  Indigenous partners have opportunities to participate in economic activities in ways that align with their self-determined visions for economic inclusion and long-term prosperity.

CÔTÉ GOLD ACTIONS

- Develop and implement an Indigenous procurement framework, including plain-language opportunity communications, supplier webinars, vendor enablement clinics, and procurement practices that reduce barriers for Indigenous businesses.
- Support community-led contracts, joint ventures, and small business support programs; participate in Indigenous business networks.
- Work with Indigenous partners to identify capacity-building priorities and create pathways for participation in procurement opportunities.
- Develop procurement standards, training, and guidance that support Indigenous economic inclusion and strengthen implementation of IBA procurement commitments.

WORKPLACE INCLUSION & CAREER DEVELOPMENT

Creating an inclusive, respectful workplace is essential to attracting, retaining, and supporting Indigenous talent. This pathway focuses on reducing barriers and creating meaningful opportunities for Indigenous employees, candidates, and students. It also emphasizes listening to employees and Indigenous partners to better understand how Côté Gold can support Indigenous talent to thrive and grow.



WORKPLACE INCLUSION & CAREER DEVELOPMENT

DESIRED OUTCOMES

-  Indigenous Partner community members and youth are aware of career pathways at Côté Gold and have opportunities to develop the skills, experience, and qualifications needed to participate in the workforce.
-  Indigenous employment at Côté Gold increases through defined capability-building initiatives, and culturally informed practices.
-  Career development programs, co-created with Indigenous employees, support professional growth, retention and leadership advancement.
-  Workplace policies and practices foster a culturally safe and inclusive work environment, where Indigenous employees feel valued and supported.

CÔTÉ GOLD ACTIONS

- Develop a multi-year Employment & Training Strategy with Indigenous partners, including job readiness, apprenticeships, mentorship, internships, and retention supports.
- Develop training, apprenticeship, and career development pathways in partnership with Indigenous communities, training providers, and educational institutions.
- Establish an Indigenous employee and allies support network that creates opportunities for dialogue and feedback.
- Create culturally informed workplace policies, wellness supports, cultural spaces.
- Strengthen recruitment, workforce planning, and community outreach to increase awareness of opportunities and improve access to careers at Côté Gold.
- Promote career awareness and workforce readiness by creating opportunities for Indigenous youth and students to explore careers, build skills, and connect with Côté Gold.

ENVIRONMENTAL STEWARDSHIP

Environmental stewardship is deeply connected to reconciliation and to the responsible management of the lands and waters connected to Côté Gold. This pathway focuses on working alongside Indigenous partners to incorporate Indigenous knowledge, perspectives, and stewardship practices into environmental decision-making.



ENVIRONMENTAL STEWARDSHIP

DESIRED OUTCOMES

-  Environmental policies, standards and practices incorporate Traditional Knowledge.
-  Indigenous partners have meaningful opportunities to participate in environmental monitoring, stewardship activities, and environmental decision-making throughout the mine lifecycle.
-  Environmental information is shared transparently, and communities are engaged in ongoing dialogue regarding environmental priorities and monitoring results.

CÔTÉ GOLD ACTIONS

- Develop biodiversity, reclamation, and water stewardship frameworks that incorporate Indigenous Knowledge and Indigenous priorities.
- Integrate Indigenous Knowledge and land stewardship perspectives into environmental planning, monitoring, reporting, and decision-making.
- Advance Indigenous-led restoration, native seed collection, and biodiversity initiatives that support reclamation and long-term stewardship.
- Create opportunities for Indigenous participation in environmental monitoring, training, capacity building, and baseline data collection programs.
- Develop community-facing environmental reporting tools and dashboards; maintain regular dialogue with Indigenous communities on environmental priorities and communicate outcomes transparently.
- Support Indigenous-led research and collaborative approaches to environmental innovation, future projects, and long-term stewardship planning.

CULTURAL WELL-BEING & RESILIENCE

Strong communities are built through culture, connection, well-being, and self-determination. This pathway focuses on supporting community-led initiatives that contribute to community well-being and cultural resilience.



CULTURAL WELL-BEING & RESILIENCE

DESIRED OUTCOMES

-  Community-defined cultural, wellness, and resilience priorities are supported through partnerships, initiatives, and investments.
-  Community members have access to information, opportunities, and resources that support meaningful participation, connection, and long-term community capacity.

CÔTÉ GOLD ACTIONS

- Support community-led cultural revitalization, language preservation, land-based learning, and cultural programming through partnerships, community-directed investments, and culturally appropriate communication materials.
- Support community-led initiatives that strengthen wellness, food sovereignty, intergenerational knowledge sharing, and community resilience.
- Provide information, opportunities, and community communications in accessible and culturally appropriate formats.
- Support community-defined capacity-building priorities through training, skills development, local employment, and long-term planning initiatives.

ACKNOWLEDGMENTS

Côté Gold gratefully acknowledges our Indigenous partners for their continued guidance, partnership, and perspectives in shaping this Reconciliation Action Plan. This work has been informed by ongoing engagement, site-level planning, workshop discussions, and the priorities shared through our relationships with both Nations.

We recognize that reconciliation is a continuing journey rooted in respect, listening, learning, humility, and action. At Côté Gold, this journey begins with the land and extends through our commitments to shared learning, stronger relationships, Indigenous participation, environmental stewardship, cultural understanding, and long-term partnership.

We also thank the employees, leaders, departments, and working groups who contributed to the development of this plan. Their openness, reflection, and participation support our shared responsibility to move reconciliation from commitment into meaningful action across the operation.

This plan will continue to evolve through relationships with Indigenous partners. As implementation moves forward, Côté Gold remains committed to ongoing dialogue, transparent communication, shared accountability, and continued guidance from our Partners.



WHAT DOES RECONCILIATION MEAN TO YOU?

Use this space for your thoughts.





