IAMGOLD Corporation

Côté Gold Project

Community Communication Plan



Document Number	IMG-ENV-CCP-300
Document Owner	Côté Gold Project Community Relations Department
Document Author	Krista Maydew - Wood
Revision	1.0
Revision Date	November 21, 2019
Ministry of Environment, Conservation and Parks file numbers: EAB (EA 05-09-02), EAIMS (13022)	

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

TABLE OF CONTENTS

1.0 Purpose 3
2.0 Scope 3
3.0 Regulatory Compliance and Other Requirements 3
3.1 EA Conditions and Commitments 3
3.2 Corporate Initiatives and Practices 4
4.0 Roles and Responsibilities 5
4.1 IAMGOLD Community Relations Department 5
4.2 Contractors and Sub-contractors 5
5.0 Implementation 5
5.1 Notifications and Information Sharing Related to Site Activities 5
5.2 Procedure for Accessing Information and Documents 6
5.3 Opportunities for Feedback 6
5.4 Adaptive Management and Evaluation of the Plan 6
6.0 Definitions, Acronyms and Abbreviations 7
7.0 Reports and Records 7
8.0 References and Related Documents 7
9.0 Revision History and Approvals 7
Appendix A 8
Appendix B 10

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

1.0 Purpose

The Community Communication Plan (the Plan) details the processes which continue to be implemented by the Côté Gold Project (Project) during all phases of the Project to ensure that community communication is managed in accordance with regulatory requirements and Project commitments. This Plan has been developed in accordance with IAMGOLD's stakeholder engagement best practices, policies and procedures. It will be reviewed on an annual basis or as otherwise required.

Other relevant plans that directly relate to communications for the Project include:

- Indigenous Consultation Plan; and
- Management of Community Grievances.

2.0 Scope

This Community Communication Plan applies to community and stakeholder communication management for the life of the Project.

A preliminary stakeholder list for the Project was developed during the environmental assessment process and is currently maintained by the Project's Community Relations Department. Stakeholders and other interested persons were identified using the following criteria:

- Proximity to the Project and potential for being affected by the Project;
- Past or current interest in other relevant projects or developments in the region; and
- Demonstrated previous or current interest in potential effects of the Project.

This Community Communication Plan includes written procedures which provide direction for:

- Complying with Project-specific obligations, approvals and agreements;
- Determining roles and responsibilities for the application and management of this Plan, including who will be responsible for disseminating information to interested persons and what procedures will be used to keep interested persons notified about site activities and documents related to the Project;
- Determining monitoring and reporting requirements as per Section 3; and

The frequency of which this Plan is to be reviewed and updated as determined necessary. This Plan is not intended to:

- Supersede regulatory compliance and other requirements; and
- Be followed as a substitute for legal advice.

3.0 Regulatory Compliance and Other Requirements

This Community Communication Plan is intended to comply with all relevant Federal and Provincial acts and regulations and consider agency guidelines and applicable industry Codes of Practice or guidance related to stakeholder engagement and communications.

3.1 EA Conditions and Commitments

The Project underwent both Federal (Canadian Environmental Assessment Act, 2012) and Provincial (Environmental Assessment Act) environmental assessment (EA) processes beginning in 2013. The Federal process was successfully completed in 2016 and the Provincial process successfully completed in 2017. Following the receipt of the EA approvals, IAMGOLD identified various opportunities to optimize the Project and undertook an

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

Environmental Effects Review (EER) to evaluate the potential effects of changes resulting from the optimization of the Project compared to the EA. The EER was accepted by Federal and Provincial regulators and amended EA conditions were issued to IAMGOLD. As part of the Provincial approval for the Project, IAMGOLD is subject to the following condition pertaining to communications with local communities and other interested stakeholders:

Table 1: Summary of Relevant EA Conditions and Commitments

Topic	Description / Commitment	Source Reference
Planning	The Proponent shall prepare and implement a Community Communication Plan that sets forth: a) How the Proponent will disseminate information to interested persons; b) How the Proponent will notify interested persons and keep them informed about Site activities; and c) What procedures the Proponent will use to keep interested persons apprised of information about documents related to the Undertaking, and when and how the Proponent will make updated information and documents available to them.	Provincial EA Condition 8.1
Submission	The Proponent shall submit a Community Communication Plan to the Director 60 days before the start of Construction or by such other date as may be agreed to in writing by the Director.	Provincial EA Condition 8.2
Implementation	The Proponent shall implement the Community Communication Plan during Construction, Operations, and Closure phases of the Undertaking.	Provincial EA Condition 8.3

3.2 Corporate Initiatives and Practices

IAMGOLD takes a partnership approach to its community relations. The objective of this Community Communication Plan is to ensure that consultation with all interested parties is based on the principles of trust, respect and transparency.

IAMGOLD is committed to:

- Building internal and external understanding regarding overall Project activities;
- Ensuring that any identified issues are understood and addressed by the Project management and/or the company's contractors;
- Building trust between the Project and stakeholders;
- Developing a positive relationship and partnership between the company and Project stakeholders to facilitate the management of key issues; and
- Communicating information about the Project in an accessible manner.

IAMGOLD is a member of several initiatives / international standards and working groups which helps support and establish their adherence to high standards from an economic, social and governance perspective. Relevant initiatives (at the time this revision) include:

- Global Reporting Initiative (GRI);

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

- PDAC E3 Plus;
- Mining Association of Canada (MAC) Towards Sustainable Mining;
- UN Guiding Principles for Business and Human Rights;
- IFC Social and Environmental Performance Standards; and
- World Gold Council's Responsible Gold Mining Principles

These initiatives and other best practices regarding community communication informed the development of IAMGOLD's *Community Relations Handbook* (2012).

4.0 Roles and Responsibilities

The Project's Community Relations Department is the primary entity responsible for implementation and management of Community Communications activities.

4.1 IAMGOLD Community Relations Department

Throughout the Construction, Operations and Closure phases of the Project, IAMGOLD's Community Relations Department for the Côté Gold Project will be responsible for:

- Sharing information and notifications to local communities and stakeholders related to site activities;
- Maintaining a stakeholder database and an electronic record of communications with stakeholders; and
- Tracking and monitoring the fulfilment of all incoming information requests.

4.2 Contractors and Sub-contractors

Contractors may be engaged by IAMGOLD during the Construction, Operations and Closure phases of the Project. Should contractors find the need to communicate with Project stakeholders or members of the public about the Project, they will be required to work with the Project's Community Relations Department to identify the appropriate communication method and individual(s) to communicate the information.

Contractors (including sub-contractors) working for the Project will have a responsibility to ensure compliance with this Community Communication Plan. Any questions about this Plan should be directed to the Project's Community Relations Department. Contractors are not expected to resolve grievances received; however, they are expected to follow the steps outlined in the Project's protocol for Management of Community Grievances and to support / provide information as required.

5.0 Implementation

5.1 Notifications and Information Sharing Related to Site Activities

IAMGOLD's Community Relations Department will be responsible for disseminating any notifications to local communities and stakeholders related to Project activities throughout the life of the Project. Information will include notifications required by Federal and Provincial EA conditions, as well as general Project updates. All notifications will include information indicating how stakeholders can contact a Project representative. Information and notifications about Project activities will rely on established information-sharing mechanisms used throughout the environmental assessment process, including:

- Distribution of community Project newsletters;
- Posting Notices in local newspapers, on the IAMGOLD website and direct email to those on the Project mailing lists;
- Hosting public open houses;
- Maintaining and updating the IAMGOLD website with relevant information; and

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

- Holding informal discussions and meetings with stakeholders and interested persons.

5.2 Procedure for Accessing Information and Documents

IAMGOLD will continue to make use of the Project website throughout the life of the Project to make relevant Project information and documents publicly available, including documents required by Federal and Provincial EA conditions and newsletters. The Community Relations Manager, or designate, will serve as the key contact point for any information or document access requests and will be responsible for acknowledging receipt of all requests within five business days.

All incoming requests will be tracked, and the Community Relations Department will ensure that the appropriate person(s) within IAMGOLD are made aware of the request. The Community Relations Department will then monitor the fulfilment status of all requests. If an information request from a stakeholder cannot be fulfilled, an explanation detailing the circumstances and a rationale to support this will be provided.

5.3 Opportunities for Feedback

IAMGOLD has established mechanisms to support receiving feedback from local community members and other stakeholders. Feedback received will be responded to in accordance with IAMGOLD procedures for handling grievances and inquiries as outlined in the Project's protocol for Management of Community Grievances.

Community members and other stakeholders may submit feedback to Côté Gold Project through the following:



Telephone: 705-269-0203
1-888-IMG-9999 (1-888-464-9999)

Email: cotegold@iamgold.com

Mail: IAMGOLD Côté Gold Project
Attention: Community Relations Department
2140 Regent St., Unit 9
Sudbury, ON P3E 5S8

Persons providing informal feedback to IAMGOLD employees or representatives will be encouraged to submit feedback through the formal mechanisms listed above to facilitate appropriate documentation, tracking and follow-up response. IAMGOLD may document feedback received informally on behalf of community members or other stakeholders as required.

Community members and stakeholders may also provide feedback and request information directly during community meetings or other Project-related events during the Project Construction, Operations and Closure phases. These enable IAMGOLD to actively identify and assess issues, needs, priorities and concerns of key stakeholder groups.

IAMGOLD recognizes the benefit of resolving issues early and, where possible, to the mutual satisfaction of those involved. Please refer to the Management of Community Grievances document for more information.

5.4 Adaptive Management and Evaluation of the Plan

IAMGOLD remains committed to establishing frequent, accessible and effective ongoing two-way communication with stakeholders and interested persons throughout the life of the Project.

As the Project progresses, this Community Communications Plan will be reviewed on an annual basis, or as required, and revised to reflect any changing communication requirements and preferences of stakeholders and

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

interested persons, to the extent practicable. IAMGOLD will develop a feedback mechanism to gather feedback in order to adapt consultation and engagement activities if required; the format is yet to be determined.

The framework for evaluating effective community engagement and dialogue included in the Mining Association of Canada's Towards Sustainable Mining Aboriginal and Community Outreach Protocol will serve as a tool to evaluate the effectiveness of this Plan (Appendix B). Resulting discussions or feedback will be used to further inform this Plan; however, IAMGOLD will welcome feedback from communities at any point during the life of the Project and will update this Plan accordingly as necessary.

6.0 Definitions, Acronyms and Abbreviations

Term	Definition
EA	Environmental Assessment
EER	Environmental Effects Review
The Project	The Côté Gold Project

7.0 Reports and Records

The Community Relations Department will maintain a stakeholder database and an electronic record of communications with stakeholders.

8.0 References and Related Documents

This Community Communication Plan was developed under the guidance of the following documents at the time of this revision:

- IAMGOLD (2012) Community Relations Handbook.
- AMEC (2015). Côté Gold Project. Amended EIS / Final Environmental Assessment Report. Prepared for IAMGOLD.
- IAMGOLD (2018). Côté Gold Project. Environmental Effects Review Report.
- Côté Gold Project Management of Community Grievances;
- Côté Gold Project Emergency Response Plan;
- Mining Association of Canada Towards Sustainable Mining (2017). Aboriginal and Community Outreach Protocol. Available from: http://mining.ca/sites/default/files/Aboriginal%20and%20Community%20Outreach-EN%20-%20WITH%20TAILINGS%20CRITERIA_0.pdf

As this Community Communication Plan is reviewed, references and related documents will be updated pending applicability.

9.0 Revision History and Approvals

Please refer to Appendix A for sign off sheets describing revisions made to this Community Communication Plan and respective approvals.

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

Appendix A

Revision History and Approvals

IAMGOLD Corporation – Côté Gold Project

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

[Initial sheet can be added here, with future updates and approvals becoming a separate sheet to be added prior to appendices]

Version and date	[Sequential version number, x.x and date, dd-mm-yyyy]
Revised by	[State name of revision author]
Approver name and signature	[State name, and sign]
Title / Position	[State title / position of approver]
Description of revision	[State what was updated in EMP]
Revision from Consultation	[State Agency]
Consultation period	[Timeframe of consultation]
Summary of Consultation	[State comments received]

Appendix B

Effective Engagement and Dialogue: Assessment Criteria

IAMGOLD Corporation – Côté Gold Project

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations

Effective Engagement and Dialogue: Assessment Criteria

Level	Criteria
C	Communications with COI* are reactive. • The facility has no engagement and dialogue process. • COI are neither consulted nor engaged. • Communications are typically one way only.
B	• Informal engagement processes are in place, and occasional dialogue occurs with COI. • There are plans to develop COI engagement systems, but they have not been implemented.
A	Documented COI engagement and dialogue systems are in place. • The facility provides assistance to ensure COI are able to participate in engagement and dialogue processes, where appropriate. • Communications are written in the local language for COI (as required) and are written in language that is clear and understandable to COI. • Designated employees have been informed and trained in meeting Aboriginal Consultation requirements, including those procedural aspects that have been transferred to the proponent by any applicable government. • Time is built into processes to allow for meaningful review of proposals by COI. • Relevant materials are provided to COI for Review in a timely manner. • Processes are in place to engage with COI on credible risks to the public that are associated with company activities, including tailings management.
AA	• COI are invited to provide input to determine the scope of engagement on issues of concern to them, including those associated with identified credible risks to the public such as tailings management. • Processes exist to identify the needs of COI for capacity building to allow them to engage in effective participation on issues of interest or concern to them. • Accountability for COI engagement and dialogue rests with senior management. • Senior management reviews engagement dialogue systems, and the results form COI engagement, at least annually. • Engagement and dialogue training is provided to designated personnel, including appropriate culturally significant training. • Designated employees are informed and trained in meeting Aboriginal consultation requirements transferred to the proponent by governments. • Traditional knowledge is sought, as appropriate, from local Aboriginal communities and organizations and is applied to support decisions and inform practices including environmental monitoring. • Consultation protocols established by Aboriginal communities and organizations are followed or integrated into consultation procedures to the extent possible.
AAA	Formal mechanisms or agreements with COI are in place to ensure they can effectively participate in issues and influence decisions that may interest or affect them. • The facility has a consistent history of meaningful engagement with COI. • Processes to build the capacity of COI to allow them to effectively participate in dialogue exist. • COI contribute to periodic reviews of engagement processes to allow continual improvement. • Negotiated agreements with Aboriginal Peoples are in Place for the operations of project where appropriate.

*Note: COI denotes community of interest.

Source: Mining Association of Canada. June 2017. Towards Sustainable Mining. Available at: https://mining.ca/documents/aboriginal-and-community-outreach-protocol-with-tailings-criteria/

Printed Copies are uncontrolled
For an up-to-date copy, please contact IAMGOLD Côté Gold Project Community Relations