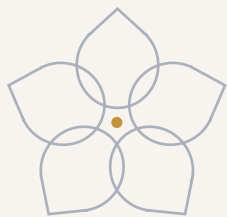




RECONCILIATION. REDEFINED.

2026-2030



Embedding reconciliation
in how we engage, operate
and create shared value.



JUNE 2026

TABLE OF CONTENTS

DESIGN NOTE	2
MESSAGE FROM IAMGOLD'S PRESIDENT & CEO	3
EMBARKING ON OUR RECONCILIATION JOURNEY	4
THE VISION	5
GOVERNANCE	6
RECONCILIATION PATHWAYS	8
AWARENESS AND CULTURAL COMPETENCE	10
ENGAGEMENT AND RELATIONSHIPS	12
ECONOMIC INCLUSION	14
WORKPLACE INCLUSION AND CAREER DEVELOPMENT	16
ENVIRONMENTAL STEWARDSHIP	18
ACKNOWLEDGEMENTS	20

DESIGN NOTE



REMEMBRANCE AND RESPONSIBILITY

The forget-me-not offers a powerful and deeply resonant motif for IAMGOLD's approach to reconciliation—one that reflects both remembrance and responsibility.

At its core, reconciliation is not a single act, but an ongoing commitment grounded in memory, accountability and relationship. The forget-me-not symbolizes the importance of never losing sight of the past—of honouring Indigenous histories, cultures and experiences, including the enduring impacts of colonialism. It serves as a quiet but persistent reminder that meaningful reconciliation begins with acknowledgement and continues through sustained action.

The flower's symbolism also aligns with IAMGOLD's commitment to building meaningful partnerships with Indigenous communities. Just as the forget-me-not represents loyalty, connection and lasting bonds, our approach to reconciliation is rooted in long-term relationships based on trust, respect and reciprocity. These are not transactional engagements, but partnerships that must be nurtured over time.

Importantly, the forget-me-not speaks not only to remembrance, but to active responsibility. It challenges us not to “forget” our commitments—to reconciliation, to listening and to delivering on what we have heard.

Finally, the resilience of the forget-me-not—its ability to endure and return season after season—reflects the strength and continuity of Indigenous cultures and communities. It reinforces the importance of humility and respect in how we engage, recognizing that reconciliation is a shared journey in which we are partners and learners.

In this way, the forget-me-not becomes more than a symbol. It is a guiding principle: a reminder to honour the past, act with integrity in the present and remain steadfast in our commitments for the future.

A continuous thread of gold flows throughout this document. It is a nod to IAMGOLD's identity as a gold mining company and a metaphor of our commitment to reconciliation that runs deeply throughout the organization.

MESSAGE FROM IAMGOLD'S PRESIDENT & CEO

IAMGOLD is a modern mining company, proudly Canadian with a global reach. We mine with purpose, putting safety, responsibility and people first. We hold ourselves accountable to one another, to the communities where we operate and to the environment we all share. We embrace change and drive innovation at every level, from smarter systems to better ways of working.

At IAMGOLD, reconciliation is a practical, ongoing commitment to listen, learn and act with humility—honouring Indigenous rights and knowledge and building relationships rooted in trust and mutual benefit. This work advances our Corporate vision for reconciliation and is embedded in how we conduct exploration, plan for and operate and close our sites.

Reconciliation. Redefined. deepens and formalizes our approach to working with Indigenous communities across all sites and functions, defining measurable actions across the business, focusing

on five key areas – **awareness and cultural competence; engagement and relationships; economic inclusion; workplace inclusion and career development; and environmental stewardship.**

IAMGOLD's approach is grounded in **The IAMGOLD Way**, our corporate **Indigenous Engagement Policy** and aligns our reconciliation behaviours with clear ownership and responsibility across the organization.

Reconciliation. Redefined. connects reconciliation to IAMGOLD's corporate vision and strategy—making it a shared, accountable path that strengthens partnerships, performance and long term value creation.

Renaud Adams
President & CEO

EMBARKING ON OUR RECONCILIATION JOURNEY

The articulation of IAMGOLD's approach to reconciliation was made possible because of the vision of our leaders, the passion of our teams to make a change in our industry and the guiding perspectives shared with us by Indigenous thought leaders and community partners. Our journey is rooted in recognition that reconciliation is a national priority, reflected in provincial and federal government policy, evolving legal expectations and the 2015 *Truth and Reconciliation Commission's 94 Calls to Action*, particularly Call to Action 92 urging corporate leadership to advance reconciliation through meaningful consultation and respectful relationships, access to economic benefit from projects and education of management and staff.

IAMGOLD is unique – our corporate office and our sites each have their own local identities, threaded together by our overall company values and purpose. The journey to develop this plan reflects this dynamic. We began 2025 with a long-term goal to design a new way of doing business in our industry, to create a pathway towards a new model of partnership development with Indigenous communities on our projects.

Our vision is grounded in what we can do in the present to lay the foundational stepping stones to increase the opportunities to support Indigenous peoples to further their self-determined visions of economic prosperity, career development and to have their voice raised on issues they want to amplify, especially as it relates to the well-being of their communities and their roles as environmental stewards.

To develop our approach, we:

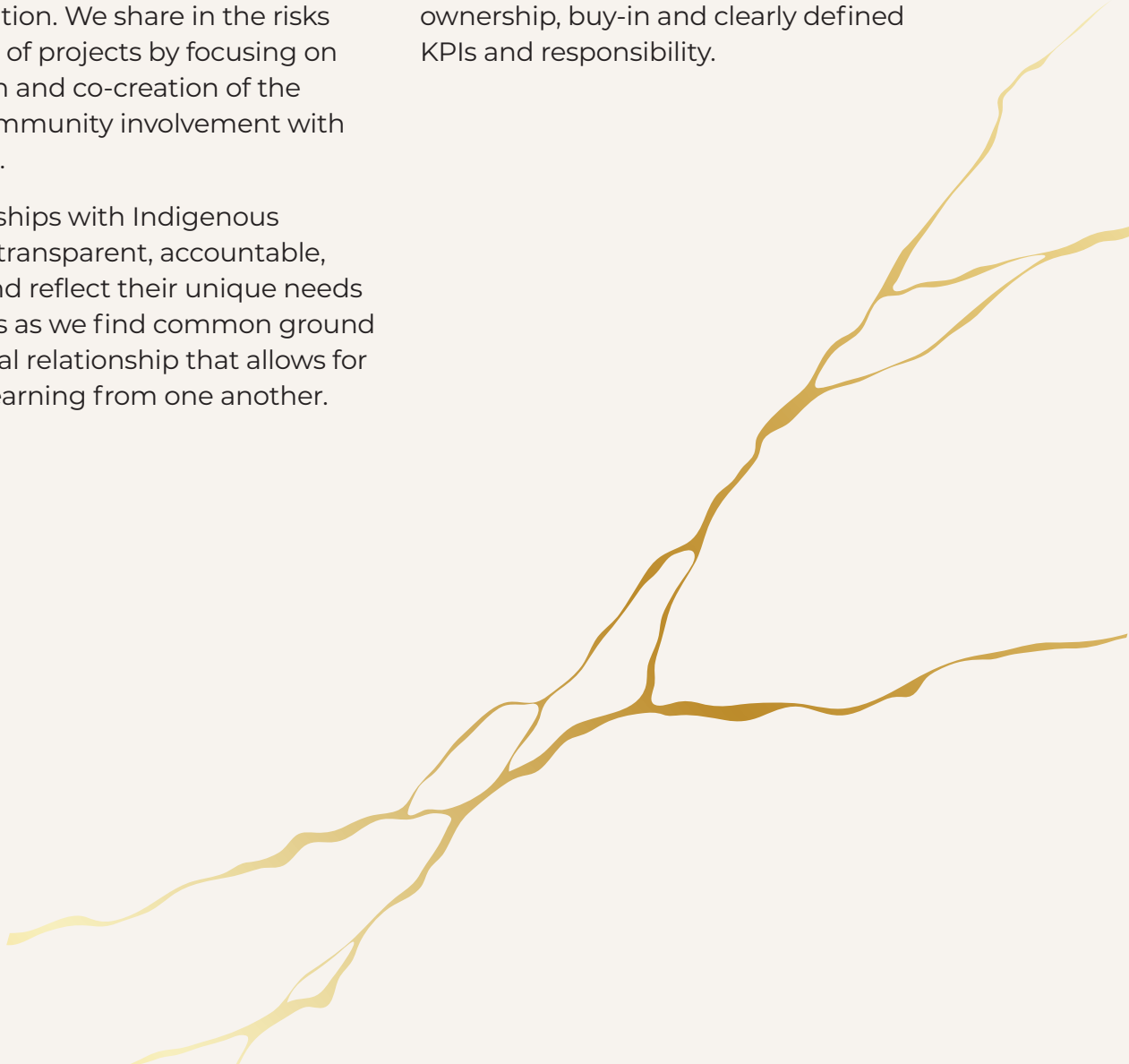
- assessed current policies and practices on Indigenous inclusion;
- engaged leaders and employees;
- participated in Indigenous awareness training;
- ran a custom leadership workshop blending corporate and Indigenous lenses;
- interviewed Indigenous professionals and thought leaders;
- held a focus group with Indigenous post secondary students;
- convened cross functional management workshops;
- and conducted site specific planning workshops at Côte Gold and Westwood mines.

THE VISION

IAMGOLD is an industry leader and partner of choice for Indigenous communities, supporting economic reconciliation and workforce development throughout exploration, project development, operations, closure and reclamation. We share in the risks and rewards of projects by focusing on collaboration and co-creation of the vision for community involvement with our partners.

Our relationships with Indigenous peoples are transparent, accountable, authentic and reflect their unique needs and interests as we find common ground in a reciprocal relationship that allows for continued learning from one another.

Our approach to reconciliation is integral to how we conduct our business; it is integrated into our DNA, is reflected in our company behaviours and aligns with our corporate values. All parts of the business in Canada have a sense of ownership, buy-in and clearly defined KPIs and responsibility.



GOVERNANCE

Effective governance is the backbone of IAMGOLD's Reconciliation approach. It translates our commitments into clear accountabilities, measurable outcomes and transparent reporting, so reconciliation is embedded in how we plan, decide and operate. Grounded in our vision for reconciliation and commitment to innovative, accountable and responsible mining, governance ensures shared ownership across Canadian operations with defined metrics, regular oversight and open communication with rightsholders, stakeholders and shareholders.

IAMGOLD's approach to reconciliation is guided by the following principles:

- Respecting that each Indigenous community is unique
- Engaging in relationship development with Indigenous peoples at the earliest stages of our activities
- Building relationships with Indigenous peoples and communities in ways that reflect their values and goals

- Recognizing and acknowledging our activities on Indigenous lands
- Advancing reconciliation in ways that are authentic and guided by Indigenous communities
- Continuous education about Indigenous peoples of Canada for our employees, shareholder, partners and other stakeholders
- Communicating our vision and progress internally and externally
- Fostering behaviours that support our vision.

We recognize that reconciliation is a journey—one rooted in continuous learning, reflection and growth. As we begin this five-year plan (2026–2030), we are intentional about defining what success will look like. We do so by imagining the future state we aim to reach—what we will be able to look back on as meaningful accomplishment at the end of this journey.

We aspire to achieve progress across four key areas:

- **People:** We support Indigenous talent to become aware, equipped and ready for the career opportunities we offer throughout our workforce, including strengthening pathways for advancement into leadership and management roles. Indigenous-led offerings that support our people development programs are integrated and part of the fabric of the company. We also support capability building initiatives which align with community goals.
- **Business/Procurement:** Indigenous businesses are engaged as partners, growing their capability to participate meaningfully in our operations. Our procurement approach is culturally aware and inclusive.
- **Project Development:** We have developed a new industry model of project development in co-creation with Indigenous communities which supports Indigenous communities to develop capability as partners from the beginning of a project through to operation. The consideration of economic reconciliation through Indigenous equity participation in projects is at the forefront of our working together.

- **Shareholders:** Shareholders align with our vision and business approach because we are transparent, accountable and we respect the unique needs and interests of partner communities as we develop new projects.

The implementation of our strategy will occur in a principled, consistent and continuously improving manner by:

- Establishing an internal resource group to provide ongoing guidance, oversight and accountability for the activities and outcomes of this strategy
- Communicating our reconciliation goals to our teams and reporting progress transparently with employees
- Sharing informal progress updates with Indigenous partners and broader audiences using existing external communication channels
- Committing to a formal review of this strategy and implementation progress in 2030.

IAMGOLD's Canadian operations—**Côte Gold, Westwood and the Nelligan Project**—will each develop site-specific reconciliation plans aligned with this corporate framework, advancing reconciliation in ways that reflect the distinct operating contexts and priorities of partner Indigenous communities.

RECONCILIATION PATHWAYS

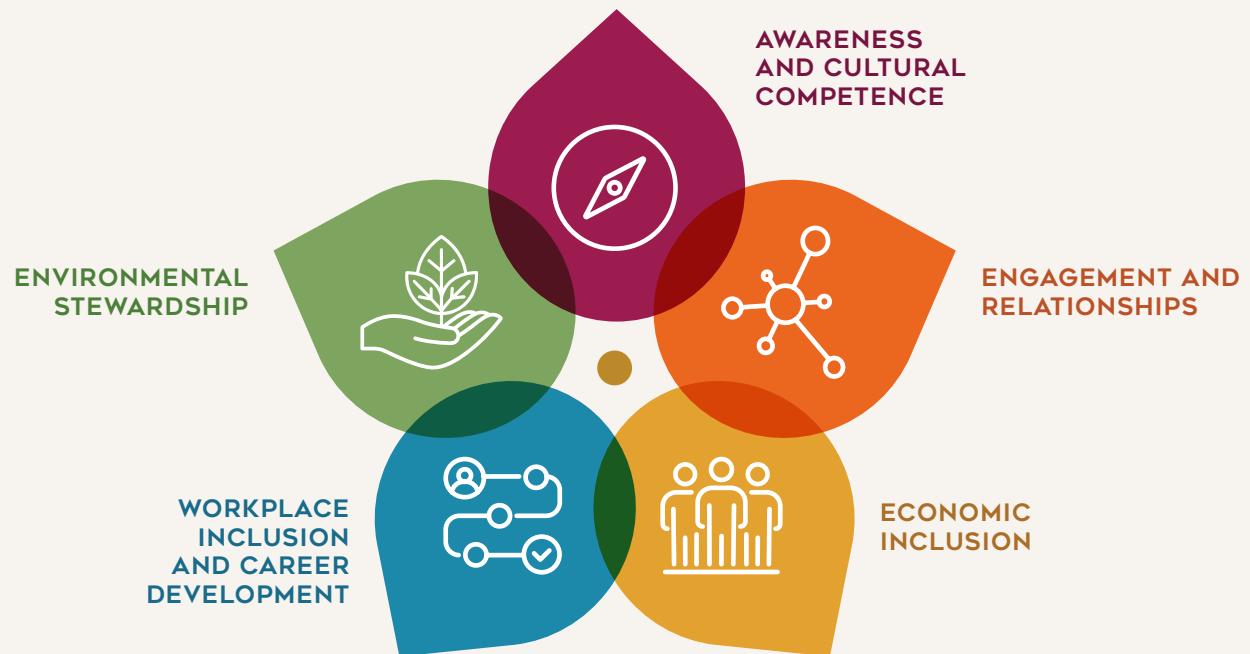
IAMGOLD's approach to reconciliation is structured as a series of pathways, each designed to advance our shared vision. This strategy is built upon acknowledging the past, understanding the present and shaping a better future with Indigenous Peoples and communities. These pathways symbolize a collective journey—of our company, its projects and partnerships, all moving toward new possibilities, guided by the belief that Indigenous inclusion offers us opportunities to co-create a brighter future with Indigenous communities.

As a company deeply connected to the natural environment, IAMGOLD embraces this metaphor because it reflects our values and approach to building relationships with Indigenous communities and partners. Pathways are inclusive, welcoming diverse perspectives, experiences and worldviews. They represent collaborative efforts to navigate challenges and identify the best way forward for all.

Each pathway is shaped by its terrain and the people who travel it, accommodating different abilities and needs while offering spaces for reflection and growth. Co-created with intention and guided by Indigenous perspectives, these pathways embody shared values and vision. Unlike rigid colonial frameworks of “pillars” or “cornerstones,” our approach mirrors nature—flexible, evolving and rooted in partnership.

Together, we aim to create pathways that future generations can walk, expand and adapt, continuing the journey of reconciliation and relationship-building between IAMGOLD and Indigenous communities.

FIVE PATHWAYS GUIDE OUR RECONCILIATION JOURNEY



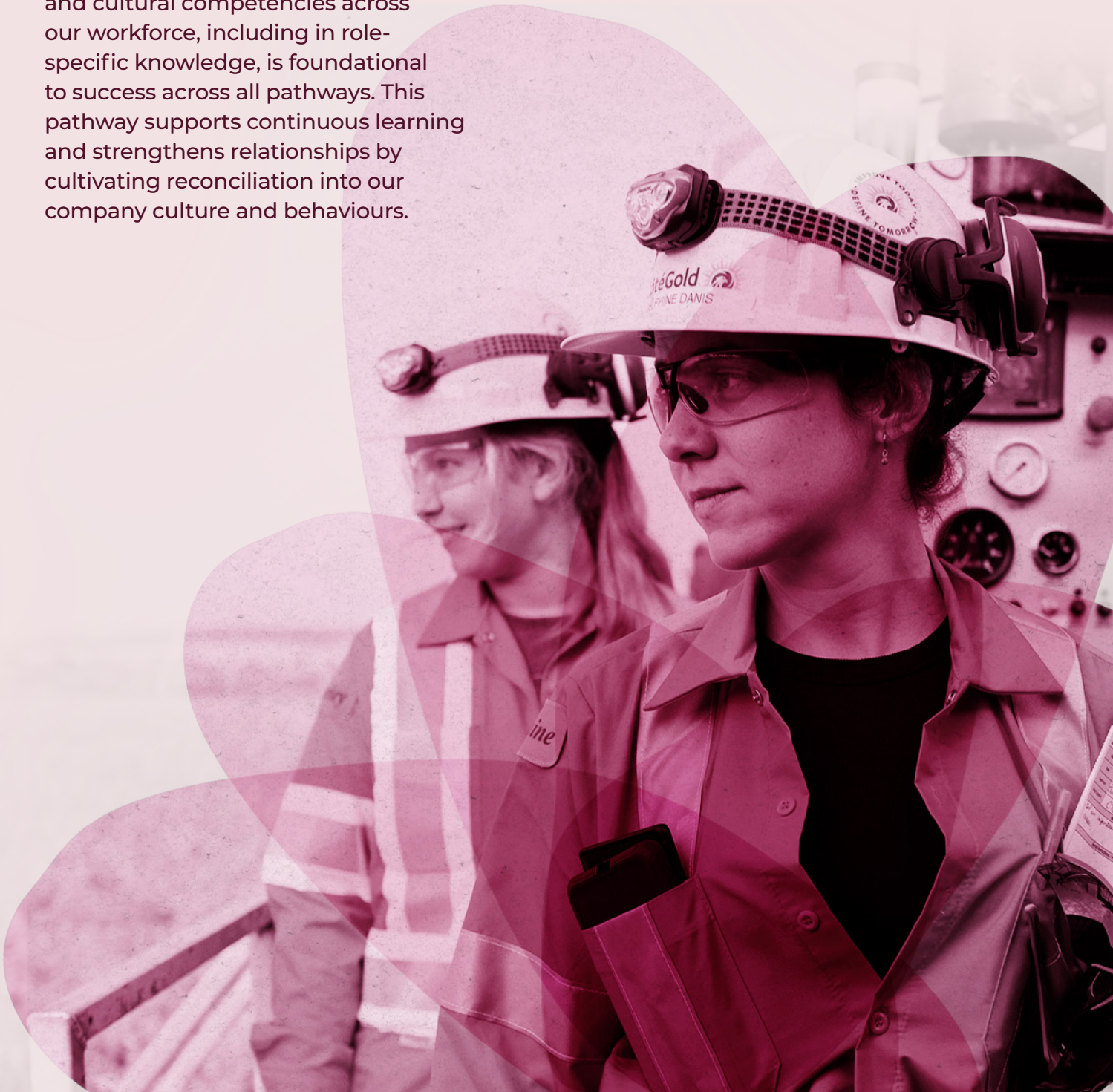
The five reconciliation pathways, support IAMGOLD's efforts to redefine mining and align with the **IAMGOLD Way**:

- We champion safe and responsible mining
- We embrace innovation
- We grow the talent of tomorrow
- We forge high performing teams
- We create prosperity for all



AWARENESS AND CULTURAL COMPETENCE

Embedding Indigenous awareness and cultural competencies across our workforce, including in role-specific knowledge, is foundational to success across all pathways. This pathway supports continuous learning and strengthens relationships by cultivating reconciliation into our company culture and behaviours.





AWARENESS AND CULTURAL COMPETENCE

DESIRED OUTCOME(S)

- ✓ Employees, board members, key stakeholders and partners experience opportunities to deepen their awareness and knowledge about Indigenous Peoples in Canada.
- ✓ Indigenous cultural competence is recognized as an essential imperative to individual performance and company success, with all parts of the business having a clear sense of ownership, buy-in and clearly defined KPIs and responsibility.
- ✓ Team members are equipped with knowledge and tools to support Indigenous inclusion.

CORPORATE ACTIONS TOWARDS RECONCILIATION

- Provide foundational Indigenous awareness training for all employees in Canada, making it available to those working outside of Canada and extending it to Board members and other relevant stakeholders.
- Gather, promote and provide learning resources for employees through various channels.
- Engage Indigenous partners and Indigenous employees to identify and expand opportunities to provide enhanced cultural awareness education.
- Incorporate representation of Indigenous culture and partnerships within our corporate office in collaboration with Indigenous peoples.
- Establish guiding principles for the development and use of cultural protocols as appropriate across operations.
- Deliver cultural competency training for all people leaders across the business with customized training specific to functional areas (e.g., exploration, projects, community relations, procurement, human resources).



ENGAGEMENT AND RELATIONSHIPS




We build authentic, trust-based relationships with Indigenous peoples by honouring diverse priorities, protocols and worldviews. This pathway reflects our commitment to transparency, shared decision-making and reciprocal learning.





ENGAGEMENT AND RELATIONSHIPS

DESIRED OUTCOME(S)

-  IAMGOLD engages Indigenous communities from the earliest stages of projects through to closure, in ways that respects Indigenous governance, unique community priorities and goals and knowledge systems.
-  The company develops and maintains active relationships with Indigenous peoples, organizations and networks which guide reconciliation efforts and support Indigenous-led initiatives.
-  Team members are equipped with the knowledge needed for respectful and effective Indigenous relationship-building.

CORPORATE ACTIONS TOWARDS RECONCILIATION

- Develop internal standards, tools and guidance for Indigenous engagement in the Canadian context.
- Require cultural competency training for key staff members responsible for engagement, agreement negotiations and agreement implementation.
- Review structures (Corporate and sites) to ensure we are adequately resourced to implement our reconciliation strategy and plans for action to engage and consult appropriately with Indigenous peoples as we carry out the strategy.
- Act as an ally and advocate, where appropriate, using various platforms to create space for and elevate Indigenous voices to be heard on issues that directly affect their communities.
- Identify opportunities to develop and co-create relationships and engagement frameworks during exploration and project development phases.
- Identify direct corporate opportunities to build relationships with Indigenous organizations to support advancing actions within reconciliation pathways.
- Strengthen corporate governance and accountability for the implementation of Impact Benefit Agreements (IBAs), including clear oversight and monitoring of implementation progress.



ECONOMIC INCLUSION

We advance economic inclusion by supporting Indigenous business development, employment and community-led strategies. This pathway focuses on creating equitable opportunities for Indigenous participation across all aspects of our business and projects.





ECONOMIC INCLUSION

DESIRED OUTCOME(S)

- ✓ IAMGOLD is recognized as a trusted ally in advancing Indigenous economic participation.
- ✓ Procurement and business development programs are inclusive and accessible.
- ✓ Indigenous communities have the opportunity to participate in new projects in ways that align with their self-determined visions for economic inclusion.

CORPORATE ACTIONS TOWARDS RECONCILIATION

- Explore models for partnership with Indigenous communities to support the development of new projects.
- Promote and share current promising practices related to economic inclusion and where appropriate, adapt IAMGOLD's economic inclusion efforts.
- Provide procurement guidance and advisory support to site teams on local procurement approaches and Indigenous capability building initiatives, including the application of procurement standards and contracting practices aligned with IBA commitments across the project lifecycle.
- Apply a Local Procurement Standard to guide procurement practices in jurisdictions where no Impact Benefit Agreement is in place, with the understanding that IBAs supersede corporate standards where specific commitments exist.
- Identify opportunities to engage Indigenous-owned businesses or Indigenous organizations to provide goods and services.



WORKPLACE INCLUSION AND CAREER DEVELOPMENT

We create inclusive, respectful workplaces that empower Indigenous talent success. This pathway supports career awareness, culturally aware human resource practices and approaches and fosters leadership development, ensuring Indigenous employees can thrive and grow with IAMGOLD.





WORKPLACE INCLUSION AND CAREER DEVELOPMENT

DESIRED OUTCOME(S)

- ✓ Indigenous communities and youth are aware of career pathways within IAMGOLD.
- ✓ Indigenous employment at IAMGOLD increases through defined capability-building initiatives.
- ✓ Career development programs, co-created with Indigenous employees, support professional growth, retention and leadership advancement.
- ✓ Workplace inclusion policies and practices visibly reflect Indigenous contributions to IAMGOLD's mission and success at all levels.

CORPORATE ACTIONS TOWARDS RECONCILIATION

- Develop an Indigenous Workplace Inclusion Policy to guide recruitment, retention, career development and advancement strategies for Indigenous peoples inclusion and belonging.
- Identify opportunities to support Indigenous staff to practice their culture in the workplace and conduct appropriate outreach to building services to determine what, if any, protocols or policies may be required to support practice.
- Develop partnerships with communities, education, employment and training providers and Indigenous recruitment agencies to attract talent and build future talent pipelines.
- Support Indigenous employee career development and advancement across the company.
- Measure and report Indigenous and non-Indigenous employee engagement in support of the ongoing implementation of this strategy and its effectiveness.
- Offer culturally appropriate employee assistance services and assess compensation, benefits and wellness programs.
- Support one annual corporate-led volunteer activity with an Indigenous organization.



ENVIRONMENTAL STEWARDSHIP

We collaborate with Indigenous communities to integrate traditional knowledge and values into environmental decision-making. This pathway supports co-management, ecosystem restoration and climate action informed by Indigenous stewardship practices.



ENVIRONMENTAL STEWARDSHIP

DESIRED OUTCOME(S)

- ✓ Early exploration and project development activities are informed by local Indigenous knowledge and worldviews.
- ✓ Environmental policies, standards and practices incorporate Indigenous traditional knowledge and perspectives, and may include elements that are co-created with Indigenous community partners.
- ✓ Company-wide understanding of environmental stewardship is expanded through education about Indigenous land stewardship perspectives gained through land-based learning and trusted knowledge sharing relationships.

CORPORATE ACTIONS TOWARDS RECONCILIATION

- Ensure development of environmental stewardship frameworks include opportunities for Indigenous engagement and/or involvement at all phases of activity – exploration through to closure, e.g., identification of valued ecosystem / cultural components, water stewardship framework, closure standard and biodiversity framework.
- Ensure Indigenous perspectives are incorporated into environmental monitoring frameworks and activities and performance is transparently and respectfully shared with communities.

ACKNOWLEDGEMENTS

We recognize that reconciliation is a journey and the path must be our own — grounded in IAMGOLD's story and values. Our walk with Indigenous peoples began through our projects in Ontario and Quebec and we are encouraged by the foundation these relationships continue to teach us. Together we are inspired by where this journey can lead.

We extend our deep gratitude to those who guided and informed the development of this plan. Bridging Concepts, a First Nation consultancy founded by Trina Maher, a member of Mattagami First Nation and her team played a central role in shaping the vision and actions outlined in this work. Randi Ray, a member of Flying Post First Nation and founder of Miikana and her team provided meaningful education sessions that were instrumental in creating a solid foundation from which to begin our planning.

This work has also been shaped by the contributions of IAMGOLD employees and leaders across our Corporate Office, Côté Gold and Westwood operations. Through education sessions and planning workshops, participants brought openness, curiosity and a

willingness to listen and engage. Their contributions reflect a spirit of humility, shared learning and a commitment to translating this work into meaningful action.

We offer our sincere appreciation to the internal steering committee, whose leadership and guidance have been instrumental throughout this process. Their dedication reflects a strong commitment to advancing reconciliation as a core element of IAMGOLD's purpose and the way we do business.

INDIGENOUS CONVERSATIONS

This document has been shaped through ongoing collaboration with Indigenous peoples, whose voices and insights—shared through partnerships, dialogue, training and guest contributions—have been foundational to this strategy. In addition, we broadened our understanding through interviews with Indigenous professionals and a focus group with post secondary students. These contributions offered valuable perspectives on entrepreneurship, procurement, community engagement, economic and workplace inclusion,

education, the environment, partnerships and leadership. We are grateful to all who shared their experiences.

Reconciliation requires acknowledging the past and learning together. Grounded in mutual respect and partnership, this is not a strategy *about* Indigenous peoples, but one developed *with* them—intended to evolve through ongoing engagement. We remain committed to sharing this strategy and seeking continued guidance from Indigenous partners, recognizing that these relationships and voices are essential to our success.

We gratefully acknowledge the many Indigenous leaders, professionals, students and partners whose insights and experiences have informed and strengthened this strategy. We also recognize that reconciliation and Indigenous inclusion are ongoing commitments, and we will continue to engage with Indigenous peoples and communities as we implement and evolve this work.



IAMGOLD

**MINING.
REDEFINED.**

iamgold.com