

2022 Sustainability Report



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About this Report

IAMGOLD is committed to maintaining our culture of accountable mining through high standards of environmental, social and governance (ESG) practices. This is the 16th year IAMGOLD has annually reported on the sustainability topics that are most material to our stakeholders and to our business.

Report Scope: The 2022 Sustainability Report presents IAMGOLD’s performance and progress against our ESG targets, and addresses the issues and impacts related to our activities from January 1 to December 31, 2022. The reporting scope encompasses IAMGOLD’s Essakane mine in Burkina Faso; Rosebel mine in Suriname; Westwood mine in Quebec, Canada; Côte Gold Project in Ontario, Canada (currently in construction); the Boto Gold Project in Senegal; various advanced exploration projects in the Americas and West Africa; and Corporate. However, certain data is not available and/or tracked for all sites and boundaries are noted throughout the report and in the 2022 ESG Performance Data. It is worth noting that the Rosebel mine, the Boto project and various other exploration properties were sold in the first half of 2023; however, this report still includes information from those assets.¹

Report Process and Frameworks: This report has been prepared in reference to the Global Reporting Initiative (GRI) Standards, with additional mining industry specific indicators from the Sustainability Accounting Standards Board (SASB) Metals and Mining disclosures and metrics. IAMGOLD uses an online data collection platform to gather information from each site, with an on-site individual responsible for annually completing its data reporting. Various

members of the corporate sustainability team then review and validate the data with appropriate site managers.

IAMGOLD recently began a new internal data assurance process, using both internal audit teams and external experts for its 2022 data. However, this process will continue in much greater depth in 2023, in an effort to prepare for the more rigorous data management and reporting requirements of the International Sustainability Standards Board.

IAMGOLD currently does not seek external assurance for our annual Sustainability Report however the company’s other reports related to international standards such as Towards Sustainable Mining (TSM), Responsible Gold Mining Principles (RGMP) and the Conflict-Free Gold Standard (CFGS) are externally assured.

Throughout our report, we highlight the contributions IAMGOLD is making in our host communities to advance the global United Nations Sustainable Development Goals (UN SDGs). Our disclosures can be accessed here:

[IAMGOLD 2022 ESG Performance Data](#)

[GRI Content Index](#)

[SASB Content Index](#)

[Mine Tailings Disclosure Table](#)

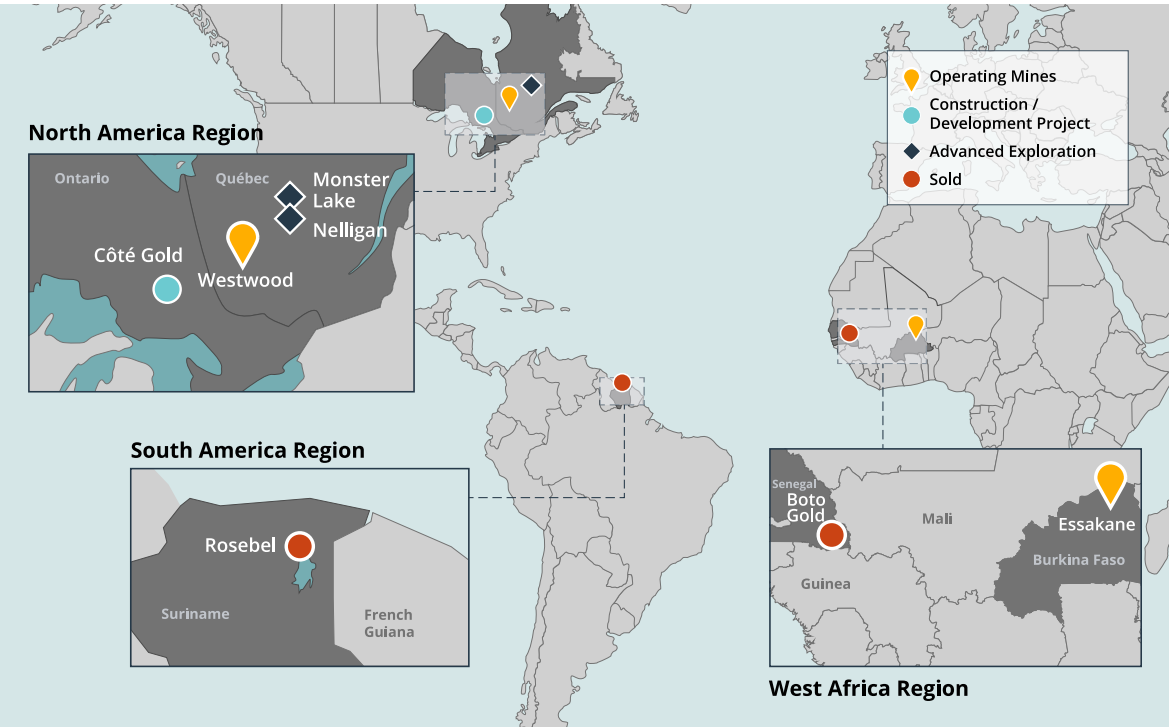
IAMGOLD also reports annually on revenues paid to Indigenous communities and governments related to natural resource extraction in accordance with the Extractive Industry Transparency Initiative (EITI) and *Canada’s Extractive Sector Transparency Measures Act* (ESTMA), which can be found in the **regulatory filings** section of our website. Additionally, we plan to publish our inaugural Task Force on Climate-related Financial Disclosures (TCFD) report in 2023.

Restatements of prior year data have been identified in footnotes in the SASB index. Restatements have occurred as a result of updated methodologies and/or corrections.

IAMGOLD’s Board of Directors, the Board’s Sustainability Committee, and senior management, review and approve our annual Sustainability Report. We are guided in our reporting by our most recent materiality assessment, which was completed in June 2023.

We welcome your feedback as it is a key element of our reporting process, helping to address issues that matter most to our stakeholders. The contact point for this report is our Vice President, Investor Relations and Corporate Communications, Graeme Jennings. Please direct your feedback to www.iamgold.com/contact-us/.

All monetary amounts are expressed in USD unless otherwise indicated.



¹ The sale of the Rosebel mine was announced in October 2022 and completed in January 2023, while the sale of the West African development and exploration assets was announced in December 2022.

Message from our CEO



2022 was a transformative year for IAMGOLD, as the company took significant steps towards its goal of becoming a leading high-margin gold producer with the advancement and funding of the Côté Gold Project and strategic shift to focus on value accretive assets in key jurisdictions. The year saw significant changes to company leadership, strong operational performance, and the sale of our Rosebel mine in Suriname and Boto project in Senegal. This transformation was made possible by the dedication and resiliency of our employees at every level of the company who demonstrated a commitment to working safely and responsibly towards a shared vision of accountable mining.

As the new CEO of IAMGOLD, I am honoured to continue the work of my predecessors and commend them for their dedication to ensuring IAMGOLD's financial strength and success for the benefit of our shareholders, employees and stakeholders.

Today, the Company is at an exciting juncture, poised to bring Côté Gold into production early next year and begin operation of what will be Canada's next low-cost, large-scale, long-life gold mine. This is a mine that will be a model for mining in Canada and transformational for IAMGOLD. Coming to IAMGOLD is a return home for me, and I am proud to be leading a company with a steadfast adherence to a Zero Harm® culture, which is a commitment to responsible mining that was instituted in my first year at IAMGOLD over 16 years ago.

Throughout the year, our focus has remained on the well-being and safety of our employees, contractors, and community stakeholders. Our safety performance showed both improvements and challenges. We experienced a decrease in our Lost Time Injury Frequency Rate to 0.08, while our Total Recordable Injury Rate remained steady at 0.76. In 2022 we were saddened to report the fatality of an Essakane team member in a tragic accident off-site. A thorough investigation was conducted resulting in renewed policies and procedures. We have

maintained our commitment to prioritizing health and safety in all aspects of our operations and will continue to strive to do better.

We regularly engage with and support our operating communities, ensuring the benefits from our projects flow to local citizens and businesses. In 2022 IAMGOLD spent over \$100 million in local contracting and procurement, representing a 56% increase from the previous year. While 2022 presented its challenges, with constrained global supply chains and rising inflation, the advancement of Côté Gold continued and the project is now over 86% complete with initial production on the horizon as we focus on the goal of a smooth ramp-up of our flagship operation. Another highlight from the year was receiving the ECOLOGO® certification for our mineral exploration activities carried out in Quebec, making us the first producing mining company to achieve such certification.

Through 2022 and in 2023, our focus has shifted to understanding our most important ESG priorities through a comprehensive materiality assessment. We have refined our climate action strategy to identify our carbon footprint and develop a roadmap for reducing negative environmental impacts. These actions will be integrated into our business plan, guiding our sustainable development efforts.

Looking to the future, we will further strengthen our ESG strategy to foster a culture of excellence in sustainability. This includes addressing our carbon footprint and developing a roadmap for decarbonization to support our long-term goals.

I look forward to leading IAMGOLD to continued success as we continue to provide value for all shareholders and stakeholders.

Renaud Adams
President and
Chief Executive Officer

About IAMGOLD

IAMGOLD is a mid-tier gold mining company headquartered in Toronto, Canada with operating mines in North America and West Africa.



Today, IAMGOLD operates two mines within these regions: the open pit Essakane mine in Burkina Faso and the underground Westwood mine in Quebec, Canada. We are also building Côte Gold in Ontario in partnership with Sumitomo Metal Mining Co. Ltd. Côte Gold is Canada’s next large-scale, long-life gold mine, which is expected to begin production during the first quarter of 2024. IAMGOLD also has an established portfolio of early stage and advanced exploration projects within high potential mining districts in the Americas.

The Company is committed to maintaining our culture of accountable mining through high standards of ESG practices, including our commitment to Zero Harm®, in every aspect of our business. IAMGOLD is listed on the Jantzi Social Index (JSI), a socially screened market capitalization-weighted index consisting of companies which pass a set of broadly based ESG rating criteria.

A Year of Transformation

2022 was a year of change for IAMGOLD in both its leadership and through a number of strategic transactions that significantly transformed our company. In October, we announced the sale of our interests in the Rosebel mine in Suriname to Zijin Mining Group Co. Ltd. The sale was completed in January 2023. In addition, in December of 2022, we announced the sale of our interests in various West Africa development and exploration assets (located in Senegal, Mali and Guinea) to Managem, S.A. The proceeds from these sales are used to fund the completion of construction at the Côte Gold Project.

The development of our Côte Gold Project began in September 2020. Once completed, Côte Gold will be Canada’s third largest gold producer and IAMGOLD’s new flagship mine.

During this pivotal year, Essakane continued to consistently deliver ounces with a record year of production, despite operating in a challenging security and geopolitical context. Our Westwood operation continued its restart from 2021, with a renewed focus on safety, new mining methodologies and geotechnical systems, and a prioritization of progressive reclamation and closure for the asset.

We are emerging from this pivotal period, with a strong focus on future growth and with a continued prioritization on safe, responsible mining.

About IAMGOLD (continued)

Operations Overview

PRODUCTION		ESSAKANE Burkina Faso, West Africa (90% Ownership)	WESTWOOD Quebec, Canada (100% Ownership)	ROSEBEL Suriname, South America (95% RGM 66.5% Saramacca ¹)
	Start-up	2010	2014	2004 (Saramacca H2 20)
	Mine type	Open pit	Underground / Satellite open pit	Open pit
	Estimated mine life	~2027 ²	~2033+ ³	~2033 ⁴
	2022 attributable gold production	432,000 oz	67,000 oz	214,000 oz

1 70/30 Saramacca UJV (RGM / Staatsolie) and 95% Rosebel ownership (70% x 95% = 66.5%).
2 Heap leach project currently under assessment.
3 Subject to underground mine assessment.
4 Refer to news release dated January 12, 2022 and updated guidance in news release dated November 8, 2022.

Projects Overview

CONSTRUCTION		CÔTÉ GOLD Ontario, Canada (64.75% Ownership ¹)
	Start-up	Early 2024
	Mine type	Open pit
	Estimated mine life	~2041+
	Years 1–6 ^(100% basis)	495,000 oz
	Life-of-mine ^(100% basis)	365,000 oz \$851/oz AISC

1 Based on 70% IAG | 30% SMM JV, assuming IAG re-acquires SMM 10% interst gained through funding agreement prior to start of commercial production. Refer to news release on December 19, 2022.

ANNOUNCED SALE TO ZIJIN MINING



Performance Highlights

Company Performance Summary Data Table (2020–2022)

	2022	2021	2020
Attributable Gold Production – including joint ventures (oz)	713,000	601,000	653,000
Workforce ²			
Employees (#)	5,065	5,025	5,205
Male (% of employees)	88%	88%	86%
Female (% of employees)	12%	12%	14%
Board gender diversity (% female)	38%	43%	29%
Turnover			
Total number of employees joining the organization	402	324	556
Total number of employees leaving the organization	364	340	277
Safety ²			
Fatalities (#)	1	0	0
Lost Time Injury Frequency Rate (per 200,000 work hours)	0.08	0.17	0.26
Total Recordable Injury Frequency Rate (per 200,000 work hours)	0.76	0.76	0.67
Energy and Emissions ³			
Power			
Total energy consumption (GJ)	10,047,327	10,181,467	7,818,719
Total direct energy consumption (GJ)	8,773,670	8,922,679	6,582,948
Total indirect energy consumption (GJ)	1,273,656	1,258,788	1,235,771
Electricity used from solar (%)	7	8	8
Air Emissions (in metric tonnes of CO ₂ e)			
Scope 1 Direct GHG emissions	573,528	596,549	477,761
Scope 2 Indirect GHG emissions	566	512	491

	2022	2021	2020
Water (m ³) ³			
Total water withdrawal	57,419,900	40,966,000	30,438,000
Total water discharge	20,393,900	6,448,000	4,764,000
Total water consumption	37,026,000	34,518,000	25,408,000
Water Withdrawal by Source			
Surface water	34,568,700	17,098,000	6,088,000
Ground water	3,280,300	3,119,000	2,842,000
Precipitation	19,570,900	20,734,000	19,682,000
Third-party	0	15,000	0
Recycled water (% of water consumed)	54	61	–*
Total water used ⁴	57,019,100	55,588,000	49,731,000
Waste (Aggregate Data, in Tonnes) ³			
Total weight of hazardous waste	22,366	10,492	52,122
Total weight of non-hazardous waste	32,408	6,253	8,711
Total amount of tailings, including sludges ⁵	21,045,358	23,690,809	24,621,680
Land Disturbed and Rehabilitated (Hectares) ⁶			
Total land yet to be rehabilitated	7,848.5	7,652.0	7,472.6
Total land rehabilitated	21.3	11.3	6.3
Total footprint	8,061.3	7,834.9	7,760.1

* Information unavailable.
2 Includes Rosebel, Essakane, Westwood, Boto, Côté, Corporate and Exploration.
3 Includes Rosebel, Essakane, Westwood, Boto and Côté.
4 Total water used is the sum of total water consumed and recycled.
5 Includes tailings from Rosebel, Essakane and Westwood and sludges from Westwood. Tailings tonnage is the ore tonnage processed at the mill.
6 Includes Rosebel, Essakane and Westwood.

2022 Performance Highlights

Our People and Teams

0.08 Lost Time Injury Frequency Rate (LTIFR), **0.31** Days Away, Restricted or Transferred Frequency Rate (DARTFR) and **0.76** Total Recordable Injury Frequency Rate (TRIFR). These figures underscore strong safety performance over more than 23,700,000 working hours.

Over **4,365,000** hours worked at Côté Gold without any incidences.

Equity, Diversity and Inclusion (EDI) awareness enhanced across the company through training and incorporation of Mind Body Achievement (MBA) across all sites.

Recognized as one of the **2023 Greater Toronto Area’s Top Employers**.



Community Engagement and Development

Over **\$15 million** in community investments, including sponsorships, donations and partnerships.

Over **\$856 million** paid to national suppliers and **\$100 million** to local suppliers.

Partnership with One Drop Foundation, Cowater Sogema and Global Affairs Canada for Phase 2 of Triangle d’eau project, which, once completed, will bring potable water to an additional **75,000 people** near Essakane.⁷

Environmental Stewardship

Level A achieved and maintained under the Mining Association of Canada (MAC), Towards Sustainable Mining (TSM) Water Stewardship Protocol across all sites.

Level A achieved and maintained under the MAC TSM Tailings Management Protocol at Westwood and Essakane.

Level AAA achieved and maintained at Essakane and **Level A** at Rosebel under the MAC TSM Biodiversity Conservation Management Protocol.

Enhanced our management of dam safety by ensuring an Engineer of Record was in place for each site, by engaging an Independent Tailings Review Board annually, and by providing employee training, and more.

ESG Leadership

Ranked 37th on Corporate Knights 2022 Best 50 list, featuring top Canadian corporate citizens across all sectors based on ESG and economic key performance indicators, an improvement of seven places over the prior year.

Ranked 5th out of 52 sector peers by Moody’s ESG Solutions, with notable strengths in social and economic development, environmental strategy, health and safety and governance.

Received a rating of **AA** in the **MSCI ESG Ratings** assessment, placing the company among the top 15% of precious metals companies within the assessment.⁸

Obtained **ECOLOGO® certification** for our mineral exploration activities carried out in Quebec, a process that took 1.5 years to complete, making IAMGOLD the first producing mining company to achieve such certification.

Economic Impact⁹

USD Million	Economic Value Generated		Economic Value Distributed				Economic Value Retained
	Revenue	Operating Costs ¹⁰	Employee Wages and Benefits ¹¹	Payments to Providers of Capital ¹²	Payments to Governments ¹³	Total	
Canada ¹⁴	75.5	111.1	88.0	36.8	2.7	238.6	(163.1)
South America ¹⁵	405.2	232.9	61.1	2.7	0.3	297.0	108.2
West Africa ¹⁶	883.3	348.3	83.8	1.1	74.1	507.3	376.0
Total	1,364.0	692.3	232.9	40.6	77.1	1,042.9	321.1

7 Phase 1 brought potable water to 60,000 people living near the Essakane site in Burkina Faso.

8 **MSCI disclaimer.**

9 Economic performance data includes significant operations and excludes exploration sites. Corporate entities outside of the three geographic areas are excluded. The data excludes expenditures that were capitalized in property, plant and equipment.

10 Operating costs include cost of sales (excluding depreciation), general and administrative expenses, exploration expenses, community investments, royalties, and other expenses (excluding impairment).

11 Employee wages and benefits are total amounts paid to employees relating to wages and expenses.

12 Payments to providers of capital include leases paid, senior notes, equipment loan, interest on credit facility, and other.

13 Payments to governments include income taxes paid and dividends to non-controlling interests.







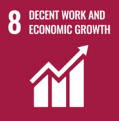

14 Includes Westwood, Côté Gold and Corporate.

15 Includes Rosebel, which is considered a discontinued operation as of January 2023.


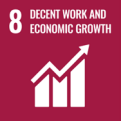





16 Includes Essakane.

Our 2022 Targets and Progress

Each year, IAMGOLD sets targets and tracks progress across the organization in delivering against our sustainability goals. The following table provides a status update on progress achieved in 2022.










SDGs		2022 Targets	Progress (Achieved/In progress/Partially achieved/Multi-year process)	Status
 	9, 12	Achieve Level A under the Mining Association of Canada (MAC) Towards Sustainable Mining (TSM) initiative Tailings Management Protocol and the TSM Water Stewardship Protocol by end of 2022	Partially achieved	Achieved and maintained Level A under MAC TSM Water Stewardship Protocol across all sites. Achieved and maintained Level A under the MAC TSM Tailings Management Protocol at Westwood and Essakane.
  	1, 3, 6	Secure funding for Phase 2 of the Triangle d'eau project with Global Affairs Canada in partnership with Cowater Sogema, One Drop and Burkinabe partner agencies and community funds which would bring potable water to 75,000 people near Essakane	Achieved	IAMGOLD's partnership with Global Affairs Canada, Cowater and One Drop was approved and signed by the parties in December 2022.
  	5, 8, 10	Continue implementation of Corporate Equity, Diversity and Inclusion (EDI) program including: Advancement toward gender representation target of 20% female representation by 2030	Multi-year process	By year-end 2022, IAMGOLD had 12% of female representation across our operating sites and offices, which was similar to the year prior. IAMGOLD recognized that improvements are needed and some of the steps taken in 2022 to advance this target included the establishment of an EDI steering committee and employee council group, as well as strong engagement with various NGOs and industry associations to promote women's voices at IAMGOLD and across the industry more generally. <i>See EDI training below.</i>
		Implementation of EDI training for employees	Achieved	EDI awareness training launched at the end of Q3 2022: <ul style="list-style-type: none">Conducted "conscious inclusion" workshop for leaders, site and corporate human resources; health, safety and environment; and equity, diversity and inclusion Ambassadors.Identified EDI training solutions for manager level and below.Incorporated EDI concepts to Mind Body Achievement (MBA) program/ training to be implemented across all sites. This is inclusive of respectful workplace, prevention of harassment and discrimination and mental health and wellness.Launched "Inclusive Behavioral Interview Skills" training.
		Development of internal website to raise EDI-related awareness	Achieved	The internal website was launched in 2022.
		Update the Health and Safety Policy to include both physical and psychological safety and development of related awareness program to promote a safe and supportive environment	Achieved	IAMGOLD Health and Safety Policy has been updated and deployed. Mental health and wellness incorporated into MBA program and training across all sites, with inclusive facilities assessment started in 2022 to identify barriers to ensuring a safe, supportive and inclusive work environment.

Our 2022 Targets and Progress (continued)

		SDGs	2022 Targets	Progress (Achieved/In progress/ Partially achieved/Multi-year process)	Status
		3, 8	Meet or exceed health and safety targets for 2022	Partially achieved	Four leading indicators: 1. Conduct safety meetings with employees and contractors → Target achieved. 2. Planned general inspections → Target achieved. 3. Critical risk-based training of employees → Target achieved. 4. Timely Serious Incident Report (SIR) Corrective Action and Preventive Action (CAPA) closure → Target achieved up to 98%. 5. Achieve Zero ‘Days Away, Restricted or Transferred’ (DART) → Target not achieved due to a fatality accident off-site at Essakane.
		7, 13	Complete external verification of IAMGOLD’s greenhouse gas (GHG) emissions	Achieved	An external contractor was hired to complete an emission verification of our 2021 Scope 1 and 2 GHG data in 2022.
		13	Publish TCFD report	In progress	Draft TCFD report was not published as the company re-initiated the research and target-setting process. On track for 2023 publication during the fourth quarter.
		13	Publish a high-level roadmap on how IAMGOLD intends to achieve compliance with global targets	In progress	Preliminary roadmaps were developed but not published. As per above, the process has been re-initiated and IAMGOLD is on track to deliver in 2023.
		15	Conclude an initial investment in a nature-based solution that delivers positive biodiversity impact and carbon offsets	In progress	An initial biodiversity assessment has been conducted; however, the company will re-examine its biodiversity strategy in 2023–2024 to more closely align with its climate strategy. The work to date includes: ▪ Identification of sensitive biodiversity receptors at each mine site through habitat mapping and classification and sensitivity rating; ▪ High level assessment of key mining pressures on biodiversity; ▪ Identification of biodiversity dependencies and opportunities for meeting net gain (nature positive) objectives; and ▪ Prioritization of sites to guide IAMGOLD’s next steps.

Our 2023 Sustainability Targets

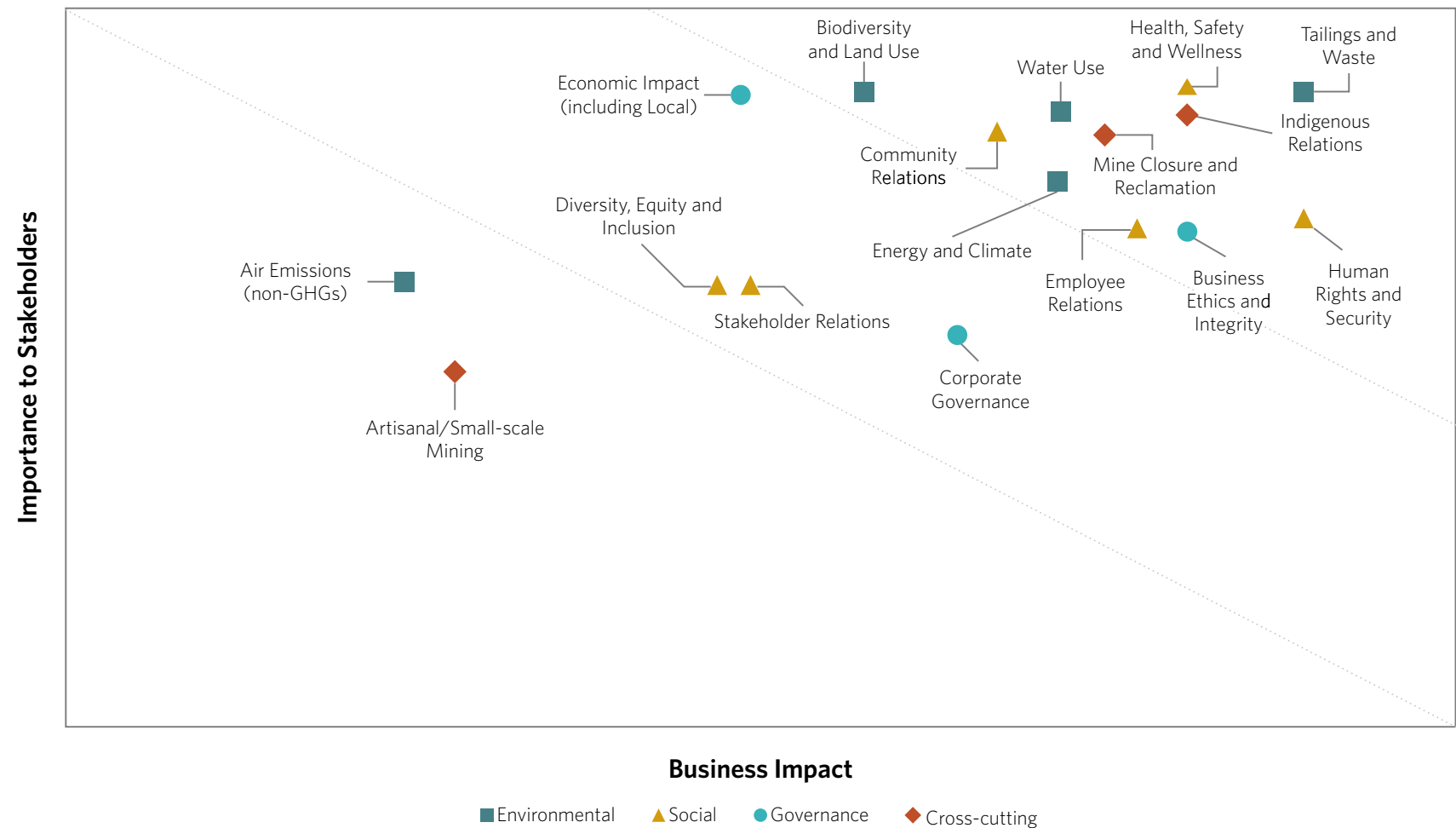
IAMGOLD is committed to leveraging our sustainability strategy to advance the UN SDGs. The following table outlines the targets we have set for 2023 to advance our shared priorities.

SDGs			2023 Targets
<div><div>1</div><div>NO POVERTY</div><div></div></div> <div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div> <div><div>6</div><div>CLEAN WATER AND SANITATION</div><div></div></div>	1, 3, 6	Finalize drafting of Project Implementation Plan for Phase 2 of the Triangle d'eau project and begin project implementation	
<div><div>5</div><div>GENDER EQUALITY</div><div></div></div> <div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div> <div><div>10</div><div>REDUCED INEQUALITIES</div><div></div></div>	5, 8, 10	Continue to implement Corporate Equity, Diversity and Inclusion (EDI) program including: <ul style="list-style-type: none">• Advance global gender representation to 20% female employees by 2030• Achieve 50% gender parity at manager level by 2030• Introduce global learnings on key EDI principles and concepts to all sites• Promote a safe and supportive workplace that is free of physical and psychological hazards	
<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div> <div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div>	3, 8	Meet or exceed health and safety targets: <ul style="list-style-type: none">• Conduct critical risks-based trainings to all employees across all operations• Complete fatigue prevention management awareness sessions for at least 90% of all employees across all operations• Close SIR actions level 5 in a timely manner; target to close 85% of corrective actions• Achieve Total Recordable Injury Frequency Rate (TRIFR) of 0.69 for employees and contractors	
<div><div>13</div><div>CLIMATE ACTION</div><div></div></div>	13	Publish TCFD report, including a decarbonization roadmap	

Our Approach to Sustainability

Materiality: We carried out a materiality assessment during the first half of 2023 to identify the sustainability issues that matter most to our stakeholders, our partners and our business. We used a multi-step process and consulted with internal and external stakeholders to help us identify and assess the importance of each issue. Our approach included:

- A **current state assessment**, including a review of ESG frameworks and trends, and peer benchmarking;
- **Stakeholder engagement** to understand areas of interest and business impact, including interviews, a survey and desktop research; and
- **Issue prioritization and validation**, including analysis, prioritization matrix and a validation workshop with key team members across the organization.



Our Approach to Sustainability (continued)

With the latest assessment reflective of the changes to our business – we have identified the most material issues by importance to our stakeholders and that impact our business. We have used this updated materiality assessment to guide disclosures in our 2022 Sustainability Report.

The following 11 sustainability issues have been identified as most material:

Environmental	Social
<ul style="list-style-type: none">• Biodiversity and land use• Energy and climate• Tailings and waste• Water use	<ul style="list-style-type: none">• Community relations• Employee relations• Health, safety and wellness• Human rights and security
Governance	Cross-cutting
<ul style="list-style-type: none">• Business ethics and integrity	<ul style="list-style-type: none">• Indigenous relations• Mine closure and reclamation

On an ongoing basis, IAMGOLD continually assesses issues that are material to our stakeholders, which include employees, communities, governments and other impacted or interested parties. Each IAMGOLD site undertakes its own materiality process in both formal and informal ways, but primarily through discussion with stakeholders and regular updating of risk registers, stakeholder maps, grievance registers and other consultation documents.

Similar exercises are conducted at the Corporate office and include strategic planning reviews of stakeholder comments to determine material issues on short-, medium- and long-term bases. In addition, our management systems, including our risk management process, identify aspects that present a material risk to an operation or the company. These are prioritized to prevent accidents, impacts on the environment and incidents that may involve communities or other stakeholders.

Stakeholder Engagement: The following table provides a snapshot of how we engaged with our stakeholders throughout the year as well as the topics of engagement.

Stakeholders	How We Engage	Topics of Engagement
Employees	Employee town halls Email announcements Employee surveys Training and development programs Performance management process MBA sessions	Health and safety Equity, diversity and inclusion Total rewards Corporate organization Professional development and training
Civil Society	Social media Websites Newsletters Meetings	Socio-economic and environmental issues Community development and investment Human rights
Communities	Social media Websites Newsletters Meetings	Employment and business opportunities Environmental issues and interests Community investment and benefits
Governments and Regulators	Meetings and correspondence with national, provincial and local governments	Permitting and compliance Environmental and socio-economic issues
Indigenous Communities	Formal and informal meetings Newsletters Community information sessions	Implementation of Impact Benefit Agreements Socio-economic issues Employment, training and business opportunities
Industry Associations	Active participation in variety of industry associations	Environmental topics Indigenous and community relations Health and safety Human resources General best practices in mining across technical and non-technical disciplines
Shareholders and Analysts	Investor conferences Investor calls News releases Meetings	ESG performance Financial and operational performance Acquisitions and divestments
Suppliers	Meetings	Local and Indigenous procurement Indigenous community benefits Human rights Supplier Code of Business Conduct and Ethics / responsible supply chain



Governance

IAMGOLD believes strong stewardship, governance and oversight are essential to operating our business effectively and to driving improved sustainability performance.

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Our Governance Structure

Board Oversight

The Board of Directors believe that ESG is core to IAMGOLD’s corporate strategy and an important factor that influences the company’s performance. ESG governance was strengthened in 2022, with the Sustainability Committee providing oversight over the implementation of an ESG strategy.

IAMGOLD’s Board, through its five standing committees – the Audit and Finance Committee, the Human Resources and Compensation Committee (HRCC), the Nominating and Corporate Governance Committee (NCGC), the Sustainability Committee and the Technical Committee – oversees and monitors the company’s approach, policies, priorities and practices related to ESG, as well as the company’s Zero Harm® strategic framework.

- **Audit and Finance Committee:** Reviews the integrity of the financial reporting process and financial statements, system of internal controls and management of the financial risks, performance of the internal audit function, external auditor’s qualifications, independence and performance, financial policies, and the nature and structure of major strategic financial commitments.
- **Human Resources and Compensation Committee:** Makes recommendations to the Board relating to the compensation of the Board, the CEO and, on the advice of the CEO, the other

members of senior management. Responsible for reviewing talent management practices and succession planning for executives and provides oversight of policies, practices to promote equity, diversity and inclusion.

- **Nominating and Corporate Governance Committee:** Responsible for advising the Board with respect to evolving corporate governance best practices, annually evaluating the performance of the Board, its committees and their chairs, and the contributions of individual directors, and recommending suitable nominees for election to the Board.
- **Sustainability Committee:** Reviews and monitors the company’s health, safety, communities, security and ESG policies, performance, initiatives and goals and its compliance with applicable laws, including those with respect to carbon emissions and the impact of IAMGOLD’s activities on the climate.
- **Technical Committee:** Responsible for assisting the Board in the oversight of the management of exploration, production and other technical matters, including by reviewing and overseeing, and periodically receiving reports from management. Responsible for reserve and resource estimation and reporting.

All Board members receive regular updates on sustainability-related topics quarterly, with the Sustainability Committee receiving an in-depth presentation from management on IAMGOLD’s developing Decarbonization Roadmap, including its goals and related action plans.

Board Composition: The Board’s membership has been substantially refreshed in recent years, with all directors having joined the Board in the period since September 2021. At that time, the Board adopted new diversity and renewal guidelines, reflecting best practices.¹⁷ The Board was comprised of three female directors as of December 31, 2022, or approximately 38% of all directors, surpassing the company’s Diversity Policy, which had set a minimum target of 30% female representation. All members of the Board are considered independent,¹⁸ other than Renaud Adams, who serves as President and CEO of IAMGOLD. Additionally, all standing committees of the Board are comprised 100% of independent directors.

IAMGOLD seeks to maintain a Board comprised of talented and dedicated directors with a diverse mix of experience, skills and backgrounds collectively reflecting the strategic needs of the business and the nature of the environment in which IAMGOLD operates. In particular, the NCGC considers competencies in environmental, health and safety, and corporate social responsibility standards and procedures, as valuable to overseeing the execution of the company’s current business strategy. Five out of eight Board members are considered to have extensive skills in this area.



¹⁷ It was decided that the average tenure of the Board should not exceed 10 years and that no director should serve as the Chair of the Board or the Chair of any committee for more than 10 consecutive years.

¹⁸ As defined by the policies of the Canadian Securities Administrators (CSA).

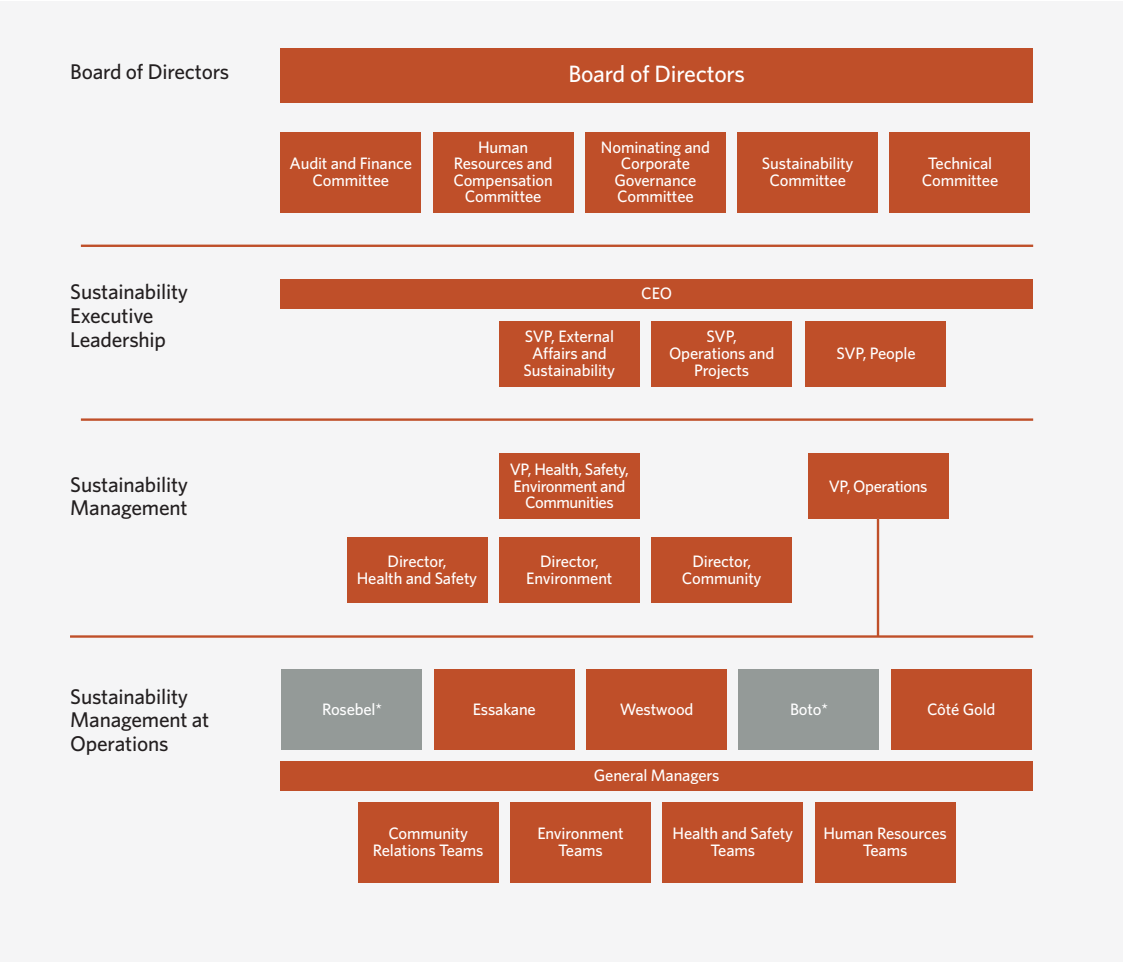
Our Governance Structure (continued)

Management Oversight

At the management level, the Senior Vice President (SVP) of External Affairs and Sustainability is responsible for developing and overseeing the implementation of policies and practices with respect to health and safety and sustainability matters. The SVP of Operations and Projects has oversight of all operational and project development activities, is responsible for delivering on safety and environmental performance, and is the Designated Executive for Water and Tailings. Both the SVP of External Affairs and Sustainability and the SVP of Operations and Projects report to IAMGOLD’s CEO and provide quarterly reports to the Sustainability Committee of the Board. These reports include the results of any social or environmental impact assessments – along with ongoing tracking of risks and performance, and compliance results from external initiatives such as TSM and RGMP.

In 2023, the ESG organization was redesigned with a cross-functional structure, and with clearer mandates and accountabilities on health, safety and environment matters, as well as local community risks and impacts arising out of IAMGOLD’s activities. The SVP of External Affairs and Sustainability is supported by the Vice President of Health, Safety, Environment and Communities (HSEC), who oversees all areas of HSEC. Each area of HSEC is managed by its respective director with clear lines of accountability, working closely with other departments and site HSEC teams.

Each site has a HSEC team, led by a HSEC manager reporting to the General Managers. The Corporate Sustainability team is in regular communication with both General Managers and site HSEC teams – through site visits and virtual dialogue – playing both a general governance role and a support function.



* The Rosebel mine, the Boto project and various other exploration properties were sold in the first half of 2023.

Our Sustainability Commitment

Policies and Management Systems

IAMGOLD is committed to maintaining our culture of accountable mining through high standards of sustainability and social responsibility. ESG policies, systems and practices are embedded throughout the business.

We are guided by our **Code of Business Conduct and Ethics** and supporting policies, including the company’s **Anti-Bribery and Anti-Corruption Policy**, **Whistleblower Policy** and **Diversity Policy**.

Zero Harm® Vision: We are also guided in our efforts by IAMGOLD’s Zero Harm® vision which is our commitment to continually strive to reach the highest standards in human health and safety, minimize our environmental footprint, and work co-operatively with our host communities.

To support our vision, we have global policies and a comprehensive management framework for more specific guidance on various aspects such as community relations, environmental stewardship, risk management, and health and safety. We continuously seek to facilitate collaboration between sites and corporate teams to develop and share best practices.

All employees, including operators and contractors, are expected to uphold IAMGOLD’s Zero Harm® vision and commitment to health, safety and sustainability and adhere to the following policies:

Indigenous Engagement Policy

Health and Safety Policy

Human Rights Policy

Sustainability Policy

Water Management Policy

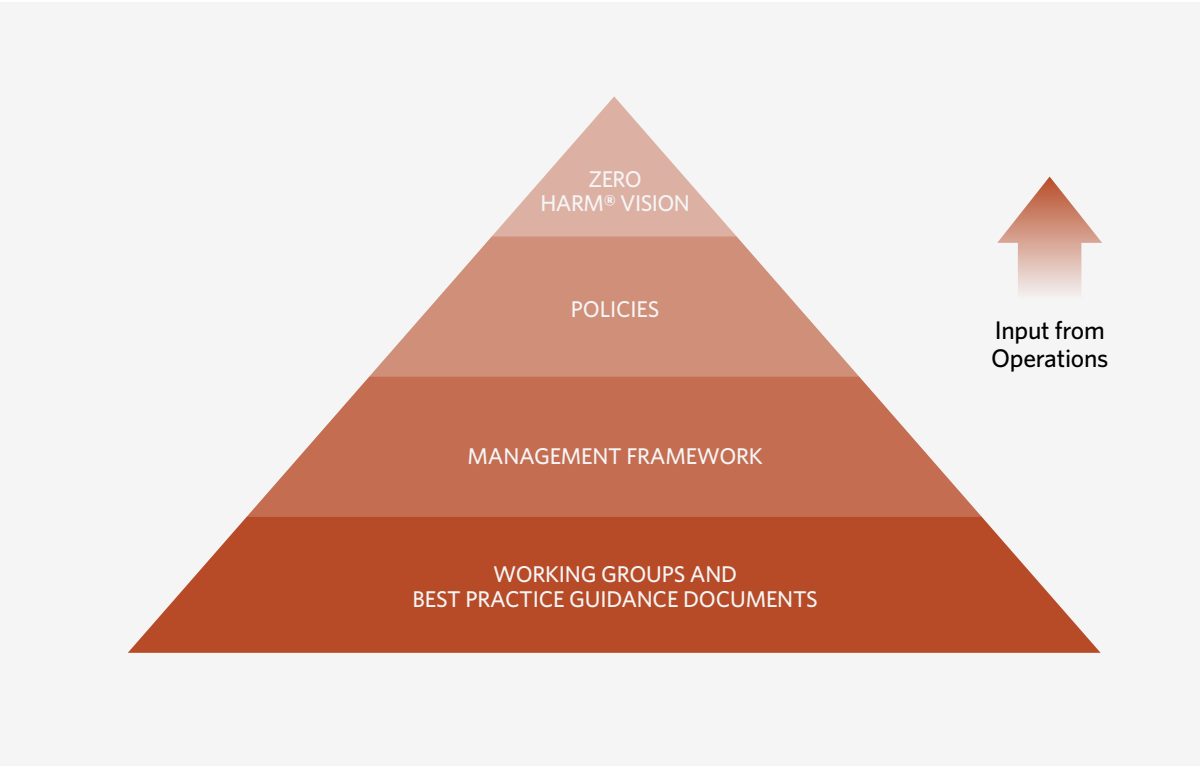
Energy and Greenhouse Gas Emissions

Management Policy

Tailings Management Policy

Biodiversity Policy

To ensure our policies are implemented in a uniform manner across all sites, we have developed a Health and Safety Management Framework and a Management Framework for Sustainability. Informed by international standards and good practices, our frameworks translate our policies into powerful performance systems yielding real, measurable results.



Our Sustainability Commitment (continued)

Enterprise Risk Management

IAMGOLD has established comprehensive enterprise risk management (ERM) systems and processes in order to identify, analyze and mitigate material risks to the company, including financial, information technology and cybersecurity risks. The Audit Committee of the Board oversees this program, as well as the actions management has undertaken to mitigate, monitor and control any risk exposures.

For more information on these policies, programs and management systems, please visit our [website](#).

Our Sustainability Commitments

IAMGOLD partners with industry and business organizations to share perspectives on policies and issues that impact our industry, our business and the communities where we operate. These partnerships address a number of areas of mutual interest, including the management of key ESG and reputational risks.

Responsible Gold Mining Principles (RGMP):

Organizations such as the World Gold Council (WGC) offer guidance, research and practical tools that are both recognized and valued by the entire gold mining sector. The WGC’s Responsible Gold Mining Principles establish a set of required practices for its members across all ESG aspects of gold mining. IAMGOLD has begun the process of ensuring that our policies and practices comply with the RGMPs and sought external assurance of compliance in 2023. Details on the implementation of the RGMP can be found in our Year 3 implementation [report](#).

Conflict-Free Gold Standard (CFGS): As a member of the WGC, IAMGOLD annually publishes a conflict-free gold report that provides assurance that our gold has not been extracted in a manner that causes, supports or benefits unlawful armed conflict or contributes to serious human rights abuses or breaches in international law. As our Essakane Mine in Burkina Faso is located in a conflict-affected region, IAMGOLD has conducted internal assessments that confirm that our processes, policies and procedures ensure the appropriate mechanisms are in place to avoid contributing to conflict or human rights abuses. Our conflict-free gold [report](#) is externally assured annually. To learn more about our conformance, please see our most recent [report](#).

Towards Sustainable Mining (TSM): IAMGOLD is an active member of the Mining Association of Canada (MAC) and as such, we are required to implement the TSM Protocols at all our Canadian operations. TSM is a globally recognized sustainability program that supports mining companies in the management of key environmental and social risks.

All of our operations have adopted TSM globally and conduct annual self-assessments to evaluate their performance against the TSM Protocols. Each facility’s results are externally verified every three years.

	Safety and Health Assessment	Tailings Management Assessment	Biodiversity Conservation Management Assessment	Energy and GHG Emissions Management Assessment	Water Stewardship Assessment	Indigenous and Community Relationships
Essakane	AA	A	AAA	B	A	AAA
Westwood	A	A	C	A	A	B
Rosebel	AA	B	A	B	A	AA

We have some inconsistent performance against all elements of the TSM Protocols across our business, with a particular need to improve TSM alignment at Westwood. To help drive this improved performance we have aligned our management compensation metrics with TSM performance. We view this as an opportunity to accelerate performance and improve our scores against the TSM Protocols. Our past and present performance against TSM can be found on the [MAC website](#).



Business Ethics and Integrity

We believe mining in a responsible manner and being accountable for our actions is at the core of who we are. We strive to empower everyone who has a stake in our success to play their part. IAMGOLD conducts our business with transparency, fairness, honesty, integrity and respect. Our goal is to ensure that any employee, contractor, representative or member of the public can report perceived misconduct without risk of retaliation.

Our corporate policies and codes of conduct reflect these values and aspirations, particularly our [Code of Business Conduct and Ethics](#), [Anti-Bribery and Anti-Corruption Policy](#), [Whistleblower Policy](#) and [Supplier Code of Business Conduct and Ethics](#).

The Code of Business Conduct and Ethics applies to the Board of Directors, employees, contractors and representatives in every business where IAMGOLD operates globally. The Supplier Code of Business Conduct and Ethics applies to all of IAMGOLD's suppliers including but not limited to contractors, consultants, vendors, their subcontractors and any other contracted third-party individuals.

We ensure the highest levels of employee responsibility by requiring that all IAMGOLD employees and directors complete annual training and sign off on the Anti-Bribery and Anti-Corruption Policy and the Code of Business Conduct and Ethics. Suppliers are screened based on the Supplier Code, must sign off on it, and are expected to ensure that their suppliers also follow the Code. The Supplier Code addresses discrimination based on race, ethnicity, caste, gender, sexual orientation, religion, nationality, social origin, age, political affiliation, disability and inclusivity; human trafficking; child labour; working hours; wages and benefits; freedom of association and collective bargaining; employee privacy; business ethics including anti-corruption and legal compliance; environment; health and safety; and community and Indigenous interactions. Audits and verification of suppliers are conducted where

necessary by our internal audit team and our Global Supply Chain team. In cases of non-compliance with the Supplier Code, corrective actions are agreed to, and IAMGOLD may take further action, including terminating the business relationship. Training and capacity building is provided where necessary to ensure suppliers understand our expectations.

IAMGOLD assesses risk related to corruption for all business units through the annual enterprise risk management process. Each year, enterprise-wide risk assessments are conducted at all operating sites, development projects and at the corporate level. These assessments include fraud and corruption risks and are assessed for impact and likelihood. Key risks are reported to relevant site, project and corporate management including the Executive Leadership Team. Quarterly risk updates are provided to the Audit and Finance Committee of the Board, while annual risk updates are provided to the full Board.

2022 Initiatives and Performance Highlights:

We have a formal process in place for addressing complaints or concerns related to breaches of IAMGOLD's Code of Business Conduct and Ethics, Whistleblower Policy, Anti-Bribery and Anti-Corruption Policy, and Supplier Code of Business Conduct and Ethics. Reports may be made openly, confidentially or anonymously, either to the Chair of the Audit and Finance Committee or the Chair of the NCGC or through the confidential reporting service provided by ClearView Connects, either online or by calling a toll-free hotline.

The overall whistleblower process is monitored and overseen by the Audit and Finance Committee of the Board. Last year, management performed a benchmark analysis over a five-year period. Additionally, the process is reviewed annually as part of the SOX internal controls certification, as well as by the external auditors (KPMG).

Through the whistleblower process, in 2022 we received 30 reports related to unethical conduct (47%), fraud (23%), discrimination (17%) and employee relations (13%). All cases were investigated and closed.

We rolled out an anti-corruption course globally to all IAMGOLD suppliers and contractors during the year to ensure they are aware of our policies and procedures. In order to open an account with us, suppliers must confirm they have read the Supplier Code of Business Conduct and Ethics.

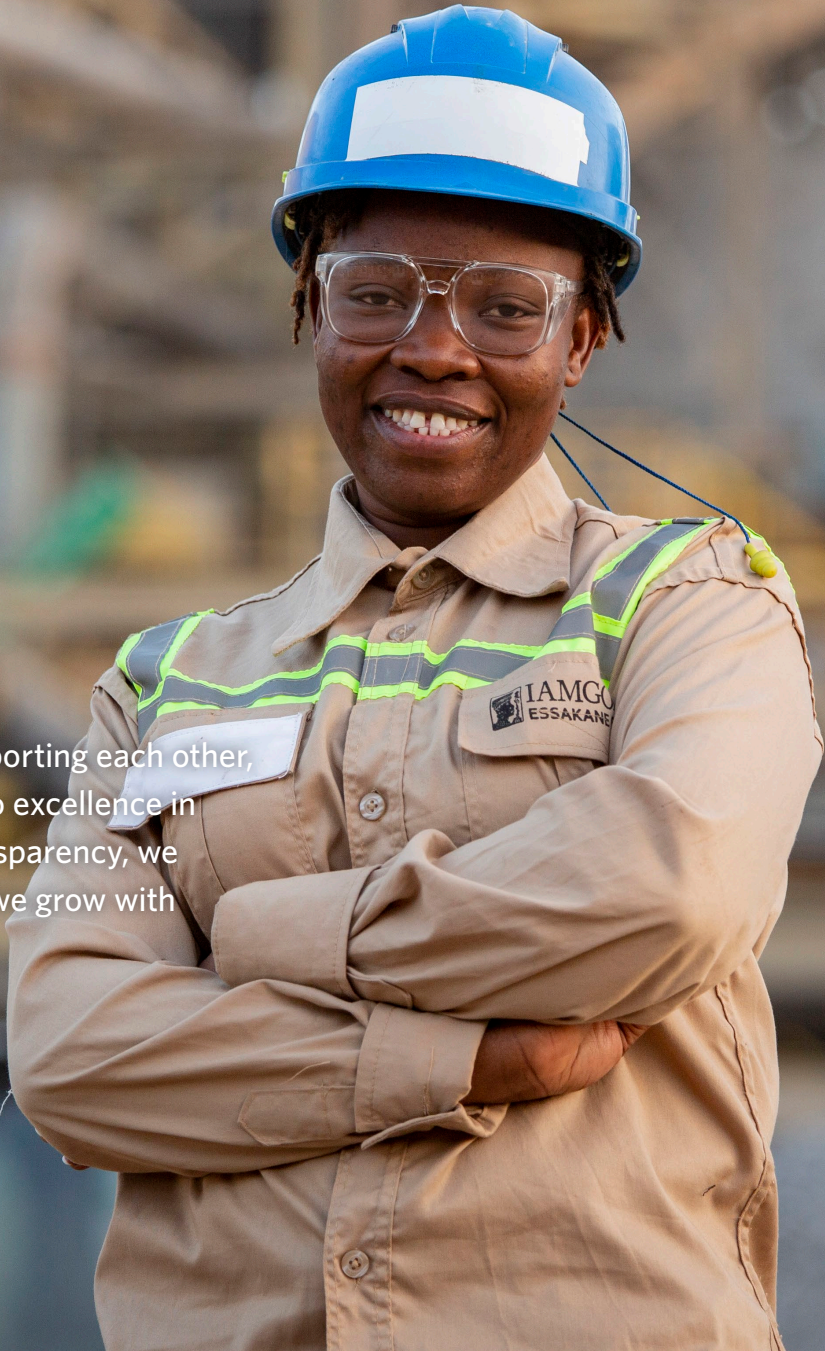
LOOKING FORWARD

As a corporation with global operations, it is increasingly important to ensure we have a comprehensive program in place – one that considers a broad scope of environments, communities, and individuals and protects them from the adverse effects of corrupt behaviour.

To that end, in July 2022 IAMGOLD's Anti-Bribery and Anti-Corruption Policy was updated to reflect best practices in the industry.

Our People

IAMGOLD believes that by engaging, empowering, and supporting each other, we can achieve extraordinary performance. We are driven to excellence in everything we do, we are accountable and operate with transparency, we conduct ourselves with respect and embrace diversity, and we grow with teamwork, learning and innovation.



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Health, Safety and Wellness

Health, safety and wellness are core to our relentless pursuit of IAMGOLD’s Zero Harm® vision. We are dedicated to building a culture of health and safety alongside our employees, and to promoting local community health and well-being.

We strive for workplaces free of incidents, accidents and illnesses. We recognize that any material risks to occupational health and safety can have serious consequences for IAMGOLD employees, contractors and host communities.



In 2022, we updated IAMGOLD’s **Health and Safety Policy** to integrate psychological safety with physical safety, in support of our strategy to promote and bolster a safe and supportive workplace.

Our Policy and its related Standard outline our company-wide health and safety commitments and requirements. All our sites’ health and safety management systems are designed to be aligned with the **TSM Safety and Health Protocol**.¹⁹

Each site develops and implements health and safety management systems that meet corporate standards and meet or exceed relevant legislation for that area.²⁰ The Essakane mine’s health and safety system conforms with ISO 45001 and is externally audited. Westwood’s health and safety system aligns with TSM and follows ISO 45001 requirements but is not externally audited. Our two development sites, Côte Gold and Boto, have health and safety management systems in place that align with international best practices.

Our Health and Safety Program takes a risk-based approach, guided by our vision of Zero Harm®. All of our material health and safety risks are documented in risk registers for each of our sites, which then feed into the Enterprise Risk Management Register.

We employ a Plan, Do, Check, Act approach to ensure any risks and hazards are properly identified and managed, with prevention and mitigation controls in place to manage risks if they cannot first be eliminated. Audits and inspections are regularly performed to ensure the proper maintenance and performance of these controls.

Our reporting process includes monthly health and safety performance reporting, which includes leading and lagging indicators, and the Significant Incident Reporting (SIR), which provides information on the root cause of an incident, actions taken, and lessons learned. These reports are sent to the SVP of Operations and Projects, Executive Leadership Team and relevant managers. In addition, feedback from the monthly SIR meeting is tracked and is directed to the site management team for implementation. The SIR process will be reviewed next year as part of continual improvement.

These programs also work to identify and address High Hazard Activities – such as working at heights, confined spaces, and energy controls – and to establish prevention programs. Our Essakane, Westwood, Boto and Corporate sites each have a Joint Health and Safety Committee, which acts as the liaison between management and employees to review and discuss health and safety issues at regular intervals, and to develop recommendations and actions to address them.

All sites have industrial hygiene programs in place that focus on the systematic and periodic monitoring of work areas and employees to ensure exposure levels to occupational health hazards are properly identified and corrective actions are implemented in a timely fashion to mitigate risks.

IAMGOLD has implemented wellness programs and practices at the Corporate offices and all operating and development sites to ensure employees have access to medical care. An Employee and Family Assistance Program provides professional health and wellness resources including psychological, nutritional, and financial guidance to full-time Canadian employees and their families. At the Rosebel and Essakane mines, there is an on-site clinic staffed by doctors and nurses who provide medical care to workers, and awareness-raising campaigns are conducted for employees. At Westwood, a doctor is always available on call, and in-person twice a month. At our Boto site there is access to medical support, with a nurse available on-site five days a week. While at Côte Gold, the Engineering, Procurement and Construction Management (EPCM) contractor through a third-party provider has on-site medics available 24 hours a day, 7 days a week; IAMGOLD will mobilize its own provider by December 1, 2023.

¹⁹ MAC members adopted a revised version of the Protocol in June 2023 – the TSM Safe, Healthy, and Respectful Workplaces Protocol – which includes elements focused on promoting psychological safety and respectful behaviour in the workplace. IAMGOLD will support our sites to implement these revisions.
²⁰ As a Canadian based company, IAMGOLD follows the *Occupational Health and Safety Act*, which entitles all workers to three worker rights: the right to know about health and safety matters, the right to participate in decisions that could affect their health and safety, and the right to refuse work that could affect their health and safety and that of others.

Health, Safety and Wellness (continued)

2022 Initiatives and Performance Highlights:

While we had overall strong health and safety performance in 2022, tragically an IAMGOLD employee lost their life in Burkina Faso in an off-site accident, which occurred when a group of IAMGOLD employees were helping to repair a bridge on the main access road to the mine site. IAMGOLD is providing support to the employee’s family. The company remains committed to improving its safety culture and eliminating incidents from our workplaces, as we ultimately believe that every incident is preventable. We implemented key changes in 2022, such as off-site interventions are now submitted to higher levels of management, including the SVP of Operations and Projects for thorough evaluation. Off-site interventions are considered only if there are no other resolutions. The evaluation includes security, health and safety, community and human resources aspects. We have also reinforced the right to withdraw by deploying individual safety cards (stop cards) and providing training for our workforce.

In 2022, we recorded a year-over-year decrease in the LTIFR and DART Frequency Rate, while the TRI Frequency Rate remained steady. Since 2016, when project development began, Côte Gold has surpassed 8.3 million hours with no lost time injuries – a substantial accomplishment given the extensive number of employees, contractors and third parties at site.

We focus on behaviour-based programs to improve our performance, and in 2022 we enhanced IAMGOLD’s Mind Body Achievement (MBA) program, which is designed to reduce, report, and eliminate at-risk situations and to encourage and improve safety leadership among workers. The Health and Safety team worked closely with their EDI colleagues to develop and implement learning modules for employees on the topic of psychological safety in the workplace.

Other initiatives included:

- A new software solution to streamline and increase efficiency in IAMGOLD’s health and safety reporting data. Our entire organization, from site to corporate level, is undergoing a full transition to the new platform; we aim to complete the transition by the end of 2023. This new software will reduce the number of systems used across the company and automate the consolidation of health and safety data and the issuance of monthly and quarterly reports;
- An updated IAMGOLD health and hygiene standard, using industry best practices and regulatory recommendations. As part of this work, we issued and implemented a **Dust and Chemical Management Standard** and developed a best practice checklist to map requirements against current site practice to identify gaps and develop an action plan for improvement where necessary. Other standards and guidelines, such as noise management, welding fume, lead, and silica management, are currently in development;

- A fatigue management toolkit, deployed globally as part of our risk management response to an increase in the mobile equipment incident trend observed during the pandemic period. We also launched an awareness campaign targeted to those at risk of fatigue, which included a toolkit poster and training. We continue to roll out these communication materials more broadly across the organization to help ensure everyone is more risk aware;
- A **Cascading Leadership Program** to reinforce key skills of line management related to occupational health and safety leadership and coaching, to support more impactful and targeted safety interactions and meetings with their teams; and
- A series of workshops and activities in line with World Day for Safety and Health, at our Essakane mine site, which included psychological health and safety training for managers.



Reinforcing Our Safety Culture

We introduced a number of initiatives in 2022 to strengthen our safety performance and reinforce our safety culture. Key among them was the implementation of leading safety indicators, including critical risk-based training for employees, safety meetings with employees and contractors, general safety inspections and management reviews with site-specific targets. Proactive safety leadership underpins this work, with activities that include management visits, site inspections, one-on-one coaching and communications and planned observations.

Health, Safety and Wellness (continued)

Health and Safety Performance of Workforce (Employees and Contractors)²¹

	2022	2021	2020
Number of Fatalities	1	0	0
Days Away, Restricted or Transferred (DART)	37	45	51
DART Frequency Rate (DARTFR)	0.31	0.37	0.46
Total Recordable Injuries (TRI)	90	92	74
TRI Frequency Rate (TRIFR)	0.76	0.76	0.67
Lost Time Injuries (LTI)	10	21	29
Lost Time Injury Frequency Rate (LTIFR)	0.08	0.17	0.26

²¹ Data applies to all company sites including Corporate and exploration sites. Boto and Côté Gold include only development personnel and do not include exploration personnel.

LOOKING FORWARD

In line with our Zero Harm[®] vision, our 2022–2024 health and safety roadmap includes initiatives that will focus on:

- Leadership and culture: Development of a leadership program for line managers to ensure alignment on safety expectations.
- Fatal Risks Program: Deployment of new and/or updated health and safety standards and specific preventive programs to address critical risks.
- Wellness/Psychological Safety Program: Development of proactive initiatives to foster a positive mindset.
- Occupational Hygiene/Industrial Hygiene Program: Enhancement of OH/IH program as a key component to go beyond Zero Harm[®] and prevent such risks that could impact our stakeholders’ health.

The physical and social challenges many of us experienced during the COVID pandemic have underscored the need to address mental health and wellness in the workplace. As we look forward, we anticipate the need to provide employees with ongoing support. We will continue to pursue various initiatives linked to psychological safety and EDI to ensure all employees feel safe and supported. We will continue to advance our MBA program and encourage site initiatives, such as Essakane’s World Day for Safety and Health workshops.

Employee Relations

Our global reach allows us to attract top talent by bringing together diverse people, ideas and perspectives, and ultimately build a more inclusive workforce. We strive to empower our people to achieve their full potential and to fulfill our purpose of enriching the lives of our stakeholders.



Talent Recruitment and Retention: We recognize that attracting, recruiting and selecting the right talent is critically important to IAMGOLD’s success. We believe in investing in our employees and providing them with growth opportunities and dynamic career paths.

The **Talent Acquisition and Selection Standard** sets out minimum standards to ensure the best and most qualified talent is recruited for all available employment opportunities, and that the recruitment process is free from bias and discrimination.

All of our human resources policies, practices and programs are outlined in IAMGOLD’s Employee Handbook. We offer a number of standard benefits to full-time employees at all sites, including life insurance, health care, disability coverage, parental leave, pension programs and stock ownership. IAMGOLD also provides a variety of services to employees to support career transitions resulting from retirement or termination. Our compensation structure is reviewed on an annual basis. No significant changes were undertaken in 2022.

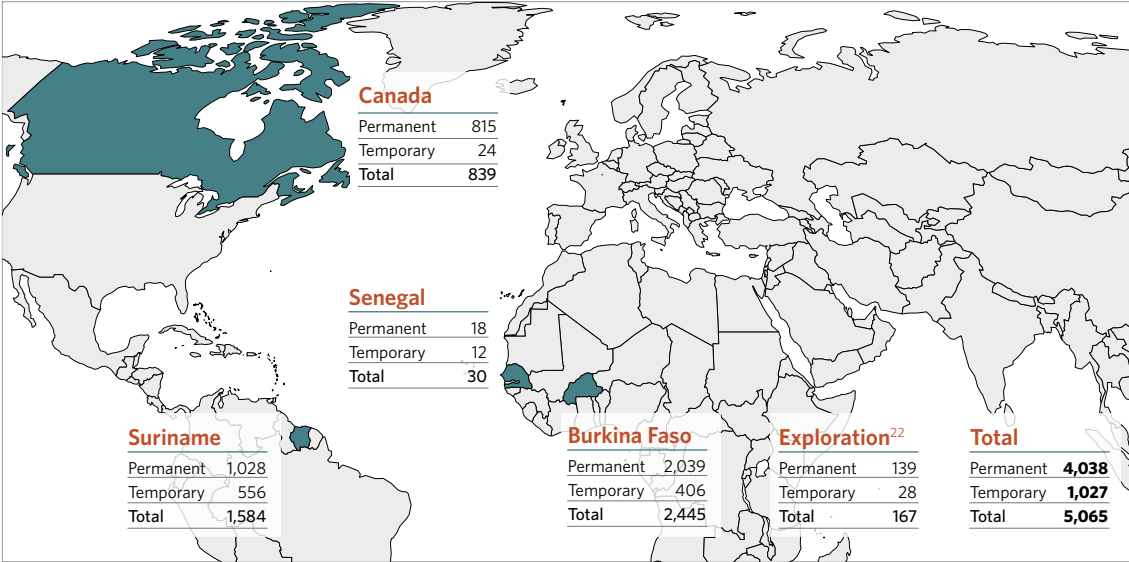
Workforce Profile: In 2022, IAMGOLD’s workforce was comprised of over 6,950 employees and contractors.

Workforce Composition by Site

	Rosebel	Essakane	Westwood	Boto	Côte Gold	Corporate	Exploration	Total
Number of employees	1,584	2,445	540	30	140	159	167	5,065
Number of contractors	263	1,263	138	1	142	76	4	1,887
Total workforce	1,847	3,708	678	31	282	235	171	6,952

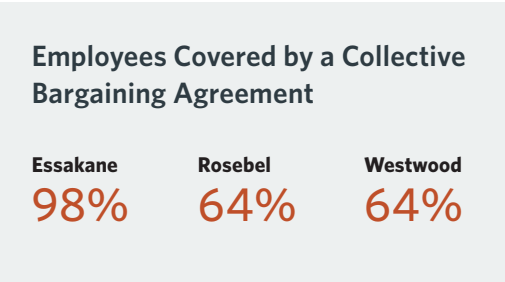
Employee Relations (continued)

Employees by Contract and Region in 2022



22 Data represents exploration employees from West Africa and the Americas.

Labour Relations: IAMGOLD employees enjoy the right to freedom of association and a major portion of our employees at Essakane, Rosebel and Westwood are covered under collective bargaining agreements. We strive to ensure that all our operations are in compliance with local labour codes as well as the International Labour Organization’s core labour standards.



Learning and Development: Mining is an ever evolving and technical industry, and the competition for qualified and competent individuals and their talents is strong. We are proactive in retaining and developing good employees by helping them expand their skills and advance their careers.

IAMGOLD provides on-the-job training and support for career development through action learning, special projects, job rotation, mentorships, professional memberships and conferences. We provide support for a broad range of internal and external training and education opportunities including safety, technical, leadership, policy and language programs.

Gaining a Career Edge: IAMGOLD launched a new e-learning platform in 2022, partnering with Skillsoft, a global leader in the digital learning space, to roll out Learning Edge. This platform offers access to learning content aligned to individual personal development goals and interests, as well as topics identified by IAMGOLD for organization-wide learning – for example leadership, EDI and mining knowledge – to improve employee skillsets and management capacity.

Employee Relations (continued)

Employee Engagement: We believe that by engaging, empowering and supporting each other, we can achieve extraordinary performance. We strive to understand our employees’ perspectives, act on their ideas and input, and provide them with more opportunities to develop their skills. We recognize that when people feel they belong in a workplace there is higher employee engagement. We continue to strengthen employee engagement by examining ways to offer an empowering and flexible work environment. For example, we have expanded our employee resource and health and wellness options, including increasing well-being spending account reimbursement levels and expanding it to immediate family members; offering a “MyDay” where employees can take an additional day off for any reason; and more. Some of these initiatives were implemented this year and will continue into 2023. In addition, we recognize that employees want to make an impact where they live and work. We support a number of community programs with goals of building capacity, fostering economic growth, contributing to health, education, sport and culture, and working in partnership with local communities (for further details, see [Community Relations](#)).

Equity, Diversity and Inclusion (EDI): EDI are important topics for IAMGOLD – across all geographies and levels of the company. We strive to be an equitable and inclusive workplace, where people can come to work and feel comfortable and accepted. Our goal is to grow and maintain a capable and dedicated workforce, providing job opportunities to the most qualified, based on ability and experience.

IAMGOLD’s Code of Business Conduct and Ethics embodies our commitment to uphold the rights of our employees to be treated with respect and dignity, fair treatment, equal opportunity and a working environment free from discrimination and harassment. Our internal Diversity Policy and Standard codifies the importance of a diverse workforce where the rights and differences among our employees are maintained and respected. Our **Discrimination, Harassment and Violence in the Workplace Standard** states our requirements for preventing and addressing discrimination and violence in the workplace. Every employee is responsible for maintaining a work environment that is free from discrimination and harassment.

Leadership on diversity begins with our Board of Directors and management team. Our Diversity Policy includes a commitment to a minimum target of the greater of: two female directors or a Board comprised of 30% female directors and a target of 20% female representation among executives by 2030. In 2022, 38% of all directors and 12% of all executives are female. Reinforcing our commitment, EDI now forms part of the company’s annual Management Proxy Circular and is a key component of how IAMGOLD measures performance, with EDI-specific metrics embedded within the enterprise-wide short-term incentive program.

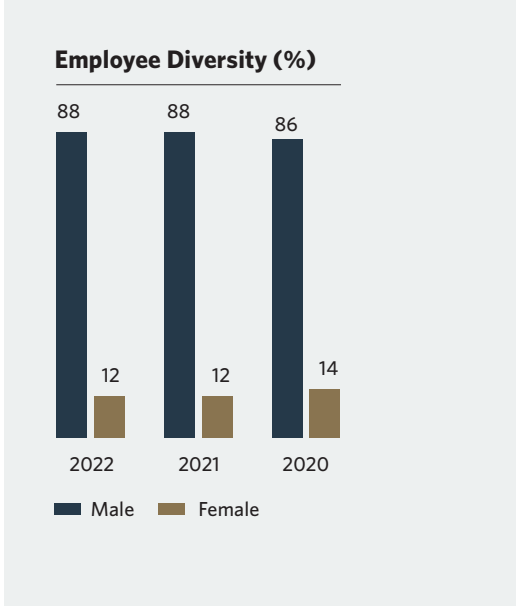
Our EDI Steering Committee, led by executive champions, and our Employee Council group further enhance our commitment to these important values, while providing strategic direction and focus. Working together, they aim to leverage data collection and awareness, as well as action planning, to drive positive results.

In 2022, in response to an earlier company-wide EDI survey, we conducted a full diagnostic of the current state to establish benchmark comparisons and roll out global and site-specific recommendations, including:

- Develop and incorporate psychological safety within our existing policy and practices;
- Be more holistic and inclusive within the recruitment standards;
- Implement EDI awareness workshops for all employees globally, specifically focused on the topic of conscious inclusion, building awareness surrounding leadership’s role in creating a more inclusive work environment; and
- Deploy a strategy to promote a safe and supportive workplace free of physical and psychological hazards in close partnership with Health and Safety. This included updating our Health and Safety Policy to include both physical and psychological safety elements, as well as the development of learning modules for employees globally on the topic of psychological safety.

Future surveys are planned to gather feedback from across the organization on employee engagement, including EDI.

Employee Relations (continued)



2022 Initiatives and Performance Highlights:

In 2022, similar to many companies, we experienced a challenging labour market due to a shortage of skilled labour. We experienced a turnover of 7.2%; however, we continued to focus on employee engagement and retention initiatives.

IAMGOLD engaged in several initiatives to advance EDI imperatives aligned to our corporate values, and in response to results from our EDI diagnostic work. We are pursuing a number of initiatives dedicated to enhancing gender equity and parity across our workforce. In 2022, we:

- Partnered with International Women in Mining (IWIM), a leading global not-for-profit organization that promotes gender equality and women’s voices, as well as access to leadership and opportunities in mining. IAMGOLD staff were able to learn, exchange knowledge and leverage IWIM’s mentorship program.

- Sponsored the Women’s Executive Network, (WXN) a North American organization that propels and celebrates the advancement of professional women at all levels, in all sectors, and of all ages. IAMGOLD’s Toronto-based employees were able to benefit from and leverage the resources and network provided through this sponsorship.
- Hosted a series of *Courageous Conversations* throughout the year to talk about EDI and gender within the mining industry. Indigenous community members and mental health experts joined our leadership team to hold frank conversations about barriers and ways to nurture a more inclusive work environment. We conducted three sessions in 2022, all well-received by the participants, and plan to continue to host these *Conversations* annually.



LOOKING FORWARD

The global race for talent is particularly fierce in the mining industry and in many of the remote communities where we operate. Now, more than ever, employee relations and retention are key to realizing social acceptance in our host communities. As we build the Côté Gold Project in Gogama, Ontario, for example, we have had strong hiring success – due in great part, we believe, to our track record of positive economic impact, including IAMGOLD’s:

- Highly competitive wages and benefits;
- Inclusive workplace environment;
- Diverse workforce and commitment to hiring Indigenous Peoples locally, regionally and nationally; and
- Our unwavering commitment to the health, safety and wellness of our people.

Looking forward, we understand the intersectionality of these issues will continue to grow, and effective employee engagement will be critical to our operations and to our business success.

Community Engagement and Development

IAMGOLD strives to be a trusted partner to a wide range of stakeholders, including Indigenous communities, employees, governments and investors. We seek to maximize the benefits of mining and to contribute to the economic and social prosperity of our host governments and communities.



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Indigenous Relations

Respecting the rights of Indigenous Peoples is paramount to IAMGOLD. We strive to foster relationships and partnerships based on the principles of trust, transparency and mutual respect. We believe we can contribute meaningfully to the social and economic development of Indigenous Peoples impacted by our activities through proactive community engagement, benefits sharing and protection of the environment.

We are committed to respecting the cultural heritage and traditions of local and Indigenous communities, as well as engaging with them in a manner that respects the principle of self-determination and aims to achieve Indigenous Peoples rights to Free, Prior and Informed Consent, through formal community agreements such as Impact Benefit Agreements.

Indigenous engagement is informed by IAMGOLD’s Community Relations Handbook, ILO Convention 169, the United Nations Declaration on the Rights of Indigenous Peoples and various industry frameworks such as Towards Sustainable Mining (TSM), Responsible Gold Mining Principles (RGMP), and International Finance Corporation (IFC) policies and standards. The commitment to uphold and respect Indigenous rights is a responsibility of all of our employees, contractors and suppliers.

In addition to these principles, IAMGOLD respects and honours agreed-upon principles as outlined within negotiated agreements with Indigenous groups. This relationship-based approach is respectful of community protocols and pushes IAMGOLD sites to develop organizational cultures that are appreciative of Indigenous traditions and aim to reduce racism and biases.

Leadership in Indigenous Engagement: In 2022, we published IAMGOLD’s Indigenous Engagement Policy, which outlines our commitment to the following principles:

- Creating lasting partnerships with Indigenous Peoples and communities associated with our operations built on respecting human dignity as well as the rights of the individual and of the communities, and the mutual respect and trust in order to reach agreed objectives and shared involvement;
- Respecting cultural heritage as well as spiritual and religious customs, ceremonies and traditions of Indigenous communities, including protecting culturally sensitive areas;
- Identifying ways to incorporate Indigenous knowledge and perspective into our activities, informing planning and operation of all phases of mine development;
- Engaging with Indigenous communities in a manner that respects the principle of self-determination and aims to achieve Indigenous Peoples’ right to Free, Prior and Informed Consent;

- Actively engaging with our employees to enhance their understanding of Indigenous history, cultural awareness and cultural competency to support respectful relationships;
- Negotiating reasonable accommodations, where appropriate, when our activities impact inherent Indigenous rights, including land rights; and
- Challenging and encouraging all employees and contractors to demonstrate leadership and take meaningful action to seek reconciliation with Indigenous Peoples.



Indigenous Relations (continued)

We recognized the importance of the National Day for Truth and Reconciliation by sharing with our Côté Gold workers, the Project's location on Indigenous lands, and encouraging them to learn more about Indigenous history. All workers were invited to enjoy a dinner menu consisting of a variety of traditional foods.



2022 Initiatives and Performance Highlights:

We continue to work with Indigenous communities to understand their interests and concerns. Agreements are signed to ensure project benefits flow to communities. At Côté Gold, an Impact Benefit Agreement with Mattagami First Nation and Flying Post First Nation was signed in 2019; an Impact Benefit Agreement (IBA) with the Métis Nation of Ontario, Region 3, was signed in 2021; and there are exploration agreements with Mattagami First Nation, Flying Post First Nation and Brunswick House First Nation. We continue to progress the following agreements:

Westwood: A formal agreement is pending with the community of Pikogan/Conseil de la Première Nation Abitibiwinni.

Rosebel: Active engagement with tribal communities, including the Matawai community and villagers of Nieuw Koffiekamp continued in 2022. As part of livelihood considerations, two small-scale mining protocols have traditionally been in place creating about 150 jobs: Roma East Protocol and the East Tailings Road Protocol, both of which have expired. Engagements for the renewal of these agreements were ongoing with the Ministry of Natural Resources and the communities at the closing of Rosebel's sale.

LOOKING FORWARD

As a global mining company, we recognize that the expectations of Indigenous communities for the resource sector have changed dramatically over the past decade, including expectations for addressing community concerns and delivering socio-economic benefits from our mining activities. We aim to work in partnership with Indigenous communities and to pursue mutually beneficial development opportunities – including procurement, service contracts and business partnerships – as well as employment opportunities and targets. Through our actions, we believe we can make a positive impact, contributing to the growth and prosperity of Indigenous communities.

IAMGOLD made \$10.36 million direct payments to Indigenous communities under IBAs in Canada during 2022, mostly related to commercial supply contracts.

For further details, please review IAMGOLD's latest ESTMA Annual Report [here](#).

Community Relations

IAMGOLD takes a partnership approach to community relations. We proactively communicate with a wide range of stakeholders – including Indigenous communities, employees, governments and investors – and directly engage with our host communities to help them maximize the benefits of mining at the local level. We seek to partner with governments and civil society to help deliver more effective and sustainable community development.

Our emphasis on health, safety, sustainable practices and co-operative, respectful relationships with our host communities underscores our values: stewardship of the land, care for its people, and a genuine desire to earn and maintain the social license to grow and continue developing our operations globally.

IAMGOLD’s Zero Harm® vision guides our relations with communities impacted by our operations. Our sites each manage their own community relations and development budgets. Corporate requirements are established in our **Sustainability Policy** and our **Sustainability Standard** on community relations and development. Where possible, we strive to have formal community agreements in place with our host communities.

We incorporate the following global guidelines and standards into our approach to community relations: the IFC Performance Standards, the International Council on Mining and Metals (ICMM), MAC TSM program, WGC RGMPs and the Voluntary Principles on Security and Human Rights (VPSHRs).

Our dedicated Community Relations teams aim to have ongoing dialogue with local communities to promote trust, respect and transparency. Our engagement approach is unique to every site. The frequency and intensity of our meetings depend on the local, regional and national stakeholder context as well as our operational or developmental activities and requirements.

We encourage our sites to take an inclusive approach to stakeholder identification and identify vulnerable groups that may be excluded from traditional forms of engagement. The identification process we undertake as part of stakeholder mapping and analysis is an ongoing exercise. Each year we engage with thousands of local, regional and national level stakeholders and Indigenous Peoples in our host countries.

A key aspect of these engagements is to share information regarding any environmental or social impacts of our operations and proposed development projects. This engagement includes listening to our host communities and stakeholders and seeking to understand community questions, concerns, needs and priorities to inform management and mitigation strategies. All IAMGOLD sites conduct environmental and social impact assessments (ESIAs) as part of their project approval and implementation process. ESIAs typically require extensive engagement and negotiations with local communities and other relevant stakeholders. Ongoing engagement and monitoring activities include establishing formal grievance mechanisms and stakeholder committees, conducting field monitoring work and ensuring all relevant documents are available for external review.

In 2022, key topics and concerns raised through direct engagement and our grievance mechanisms related mainly to Indigenous engagement, access to jobs, local procurement, health and safety, noise and dust, renewable energy and mine closure.

During the year, Côté Gold updated and republished its Indigenous Consultation Plan and Community Communications Plan. The site continues to collaborate with Mattagami First Nation and Flying Post First Nation, and the local community of Gogama on the development of socio-economic management and monitoring plans.



Community Relations (continued)

Stakeholder Engagement and Outreach Programs

Site	Community Development Programs	Stakeholder Mapping	Formal Grievance Mechanisms	Grievances	Stakeholder Monitoring Committees
Rosebel	Rosebel Community Fund	✓	✓	2	Communication Committee
Essakane	Health project; agricultural project; Water and Sustainable Economic Growth for the Sahel (ECED); development of socio-economic and governance capacity project	✓	✓	25	Communication Committee; Resettlement Monitoring Committee
Westwood	Annual investment program	✓	✓	None	Grand Duc Monitoring Committee
Boto Gold	Community health program; water and sanitation activities; education and training; local economic development (vegetable gardens and agriculture support, solar energy, water kiosks) Kouliminde Relocation Action Plan (inclusive of Vulnerable Household Management Program)	✓	✓	11	Kouliminde's RAP: Negotiation Forum and sub-committee
Côté Gold	2 IBAs; community investment program	✓	✓	3	2 Socio-economic Management and Monitoring Committees Environmental Management Committee 2 IBA Implementation Committees

2022 Initiatives and Performance

Highlights: IAMGOLD's community programs contribute tangible benefits to our host communities. Our goals are to build capacity, foster economic growth, contribute to health, education, sport and culture, and to work in partnership with local communities.

In 2022, we pursued initiatives dedicated to sustainability best practices, improving Indigenous and community access to health and education opportunities, issues related to food and job security, physical and mental health, socio-economic development, including access to water, power and protecting the most vulnerable in society, including female, elderly and youth populations.

In 2022, Essakane received Level AAA, Rosebel Level AA, and Westwood Level B ranking for the TSM Indigenous and Community Relationships Protocol. Westwood received a lower score due to improvements needed related to the mechanism for the community of interest (COI) to self-identify and the development of processes to identify the needs of COI for capacity building to allow them to participate effectively on issues of interest or concern to them. However, all actions have been implemented and we expect to see an improved score in 2023.

Value of Community Development Initiatives in 2022 (\$)		
Canada	South America	West Africa
691,266	1,173,786	13,143,883

Community Relations (continued)

CANADA

IAMGOLD continued our partnership with Université du Québec en Abitibi-Témiscamingue’s *Research Institute on Mines and the Environment (RIME)* aimed at developing environmental solutions for the life cycle of a mine, while training qualified persons for tomorrow. RIME provides leading-edge research on environmental issues that challenge the global mining industry, such as climate change, tailings management, the circular economy, risk analysis, water treatment and revegetation. RIME is also pursuing the transfer of research and traditional knowledge between Inuit and mining communities. Our commitment spans 14 years (2013–2026), with annual contributions of \$300,000 toward a total contribution of \$4.2 million.

As one of the founders of the Young Mining Professionals (YMP) Scholarship Fund, IAMGOLD continued to support YMP through a \$10,000 Woman in Mining Scholarship awarded to a student at the University of Waterloo. This scholarship fund is designed to help support and promote mining and mining-related education to the next generation of mining entrepreneurs in Canada.

We established the *IAMGOLD Partnership Fund* with Laurentian University in Sudbury, Ontario, a student award program to help the university attract and retain the best students. In total, we will contribute \$400,000 per year for two years, starting in 2022, to help fund IAMGOLD research fellows and other research, student activities, field trips and student awards.

Also in Sudbury, **Côté Gold** sponsored a *Jill of All Trades* at Cambrian College, an event to inspire women to pursue education and careers in the skilled trades, engineering and technology.

Côté Gold continued its partnership with Indspire to fund educational bursaries for post-secondary students from Mattagami First Nation, Flying Post First Nation and Métis Nation of Ontario, Region 3. A total of 24 bursaries will be awarded over three years, with each student receiving \$5,000 to help them pay for their studies in a mining-related program.²³ Indspire is an Indigenous national charity that invests in the education of First Nations, Inuit and Métis people for the long-term benefit of these individuals, their families and communities, and Canada. Côté Gold also contributed approximately \$16,000 in 2022 to support various activities in local and regional communities related to education, community well-being and health.

Westwood made community investments in Canada totaling C\$149,449, including funding for the Osisko in Light Festival, the IAMGOLD challenge in support of the Fondation Santé, the IAMGOLD Mine Westwood Trail and the local Winter Festival. The mine also began discussions regarding funding in 2023 for a newly established cancer treatment centre in Rouyn-Noranda.

²³ IAMGOLD will fund 12 bursaries and the Government of Canada will provide matching funds.



WEST AFRICA

IAMGOLD contributed funding to support a cultural heritage project at Burkina Faso’s National Museum, which will be used to build the museum’s Fulani people gallery, one of the country’s 11 main ethnic groups. The project aims to showcase Burkina Faso’s wide ethnic diversity and protect its cultural heritage by recreating a village consisting of each ethnic group’s traditional dwelling.

Essakane has committed to contribute 1% of its annual revenues to fund local development programs through the government-run Mining for Local Development in Burkina Faso. In 2022, the mine contributed approximately \$10.24 million to the Fund.

Essakane secured funding for Phase 2 of the Triangle d’eau project, which provides access to safe and reliable water, improving people’s lives in rural Burkina Faso. In partnership with Global Affairs Canada, Cowater and One Drop, IAMGOLD will work to implement Phase 2 of the project over the next six years, starting in 2023, building on Phase 1 infrastructure to increase drinking water supplies, improve water sanitation, enhance governance of water management services, promote economic development and contribute to the growth of revenues from agriculture, livestock and market gardening production in the communities of Dori, Gorom-Gorom and Falagountou.

Essakane’s direct community investment initiatives focused on agricultural programs, with the donation of 30 motorized cultivators to agricultural producers. As part of the health program, 5,000 mosquito nets were distributed to help anti-malaria efforts in neighbouring villages, and 135 children were provided medical care to fight against malnutrition.



Community Relations (continued)

Boto Gold invested approximately \$720,000 to improve services in 25 villages for water, sanitation, education, local development, environmental protection, community health and food security. Access to potable water and sanitation is a primary concern for the local communities. In 2022, we rehabilitated latrine boxes in three schools and equipped or repaired 10, either with solar equipment and tanks or hand pumps.

The treatment of malaria is a key community health initiative. To embed our malaria program into the national effort, we signed a Memorandum of Understanding with the Senegal National Malaria

Control Program. In 2022, 2,500 home visits were conducted reaching 10,123 people, medicines were donated to various health posts in the region, 523 latrines were treated with the insertion of polystyrene beads in six villages and eight schools in the community of Medina Baffé for malaria vector control (1,919 beneficiaries), and training was provided to 30 community awareness-raising agents.

Additionally, 700 people were provided educational resources on sexually transmitted diseases and infections. Through this activity, 230 people were screened for STD/STIs and 185 women screened for cervical cancer.

Boto also contributed funding to various food security projects including support for a family farming project and vegetable garden to increase agriculture production rates, as well as funding for an environmental project that provided solar kits to local citizens.

IAMGOLD, through our exploration activities in **Senegal**, also contributed to the development of the Saraya region with \$255,000 invested to improve services for water, sanitation, education, local development, environmental protection, community health and food security. In **Mali**, we contributed \$50,000 to health, water and access infrastructures. In **Guinea**, IAMGOLD contributed \$63,000 to health and education initiatives.

SOUTH AMERICA

Rosebel continued its commitment to making an annual contribution of 0.25% of annual revenues to the Suriname Environmental and Mining Foundation (SEMiF) in addition to the existing 0.25% of annual revenues contributed to the Rosebel Community Fund (RCF). This year, Rosebel contributed over \$1 million to the fund, complementing the initial endowment of \$2.5 million made by the company in 2020. The fund supports projects and activities identified by the community as priorities in the areas of public health, education, agriculture and livelihood development, and basic infrastructure. Major projects initiated or completed during the year included contributions toward a large-scale agricultural project the opening of Suriname’s first eye care hospital and a multi-faceted Breast Cancer Awareness Campaign for employees and local communities.



The Power of Basketball – Giants of Africa

IAMGOLD’s four-year partnership with Giants of Africa aims to encourage the development of youth through the power of basketball. The program includes: the construction of basketball courts in IAMGOLD’s host countries of Burkina Faso and Senegal, multi-day basketball and life-skills camps in each region as well as two-day mentorship camps, and a women’s empowerment career workshop in Senegal. IAMGOLD’s investment with Giants of Africa totals \$1 million over four years.

In 2022, the partnership constructed a new basketball court in Kedougou (Senegal) and unveiled a multi-sports centre in Bobo-Dioulasso; it further provided equipment and held basketball camps with NBA coaches for 50 young people from the Kedougou Region and 100 Burkinabe young boys and girls.

Community Relations (continued)

Maximizing the Economic Benefits of Procurement: IAMGOLD’s supply chain and procurement practices are not only essential to our success, they have one of the largest and most meaningful economic impacts for the communities, regions and countries we operate in. Each year, through our contracting and procurement needs, we support many businesses – with the goal, wherever possible, of developing local business capacity and maximizing the shared economic benefits of procurement.

We seek to build long-term and trusting relationships with suppliers who share our values and are committed to a safe, sustainable and effective supply chain. Not only does this reduce our risk exposure, it enhances our community relationships and strengthens the efficiency of our supply chain. Our company-wide policy on the purchase of goods and services encourages mine sites to give priority to local suppliers, provided they are competitive.²⁴

We continued to prioritize local suppliers during the year, achieving over \$100 million in local procurement expenditures, mainly a result of:

- reserving contracts for local suppliers with simplified tendering process, rather than conducting a formal and complex competitive tendering process;
- favouring smaller work packages for minor contracts;
- using weighting and premiums to give preference to local suppliers;
- focusing on non-local suppliers to source locally or to enter joint ventures with local businesses; and
- integrating local supply chain enterprises through life-of-mine contracts and embedding targets and commitments.

Our Supplier Development Program aims to strengthen local procurement opportunities through local tendering, capital cash flow support, and via complaints mechanisms to respond to any concerns that arise. In 2022, the program provided 90-120 day improvement guidance and worked to enhance communications with our suppliers via social media and in-person meetings.

Procurement Spend (\$)	2022	2021
Total global spend	1,479,822,432	630,627,345
Total country spend	856,884,943	500,702,879
Total local spend	102,241,716	65,570,343

Essakane organized a workshop with 140 local suppliers in the Sahel region to further its local content strategy. Additionally, the site made good progress on deploying the FAMAGODO project, a two-year partnership with the United Nations Development Programme to implement a local initiative in the communities of Falagountou, Markoye, Gorom-Gorom and Dori dedicated to fostering youth employment, reducing poverty, strengthening local infrastructure, and supporting capacity as well as local governance.

Rosebel launched a local procurement policy in 2022. To support the implementation of the policy, Rosebel conducted a local procurement workshop for its leadership team, developed a local business training program for existing and new suppliers, and conducted a local market survey to identify future training needs. The mine also updated its Talent Acquisition Standard to include a comprehensive definition of local employment and provide guidance for posting local employment opportunities. Concurrently, the site launched an awareness campaign to support its local procurement and employment initiatives. The #IAMLOCAL campaign aims to create awareness and ambassadors within Rosebel, with posters containing the definition and criteria for “local” and testimonials of local employees.

24 "Competitive" refers to the total cost, delivery, and quality of the good or service. Where two suppliers are considered equal, the local supplier should prevail.

Human Rights and Security

Core to IAMGOLD’s culture is a steadfast commitment to respect the human rights of all stakeholders. We strive to ensure that employees and contractors at all of our global operations adhere to human rights principles. It is also a stipulation of our Procurement Policy.

We conduct our operations with respect to internationally recognized human rights as set forth in the United Nations Declaration of Human Rights and the four fundamentals of the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work.

Our [Human Rights Policy](#) outlines specific commitments we make to manage this issue including consulting with relevant stakeholders to prevent and mitigate potential impacts on human rights; providing culturally sensitive training to employees; and periodically conducting due diligence on the implementation of this policy.

The policy applies to all operations and at all stages of project development. IAMGOLD’s [Sustainability Policy](#) also addresses human rights, respect and dignity, and our [Sustainability Standard](#) directs that the policy be implemented consistently across all sites using best practices.

Our Community Relations teams have ongoing dialogues with local communities to promote trust and transparency. All IAMGOLD operations have grievance mechanisms in place to ensure any issues that have been identified are resolved in a timely manner.

IAMGOLD employs trained security personnel where required to protect the safety and security of our people and our business. Our efforts focus on reducing the economic impact of potential threats – such as a terrorist attack, theft or physical damage; ensuring the safety and well-being of employees and local citizens that surround our sites; preventing crimes such as human trafficking, child labour and other human rights abuses; and peacefully resolving any conflicts that may arise.

IAMGOLD security personnel, including contractors, receive training in line with our policies and procedures on human rights. This training incorporates the VPSHRs, which all security employees and contractors are required to adhere to. Training is also provided to key management and superintendents on VPSHR awareness by a third party.

We have implemented key features of the VPSHRs through our [Global Security Policy](#) and [Corporate Security and Human Rights Management Standard](#), which provide guidance for IAMGOLD site management and security personnel regarding the recognition and protection of human rights in line with the VPSHR, including procedures such as the Use of Force, Apprehension, Arrests, Detention and the contracting of Private and Public Security Forces and other security-related challenges.

Specific provisions to address and respect child rights form part of our corporate standard and contracts with private security providers. IAMGOLD has also adopted the UNICEF Child Rights Assessment as part of our security policy and procedure.

An annual audit is conducted to address the highest priority security risks. The audit ensures our security procedures comply with Corporate policy, standards, relevant legislation and regulations, and that the required foundational and refresher VPSHR training is being conducted.

At Essakane, all security team members receive human rights training. Additionally, all contracts in place with private and public security providers have compliance clauses on the VPSHRs and our [Health and Safety Policy](#). IAMGOLD conducts regular monitoring to ensure that Essakane’s private security providers have not been accused of human rights abuses or breaches of humanitarian law in Burkina Faso. For public security forces deployed in Essakane, IAMGOLD relies on the Burkinabe government to conduct screening of individuals and to enforce compliance with the VPSHRs and Health and Safety Policy as part of the Protocol Agreement.

For details on the alignment of our security practices to VPSHR, please review the latest MAC TSM Report [here](#).

Human Rights and Security (continued)

2022 Initiatives and Performance Highlights:

At the request of IAMGOLD’s Board of Directors, a review was undertaken in June by an independent third party to assess site compliance and assurance procedures in connection with our private and public security provider agreements regarding security and human rights at Essakane and Rosebel. The assessment concluded that the human rights clauses in the reviewed contracts are generally compliant with human rights practices, but could be upgraded to meet the best international standards including: providing a consistent and clear framework, with a focus on due diligence and training obligations; specific provisions on liability and indemnity, as well as suspension and termination rights for IAMGOLD in case of violation of human rights standards or abuses; and closely monitoring the implementation of IAMGOLD’s human rights standards by the Contractors through audits and performance indicators.

At Essakane in 2022 we continued to focus on employee training. 100% of employees were trained on multiculturalism, ethics and compliance with IAMGOLD’s Code of Business Conduct and Ethics, which includes requirements on respect for human rights, both among staff and with regard to communities. Members of the site’s security team received additional specific training on respect for human rights. This team training included staff from the site’s private security provider, the Public Defence and Security Forces in charge of protecting the mining site and the drivers of Essakane’s contracted personnel transportation company.

Artisanal and Small-Scale Mining

Artisanal and small-scale mining (ASM) is a major socio-economic force in countries where IAMGOLD operates, including Senegal, Burkina Faso and Suriname. ASM provides a livelihood for millions of workers worldwide, but its informal nature contributes to significant negative environmental (deforestation, erosion, water pollution) and human health (health and safety) impacts. While it is typically illegal when conducted without permission on a large-scale mining concession, it is often a fact of life where IAMGOLD operates due to its socio-economic importance and the often-limited willingness or capacity of government to enforce regulation.

As a result, we take a pragmatic approach to effectively manage ASM risks and impacts, with our priorities being to ensure the continuation of industrial mining activities over the short, medium and long term and to maintain our social license to operate. IAMGOLD’s **ASM Standard** outlines best practices in engagement and management of ASM. We also have a number of agreements in place with ASM globally and provide training on safe methods and safe handling of chemicals.

Where ASM poses security-related risks, IAMGOLD implements the VPSHRs, including support for training for public security where possible. Any security personnel deployed at our sites must also agree to and receive training on human rights protocols.

At Essakane, traditional gold panning sites are located from 2 to 30 kilometres around the mining site. Relations with the representatives of the artisanal miners are positive and ASM does not interfere with mining or exploration activities. Local ASM associations are engaged when displacement is required to conduct safe exploration activities.

Human Rights and Security (continued)



Resettlement:²⁵ We use an inclusive, consultative process with stakeholders to plan and implement resettlements, and there are grievance mechanisms in place to ensure any issues identified are resolved in a timely manner. Audits are done post-resettlement to ensure the objectives have been met.²⁶

In Senegal, at **Boto Gold**, the construction of new houses for the resettlement of Kouliminde Village continued to progress. Infrastructure, such as water fountains, fences, and construction of the houses and community buildings started during the year, with completion expected in early 2023. Meanwhile, at **Essakane**, we continued to address issues from a past resettlement – namely housing issues related to differential settlement of the soil caused by the lack of foundations, which has resulted in deterioration of roofs and walls. A reconstruction program is underway and nearing completion, at a total estimated cost of \$35 million (\$8.4 million in 2021, \$12.7 million in 2022 and \$13.6 million in 2023).

LOOKING FORWARD

Burkina Faso remains a challenging environment to conduct business in due to geopolitical risks, as well as human rights and security concerns. Given that the mine represents a significant portion of IAMGOLD's business, these risks have the potential to impact our share price, as well as the safety of our employees and members of the community. Over the past decade, IAMGOLD has acted as a socio-economic anchor in the region and as a stabilizing factor overall. IAMGOLD will continue to monitor risks, and train employees and contractors on human rights and security concerns, in order to reinforce our commitment to these principles.

Canada's new *Fighting Against Forced and Child Labour in Supply Chains Act*, which will come into force on January 1, 2024, aims to increase industry awareness, transparency and business practices on these issues. The Act contains an obligation to report on steps taken to prevent and reduce the risk of forced or child labour in enterprise supply chains. We will work with our global sites to respond to these new measures.²⁷

²⁵ The nature of mining will sometimes require physical (e.g., housing) and economic (e.g., fields) displacement. While we strive to limit displacement wherever possible, when we do resettle people, we seek to leave them in a better set of conditions than before.

²⁶ IAMGOLD's Sustainability Standard requires that a resettlement action plan be developed for each resettlement in line with the IFC's Performance Standard 5 – Land Acquisition and Involuntary Resettlement.

²⁷ The second part of the **Act** amends the **Customs Tariff** to expand the prohibition on the importation of goods mined, manufactured or produced, in whole or in part by forced labour, to also include child labour.



Environmental Stewardship

As a mining company with a significant global footprint, we constantly challenge ourselves to minimize, eliminate and offset our environmental impacts. In order to achieve Zero Harm®, our sites have rigorous systems in place to manage environmental aspects, including energy, carbon emissions, water, biodiversity, tailings and waste.

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Energy and Climate

IAMGOLD recognizes that mining activities are energy intensive²⁸ and generate significant greenhouse gas (GHG) emissions. We are taking comprehensive action to reduce our energy use and carbon emissions. We plan to achieve this through a combination of reducing our Scope 1 and 2 emissions profile, as well as through investments in nature-based solutions that further biodiversity objectives and act as carbon sinks.

Energy Consumption

We believe the efficient management of energy is key to achieving our business strategy and providing benefits to stakeholders. Further, effective energy management will help control our environmental impacts and directly contribute to operational cost improvements. Our sites regularly track and assess energy use to identify opportunities to improve energy efficiency and reduce Scope 1 and 2 GHG emissions, promote energy conservation and the use of renewable energy.²⁹

Our goals are to increase the number of sites with renewable sources of energy and to increase the proportion of renewable energy used to meet the company’s total energy requirements. Both Essakane and Rosebel partially utilize solar energy, with Essakane operating a 15 megawatt (MW) solar plant in Burkino Faso. IAMGOLD is constantly evaluating renewable energy sources for implementation at our sites to reduce our carbon footprint.

IAMGOLD’s **Energy and Greenhouse Gas Emissions Management Policy** is aligned with the TSM Energy and GHG Emissions Management Protocol. The Standard outlines our key energy management objectives which are to continuously improve our energy performance; reduce our emissions of GHGs and resulting impacts on the environment; and support the introduction of clean and renewable energy. IAMGOLD adheres to national and provincial regulations on air emissions.

GHG Emissions: The primary sources for Scope 1 emissions are diesel consumption for mobile mine equipment across all of our sites and heavy fuel oil used to generate electricity at our Essakane operation. Our primary source of Scope 2 emissions is purchased electricity to support the operation of the mill at Westwood and treatment plant at Rosebel. Given the heightened attention to the company’s climate performance, in 2022, the focus was to ensure accuracy within our Scope 1 and Scope 2 data with plans to review and update Scope 3 definitions and data in 2023 and 2024 to ensure IAMGOLD is aligned with TCFD and external carbon expectations.

GHG Emission Classification

Scope 1

Direct emissions from sources owned or controlled by IAMGOLD (e.g., use of fossil fuels in our mobile mine equipment).

Scope 2

Indirect emissions from the generation of acquired and consumed electricity, steam, heat or cooling from sources owned or controlled by an external organization (e.g., from energy purchased for use in our facilities).

Scope 3

Encompasses emissions not produced by IAMGOLD and not the result of activities from assets we own or control, but by those we are indirectly responsible for up and down our value chain (e.g. the purchase, use and disposal of products from suppliers). Scope 3 emissions include all sources not within the Scope 1 and 2 boundaries.

²⁸ Energy-intensive activities include crushing, grinding, ventilation, pumping, transport and drilling.
²⁹ This topic boundary includes energy use at IAMGOLD managed operations and exploration sites. Energy use at closed sites is not considered significant as there are no active production or mineral processing activities. Additionally, joint venture projects where IAMGOLD is not the operator are not included.

Energy and Climate (continued)

2022 Initiatives and Performance Highlights:

In 2022, our energy consumption and GHG emissions were relatively similar to the previous year due to ongoing construction activities at Côté Gold. Diesel remains a primary fuel source across our sites, however, diesel consumption is expected to decline by 2024, when site construction for Côté Gold will be completed, and mine production will have commenced.

Decarbonization planning was underway in 2022. We conducted an assessment to identify and prioritize physical and transition climate-related risks and opportunities over the short (2021–2024), medium (2024–2030) and long term (2030–2050). We also tested the resiliency of our portfolio and business strategy against different climate scenarios using the S&P Climanomics platform. The analysis indicated that the most immediate material risks and opportunities are related to the physical impacts of climate change and transition-related regulatory changes as well as technology, market and reputational risk. The biggest opportunities are driven by products and services, followed by energy sources and resource efficiency. Additionally, we completed a carbon inventory audit, began emissions forecasting work based on current mine plans, and identified a potential list of mitigation actions.

Westwood achieved Level A, while both Essakane and Rosebel received Level B against [TSM's Energy and GHG Emissions Management Assessment Protocol](#). We aim to improve our energy use and GHG emissions management system and with the

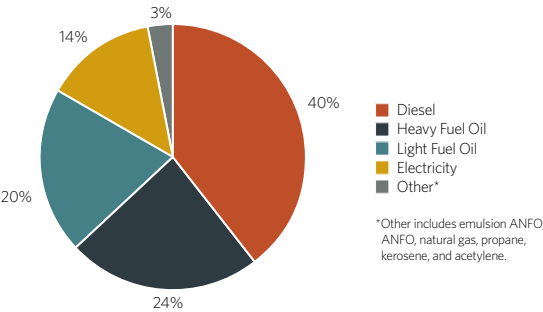
decarbonization planning work underway this will enable us to set goals, and help sites to improve their management systems aligned with corporate objectives.

	2022	2021	2020
Total energy consumption (GJ)	10,047,327	10,181,467	7,818,719

Greenhouse Gas Emissions (in metric tonnes of CO ₂ equivalent) ³⁰	2022	2021	2020
Scope 1	573,528	596,549	477,761
Scope 2	566	512	491

Energy Intensity	2022	Greenhouse Gas Emission Intensity	2022
GJ/Mined ore (000 tonnes)	506.6	GHG intensity – Mill (kg CO ₂ e/1000 tonne milled)	31.1
GJ/Moved ore and waste (000 tonnes)	116.9	GHG intensity – Mine (kg CO ₂ e/tonne moved)	6.7
GJ/Milled ore (000 tonnes)	543.9	GHG intensity per ounce	0.8
GJ/Gold produced (attributable ounces)	14.1		

30 Assessments conducted in accordance with WRI/WBCSD's Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).



Rounding of numbers may cause a discrepancy in the total value.

LOOKING FORWARD

IAMGOLD plans to publish a detailed decarbonization roadmap to support long-term goals before the end of the year. As part of our accountability and reporting framework, we will also be reporting in accordance with the TCFD framework, with our inaugural report slated for 2023. Due to the sale of Rosebel, this forthcoming report and future reporting on IAMGOLD's emissions will not include that operation, which was a significant part of the company's emissions profile.

Reducing our carbon footprint will continue to be a material challenge for IAMGOLD, as open pit mines emit, on average, approximately twice as much CO₂e per ounce of gold produced as underground mines. Once Côté Gold ramps up into full production, our emissions profile will increase, and we will be in the top quartile of carbon emissions per tonne produced. We will continue to pursue energy reduction initiatives and seek out leading-edge technology to reduce our emissions.

Water Stewardship

Water is a key resource for the gold extraction process and is a shared resource with our host communities. IAMGOLD is committed to being a responsible water steward as we recognize the importance of environmentally sustainable and socially equitable water use. We are dedicated to ensuring access to clean water for all users now and for the future.

Our water management objectives include compliance with applicable regulatory requirements, efficiently managing water resources, and recycling and reusing water for mineral processing where possible. We track our water use and management at IAMGOLD-managed operations and advanced exploration sites.³¹

All of our mines and development sites have a formal approach to water management, guided by our **Water Management Policy**. Westwood, Essakane, Boto and Côté Gold sites have water balance studies in place.

The Essakane mine in Burkina Faso has objectives and targets to address water risks and opportunities, and at all of our operating mines, water monitoring data is regularly reviewed, and results are incorporated into long-term site planning and closure plans. Water management plans at each site address all aspects of water quality and quantity related to our operations, including closure planning, reclamation, tailings management, discharged water, potable water and groundwater.

IAMGOLD's operations are designed to limit water withdrawal, minimize our impact on waterways and to employ efficient water management and water conservation practices. Our Essakane site is located in a region with high water stress³² and does not discharge any processed water into the environment, while Westwood is located in a region with low water stress.

Water quality and quantity is regularly monitored, including water treated and discharged, with testing conducted by on-site and third-party laboratories to confirm conformance with national regulations and parameters. In addition to ensuring we meet any relevant national standards, effluent discharge at Rosebel meets the end-of-pipe discharge limits, which are based upon the World Bank and IFC Environmental, Health and Safety Guidelines' limits for the discharge of process wastewater to surface water.



³¹ Water use at exploration and closed sites is not considered significant as there are no active production or mineral processing activities.

³² Water stress rating is from the World Resources Institute's Aqueduct Water Risk Atlas.

Water Stewardship (continued)

IAMGOLD has a robust community engagement program and stakeholder engagement plan in place to ensure feedback from the local community can be received and considered, including any related to water issues. A formal grievance mechanism is also in place for dealing with complaints and concerns of external stakeholders.

2022 Initiatives and Performance Highlights:

As a MAC member, we annually self-assess against the TSM Water Stewardship Protocol and report on IAMGOLD’s performance. In 2022, our sites achieved our target of reaching Level A ranking for the TSM Water Stewardship Protocol. View our past and present MAC TSM performance [here](#).

Ongoing construction activities at Côte Gold impacted our 2022 results, with water taken to support dust suppression, construction activities and open pit dewatering. Additional groundwater was required to provide potable water supply for the site as well as for the batch plant. During the year, Côte Gold submitted a request to amend its Environmental Compliance Approval to allow for an extension and flexibility for discharge durations and locations throughout the site and to increase the allowable capacity of on-site sewage treatment through the membrane bio-reactor facility.

Water Withdrawal, Discharge and Consumption (000 m³)

Water Withdrawal		Water Discharge		Water Consumption	
Surface:	34,569	Surface:	20,394	Surface:	14,175
Ground:	3,280	Ground:	0	Ground:	3,280
Precipitation:	19,571	Precipitation:	0	Precipitation:	19,571
Third-party:	0	Third-party:	0	Third-party:	0
Total:	57,420	Total:	20,394	Total:	37,026
				Water Recycled	19,993

- Water withdrawal data is measured.
- Water discharge data is measured.
- Water consumption data is calculated. It is water withdrawal minus water discharge.
- Recycled water data is measured.

(000 m³)	2022	2021	2020
Total water withdrawal	57,420	40,966	30,438
Total water discharged	20,394	6,448	4,764
Water consumption	37,026	34,518	25,408

LOOKING FORWARD

Water stewardship continues to grow as a material topic for IAMGOLD and our stakeholders. Water is core to operating a mine and significant in the geographies where we operate; for example, it is very important to the Indigenous communities around our Côte Gold project in Northern Ontario.

The risks associated with climate change include challenging drought conditions experienced at our Essakane in Burkina Faso which similarly affect local communities; and the potential for rationed water supplies on a go-forward basis at all our sites could be significant.

Our adaptive strategies for water stewardship include rerouting the river and lake around the Côte Gold site as we build it and zero water process discharge, which helps lower the overall risk because the site does not discharge directly into a receiving body.

Biodiversity and Land Use

IAMGOLD is committed to achieving net positive biodiversity by 2050, wherein the company will commit to creating more habitat than it disturbs. This target aligns with and recognizes that protecting biodiversity and sustaining healthy ecosystems are fundamental to achieving IAMGOLD’s Zero Harm® vision.

Guided by our **Biodiversity Policy**, we integrate biodiversity management and conservation at all stages of our activities, using the necessary resources and skills to minimize impacts on biodiversity while ensuring the restoration of disrupted ecosystem functions. IAMGOLD is committed to restricting mining activities in World Heritage sites. We track and manage our biodiversity aspects related to IAMGOLD-managed operations and advanced exploration sites.³³

We conduct biodiversity baseline studies for development projects as part of IAMGOLD’s environment and social impact assessments, which are guided by IFC Performance Standards. Early in any project-planning process, we consider the impacts to aquatic and terrestrial species and identify measures to avoid or reduce such impacts, which are included in site management plans. Recent environmental assessment (EA) reports, such as the EA report for Côté Gold, are available on our [website](#) for review.

We undertake environmental effects monitoring studies throughout all phases of our mining operations. Additionally, biodiversity considerations are taken into account during mine closure planning and reclamation activities.

Essakane operational impacts on biodiversity include habitat loss, fragmentation, conversion and degradation resulting in flora and fauna disturbance and displacement; increased human activity (operating machinery, noise and light); and increased hunting pressure from increased human access and population influx.

There are several vulnerable species present on Essakane concessions and the mine has a biodiversity management plan in place. Inventories

of impacted species are undertaken regularly by external experts to track our rates of success in mitigating our impacts. See IAMGOLD’s latest **GRI Content Index** for details.

The Fayolle gold deposit project at Westwood is located on the outskirts of Aiguebelle National Park. Activities likely to have impacts on terrestrial fauna in this region are deforestation, as well as disturbance resulting from general mining operations and traffic and transport. Deforestation causes a loss of wildlife habitat. The availability of similar habitats nearby will allow mobile wildlife to easily relocate. The impacts of machinery noise and increased human traffic on the site will be felt above ground by all birds and mammals. Impacts are considered minimal as the noise will be limited to a small area and blasting is not frequent. In addition, the negative effect of noise is not considered to be a cause of the decline of any special-status bird species that may frequent the site. While we do not currently monitor birds at this site, we will be evaluating opportunities to improve on our biodiversity monitoring.

In addition to holding public consultations during the year,³⁴ we are required to monitor potential risks to fish habitat and file an environmental effects monitoring report under the Metal and Diamond Mining Effluent Regulations every three years.



³³ Biodiversity aspects of closed legacy sites and joint venture projects where IAMGOLD is not the operator are not included in this report.

³⁴ Under section 101.0.1 of the *Mining Act* and prior to applying for a mining lease, IAMGOLD held public consultations regarding the mining of the Fayolle gold deposit project. The requirement to hold a public consultation under the Act enables the Ministère de l’Énergie et des Ressources naturelles (MERN) to include authorization conditions to the mining lease to limit conflicts with other land uses and to take into account the social acceptability of the project in the community.

Biodiversity and Land Use (continued)

As a MAC member, all IAMGOLD operations conduct the annual TSM self-assessment for the Biodiversity Conservation Management Protocol, a tool for assessing biodiversity conservation management performance. Essakane has achieved Level AAA across all elements and Rosebel Level A. Westwood is only achieving Level B and C ratings against the Protocol at present; gaps identified were a lack of identification of significant biodiversity aspects, biodiversity conservation plan including roles and responsibilities approved by senior management, and biodiversity conservation reporting. A working group has been set up to identify the significant biodiversity aspects and update the biodiversity conservation plan supported by Corporate’s Director of Environment. View our past and present MAC TSM performance [here](#).

2022 Initiatives and Performance Highlights:

Throughout the year, IAMGOLD was working to develop medium-term targets to achieve net positive biodiversity. This is part of the company’s overall roadmap to achieve net negative carbon emissions by no later than 2050. We will continue to advance this work through a dedicated team with support from a range of external advisors.

At Côté Gold, several permits were received, including an amendment to the *Fisheries Act* Authorization approving the removal of three fish-bearing ponds and an update of planned complementary off-setting measures, as well as other permits required to construct fish habitat.

At Westwood, the mine began to restore old mining roads that had been built with acid-generating materials, 40 years ago; this work will continue over the coming years. In addition, with the completion of engineering and the receipt of required permits at the end of 2022, the site will begin to work towards the reclamation of Tailings Pond 1 starting in 2023, with active restoration planned for 2025-2027. In addition, during the public consultation on the Fayolle project, Westwood committed to donating a quantity of aggregate to the city and the Aiguebelle National Park for the maintenance of municipal roads (local roads) and in the national park.

At the Boto Gold Project in Senegal, the Forestry and Water Department completed the inventory and cartography of resources inside the Biodiversity Conservation Unit (BCU). The environmental team was trained in biodiversity monitoring techniques. The installation of camera traps around the site will allow the environmental team to identify and implement key activities of Boto’s biodiversity conservation plan, as well as to monitor and evaluate their effectiveness on the fauna and flora located in the BCU, and on the mining permit.

At Essakane, we are engaged in a major biodiversity and development project to support the Women and Youth in Action for Sustainable Ecosystems Project (FAED) – a seven-year biodiversity conservation and forest landscape restoration project in the Dori, Gorom-Gorom and Falagountou communities near the site. FAED is co-funded by Global Affairs Canada (C\$24.5 million) and IAMGOLD (C\$1.3 million). The implementation of the project on the field will start in 2023 and will be executed by local NGOs under the guidance of two Canadian firms, VTI and SOCODEVI, with the support of the Essakane team and other local Burkinabe technical partners.

In 2022, there were 97 hectares and 116 hectares of land disturbance at Rosebel and Essakane respectively. This year, we continued to rehabilitate land at Essakane. The works performed were in accordance with the closure plan and the restoration aims to return the site to a satisfactory condition, that is to say:

- Eliminate unacceptable health risks and ensure personal safety;
- Prevent or limit the production and spread of contaminants likely to harm the environment receiver and, in the long term, aim to eliminate any form of maintenance and monitoring;
- Restore the site to a visually acceptable state; and
- Restore the infrastructure site to a state compatible with future use.

Land Rehabilitated and Disturbed (Hectares)

	2022	2021	2020
Land rehabilitated during the year	10.0	5.0	0.5
Land disturbed during the year	212.8	182.9	287.5
Total land yet to be rehabilitated	7,848.5	7,652.0	7,472.6
Total land rehabilitated	21.3	11.3	6.3
Total footprint ³⁵	8,061.3	7,834.9	7,760.1

³⁵ Total footprint is the sum of total area of land yet to be reclaimed and total area of land reclaimed. Data applies to Esskane, Rosebel and Westwood.

Biodiversity and Land Use (continued)

Working with Mattagami First Nation to Protect Local Biodiversity

IAMGOLD has been investing in the Mattagami First Nation Fish Hatchery for over a decade, with a long-term goal to protect local aquatic species that live in the areas surrounding our Côté Gold Project, particularly to develop a sustainable walleye population – a species previously considered at risk in the area. Not only is this an innovative conservation strategy, it supports our goal to build enduring relationships with local Indigenous Peoples that provide mutual, sustainable and community-wide benefits.

Today, with the involvement of youth and Elders in the community, the Mattagami hatchery produces and releases approximately 1 million fry annually. The hatchery has grown to include a micro-hatchery within the Mattagami elementary school with Indigenous youth participating in incubating the eggs and releasing hatched fry into local lakes.

IAMGOLD provides both technical expertise and financial support toward this conservation project. Our Côté Gold team members also participate in the traditional capture of mature fish during spawning season to support the hatchery process and will continue to support this program as it evolves. Currently, they are working with the community to develop a Mattagami Lake Fisheries Plan to help understand how best to support the walleye population in the lake to preserve this resource for future generations.

“As part of their commitment to replace fish habitat lost during the construction of Côté Gold, IAMGOLD is working with Mattagami to stabilize the shoreline of Mattagami Lake, which borders the community, and will add juvenile walleye habitat near the shoreline that will support the success of our annual hatchery program.”

—Chief Chad Boissoneau

LOOKING FORWARD

The coming year will be important in IAMGOLD’s biodiversity planning, as we intend to begin developing a robust roadmap to net-zero biodiversity. Accordingly, the company will also look to report against the forthcoming TNFD Guidelines (Task Force on Nature-Related Financial Disclosures). Our approach to biodiversity will be tied to both our climate strategy and our closure planning; and investments in nature-based solutions will be pursued at the company’s operating sites, as well as regionally and globally, to ensure the maximum possible benefit for every dollar invested. We also plan to introduce new technical standards on biodiversity during the year.



Tailings and Waste Management

Guided by our vision of Zero Harm®, we aim to properly dispose of waste generated during the mining process and to reduce any adverse impacts from an accidental release or spill. Such an accident could be hazardous to our employees and other stakeholders and could contaminate the environment if not responded to in a quick and effective manner.

We closely monitor waste and tailings produced as well as the quality of final effluent during mining operations and post-closure. Our goal is to comply with applicable regulatory requirements and to ensure waste streams are handled, stored and transported appropriately to prevent accidental release to the surrounding environment. In case of a spill, we have response procedures in place to respond appropriately and minimize impacts to the receiving environment.

Waste management includes waste rock, tailings, and other waste streams – including hazardous and non-hazardous waste. The process of extraction and refinement of ore are the main sources of waste. Our reporting on tailings and waste management covers the Essakane, Westwood and Rosebel operating sites, as well as the Boto Gold and Côte Gold project sites.³⁶

Our Sustainability Policy outlines the minimum requirements for waste management, and is complemented by our **Tailings Management Policy**, which requires consultations with communities of interest to take into account their concerns relating to tailings facility management. Standard operating procedures are developed and maintained for processes such as management of hazardous waste at our operating sites and spill response.

External experts, including an Engineer of Record (EOR), provide critical tailings management expertise to our operating sites – particularly on the safety of site tailings facilities – as part of the annual Water and Tailings management reviews that are conducted by the Independent Tailing Review Board (ITRB). Each of our operations also have emergency response and preparedness plans in place to address risks, including spill response, which are regularly tested.

We locate, design, construct, operate and close tailings facilities in compliance with the MAC TSM Tailings Management Protocol and the MAC Tailings Guide, with tailings management systems including operation, maintenance and surveillance manuals in

place at each operation. We ensure that all structures are stable, and all solids and water are managed within their designated areas. Deposition plans are required for waste rock and tailings, and water and sediment quality monitoring is routinely conducted. As a MAC member, we annually self-assess against the TSM Tailings Management Protocol and report on IAMGOLD’s performance; we have achieved Level A across the majority of elements of the Protocol, with Rosebel achieving only a Level B in some elements. View our past and present MAC TSM performance [here](#).

At least once a year, inspections are conducted to test the physical stability of the tailings, water management and performance of each storage facility, with the results reviewed at the executive level and reported to the Board of Directors. The SVP of Operations and Projects is the lead executive responsible for overseeing tailings management within the company. IAMGOLD has implemented ITRBs for each of our operating sites. Our tailings storage facility (TSF) at our Essakane mine is rated as high risk based on the Canadian Dam Safety Guidelines.

There is acid rock drainage (ARD) present at all operations. At Essakane, there is insignificant ARD, and ongoing waste rock and closure plans manage the risk. At Westwood, there is significant ARD that is actively managed and treated through the site water management plans. Ongoing mine planning takes into consideration the risks and develops mitigation plans based on ensuring adherence to IFC water quality standards.

Waste management plans are in place at each operation for hazardous and non-hazardous wastes. For example, waste reduction at Essakane is driven by choice of materials, inventory management, reducing packaging and raising awareness in the workforce. Monitoring is in place to track the amount of waste generated and processed on-site and off-site. Contractors who manage waste have contractual requirements to ensure proper environmental management practices are in place, and annual audits are conducted at several waste contractors to ensure compliance. Hazardous waste is incinerated, and recyclable waste is processed by contractors.

2022 Initiatives and Performance Highlights:

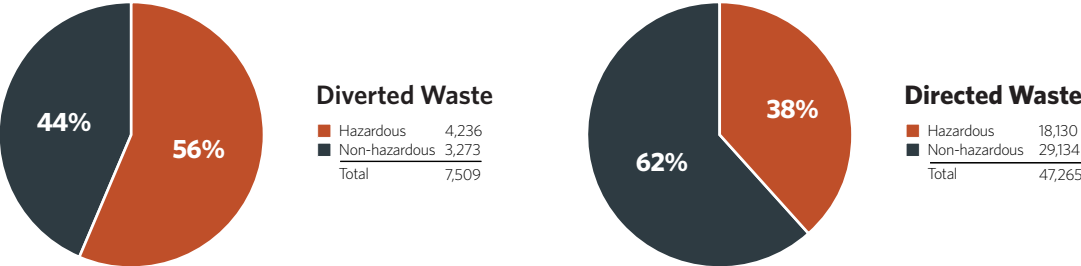
Our tailings and waste management performance was impacted by the construction of the Côte Gold Project. Increased construction activity and site ramp-up activity resulted in increased landfilling and the additional production of both hazardous and non-hazardous waste, with the greatest contributors to the increase being waste oils and lubricants.

In 2022, we strengthened our tailings and waste management initiatives by introducing further expertise, inspections and training into our overall governance of these programs.

³⁶ Effluents and waste from exploration and closed sites are included, where applicable; effluents and waste from joint venture projects where IAMGOLD is not the operator are not included.

Tailings and Waste Management (continued)

Hazardous and Non-hazardous Waste Generated in 2022 (Tonnes)



Tailings Waste Generated (Tonnes)

	2022	2021	2020
Tailings, including sludges	21,045,358 ³⁷	24,621,680	23,690,809

37 Data includes tailings from Rosebel, Essakane and Westwood and sludges from Westwod. Tailings tonnage is the ore tonnage processed at the mill.

Strengthening Tailings and Waste Management Governance

Mining generates large volumes of waste rock and tailings. We aim to minimize the risks associated with storing these materials by ensuring critical infrastructure, such as our TSFs, are safe and responsibility managed and meet or exceed all regulatory requirements.

In 2022, we enhanced our complement of in-house and external experts dedicated to ensuring our operating sites are properly managing TSFs, particularly for dam safety inspections, and to provide recommendations on the installation of further safety measures. Additionally, Westwood established an ITRB to review all of its operations, in addition to reviewing the external expert’s dam inspection. The ITRB is a board that provides independent technical review of the design, construction, operation, closure and management of tailings facilities. The independent reviewers are third parties who are not, and have not been, directly involved with the design or operation of the particular tailings facility. The board reviewed all operations, installations and work suggested by the engineer external experts.

During the year, we introduced mandatory training for IAMGOLD employees on dam safety at Westwood. The training teaches employees how to monitor tailings storage and identify risks for dam failure. Employees are required to receive this mandatory training every three years, and each new employee must be trained on this safety measure when they first join the company. At least one operator is scheduled to check the tailings dams every 12 hours. We will also be implementing the ITRB’s recommendation to use instruments and telemetry for continuous monitoring.

Tailings and Waste Management (continued)

LOOKING FORWARD

There have been significant developments to global best practices in tailings management in recent years, with updates to MAC’s TSM protocol on tailings management and the introduction of Global Industry Standard on Tailings Management (GISTM), an initiative by the International Council on Mining and Metals (ICMM), the United Nations Environment Programme (UNEP) and the Principles for Responsible Investment (PRI).

IAMGOLD has been assessing itself against these standards both formally (TSM) and informally (GISTM). The coming year will be an important year for IAMGOLD, as we will be moving to update our internal standards and policies and more formally align with these global best practices. We look forward to sharing these updates in 2024.

Tailings Storage Facilities

	Rosebel Gold Mines N.V	IAMGOLD Essakane SA	IAMGOLD Westwood Gold Mine/Doyon	Yvan Vezina	Solbec
Status	Active	Active	Active	Closed	Closed
Year of construction	2003	2010	1982	1983	1994
Is the dam currently operated or closed as per currently approved design?	Yes	Yes	Yes	Yes	Yes
Raise type	Centreline	Initially centerline starter dam. Now raised with downstream rockfill dam built on tailings upstream of starter dam.	Centreline	Closed site	Closed site
Current maxium height (m)	58	28	18	10	11
Current tailings tonnage stored in the tailings storage Impoundment (metric tonnes or cubic meters)	162,700,000 t	145,257,619 t	26,239,071 t	2,500,000m³*	2,500,000m³*
Planned tailings tonnage stored in the tailings Storage Impoundment in 5 years time (metric tonnes)	222,600,000	207,276,441	29,222,680	Unknown	Unknown
Most recent Independent Expert Review	March 2022	October 2022	October 2022	February 2018	March 2017
Are there full and complete relevant engineering records including design, construction, operation, maintenance and/or closure?	Yes	Yes	Yes	No	No
Hazard categorization of facility	High risk	High risk	Significant risk	N/A – considered stable landforms	N/A – considered stable landforms
What guideline do you follow for the classification system?	Canadian Dam Association Guidelines	Canadian Dam Association Guidelines	Canadian Dam Association Guidelines	Quebec Dam Safety Act	Quebec Dam Safety Act
Has this facility, at any point in its history, failed to be confirmed or certified as stable, or experienced notable stability concerns?	No	No	No	No	No
Do you have internal/in house engineering specialist oversight of this facility? Or do you have external engineering support for this purpose?	Internal and external	Internal and external	Internal and external	Internal and external	Internal and external
Is there a closure plan in place for this dam?	Yes	Yes	Yes	Yes	Yes
Does it include long term monitoring?	Yes	Yes	Yes	Yes	Yes

* Figures are estimated.

Mine Closure and Reclamation

IAMGOLD is committed to responsible mine closure. Our vision is to bestow a safe, stable and sustainable site to the community that offers greater value than before mining began. In planning for mine closures, our goals are to meet or exceed all relevant laws and regulations; mitigate any negative impacts; ensure consideration of environmental and social aspects, and that sufficient funding is secured; and implement ongoing reclamation activities and monitor them for effectiveness.

Mining deposits are considered to be finite and active operations ultimately come to an end. All IAMGOLD operations are required to have mine closure plans in place and to update them routinely throughout the Life-of-Mine (LOM) as required by regulations or every five years. These updates typically include climate change evaluations, water management planning, geotechnical stability reviews, progressive mine rehabilitation and socio-economic transition plans. Each site must have a closure implementation plan in place three years prior to site closure.

We also prepare closure plans for our advanced exploration and development projects, and for sites already closed, which include the development of post-closure land use options, plans for the transfer of infrastructure to communities and third-party consultations to ensure community inputs are considered and integrated.

Both Essakane and Rosebel updated their mine closure plans in 2018, and Essakane is in the midst of conducting another update. Meanwhile, Westwood is awaiting government approval of its plan, which was completed in 2021. Site asset retirement obligations, based on closure planning budgets, are updated quarterly and annually, and are audited by a third party on an annual basis. Where required by law, IAMGOLD has funds reserved for closure plan implementation.

Upon closure, some mines' works will remain and may permanently alter the pre-existing landforms. These are primarily tailings management facilities, mine rock piles and any open pits and/or underground workings. Our reclamation efforts are guided toward a suitable end land use as per agreed-upon closure criteria such as physical, chemical and biological stability. Wherever feasible, we strongly encourage progressive reclamation at all sites, and we regularly engage with community members on closure plans to ensure their input is considered and integrated.

IAMGOLD's **Sustainability Policy and Integrated Closure Standard** outline the necessity of a closure plan as a portion of each site's required environmental and social management approach. The closure plan must outline the site's proposed strategy for transitioning the site to a stable condition upon cessation of commercial mining activity and is developed at the direction of the Corporate HSEC team in coordination with site management and Operations.

As a member of MAC, IAMGOLD has endorsed the TSM Mine Closure Framework, which outlines eight key principles to responsible and progressive mine closure.

2022 Initiatives and Performance Highlights:

In 2022, as part of IAMGOLD's Sustainability Standard, we implemented an updated Integrated Closure Standard that outlines the minimum requirements for designated directors, employees and contractors:

- Comply with legal requirements;
- Minimize adverse impacts on the human and natural environment;
- Maximize benefits and opportunities from socio-economic and labour transitions;
- Align with stakeholder and Indigenous communities on reasonable and agreed upon expectations;
- Ensure sufficient financial resources are in place;
- Prepare for temporary or sudden closure; and
- Achieve relinquishment.

A Closure Working Group is in place at Essakane and is responsible for carrying out closure planning and implementation for the Falagountou area (Falagountou is a satellite pit of Essakane that is now exhausted). The Committee is chaired by the site's general manager and led by the health, safety and sustainable development team. The Group is currently consulting with local communities on rehabilitation matters and is studying various closure initiatives including the establishment of a 12-hectare forest belt and a 5-hectare energy forest, where fast-growing species are introduced to provide biomass or biofuel for heating or power generation.

Mine Closure and Reclamation (continued)

Stakeholder engagement to date has made it possible to identify land use options adapted to the local context; additional water supply options for agro-pastoral activities; a pit protection system to prevent intrusion by animals and humans; income-generating activities within the framework of socio-economic transition; and infrastructure that could be exploited by the community after mine closure.

LOOKING FORWARD

As Essakane, Westwood and other IAMGOLD sites progress toward closure, we are reviewing our overall approach to this material topic – not only from a company perspective but what and how communities where we operate will be further benefitted. Moving forward, we plan to develop integrated mine closure plans for all IAMGOLD sites to start or continue with the comprehensive implementation of environmental rehabilitation programs and social transition initiatives to support mine closure. As we consult with our stakeholders on this issue, we will continue to focus on building shared value with our communities of interest.

100%

Percentage of operations with mine closure plans, which are reviewed and updated routinely and help inform the Asset Retirement Obligation, which is updated on an annual basis at a minimum.



Cautionary Statement Regarding Forward-Looking Information

All information included in this report, including any information as to the Company's future financial or operating performance and other statements that express management's expectations or estimates of future performance, including statements in respect of the prospects and/or development of the Company's projects, other than statements of historical fact, constitutes forward-looking information or forward-looking statements within the meaning of applicable securities laws (collectively referred to herein as "forward-looking statements") and such forward-looking statements are based on expectations, estimates and projections as of the date of this report. Forward-looking statements are generally identifiable by the use of words such as "may", "will", "should", "continue", "expect", "budget", "aim", "can", "focus", "forecast", "anticipate", "estimate", "believe", "intend", "plan", "schedule", "guidance", "outlook", "potential", "seek", "targets", "cover", "strategy", "during", "ongoing", "subject to", "future", "objectives", "opportunities", "committed", "strive", "prospective", or "project" or the negative of these words or other variations on these words or comparable terminology. For example, forward-looking statements in this report include, without limitation, those under the headings "About this Report", "Message from Our CEO", "About IAMGOLD", "Performance Highlights", "Our Approach to Sustainability", "Governance", "People", "Community Engagement and Development", "Environmental Stewardship", and include, but are not limited to, statements with respect to: operational and financial performance including the Company's guidance for and actual results of production, costs and capital and other expenditures such as exploration and including depreciation expense and effective tax rate; data assurance processes; regulatory report publications; the Company's sustainability targets, commitments, and development efforts; retention and composition of Company key personnel; local and Indigenous community initiatives; research initiatives; the expected costs, schedule to complete construction, and commencement of operations of the Côté Gold project; the updated life-of-mine plan, ramp up assumptions and other project metrics including operating costs in respect to the Company's mining operations; expected benefits from the operational improvements and de-risking strategies implemented or to be implemented by the Company; mine development and closure activities; tailings and waste management; the Company's capital allocation; the composition of the Company's portfolio of assets including its operating mines, development and exploration projects; the completion of the sale of the Bambouk assets; permitting timelines and the expected receipt of permits; inflation and inflationary pressures; global supply chain initiatives and constraints; the ability to secure alternative sources of consumables of comparable quality and on reasonable terms; workforce and contractor availability, labour relations, costs and other labour impacts; workplace safety initiatives, targets and commitments; equity and diversity initiatives; human rights policies and commitments; pending legislation; the Company's views, goals and initiatives in response to environmental, biodiversity and climate related issues; the impacts of weather; the future price of gold and other commodities; foreign exchange rates and currency fluctuations; impairment assessments and assets carrying values estimates; safety and security concerns in the jurisdictions in which the Company operates and the impact thereof on the Company's operational and financial performance and financial condition; and government regulation of mining operations.

The Company cautions the reader that forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by management, are inherently subject to significant business, financial, operational and other risks, uncertainties, contingencies and other factors, including those described below, which could cause actual results, performance or achievements of the Company to be materially different from results, performance or achievements expressed or implied by such forward-looking statements and, as such, undue reliance must not be placed on them. Forward-looking statements are also based on numerous material factors and assumptions, including as described in this report, including with respect to: the Company's present and future business strategies; operations performance within expected ranges; anticipated future production and cash flows; local and global economic conditions and the environment in which the Company will operate in the future; the price of precious metals, other minerals and key commodities; projected mineral grades; international exchanges rates; anticipated capital and operating costs; the availability and timing of required governmental and other approvals for the construction of the Company's projects.

Risks, uncertainties, contingencies and other factors that could cause actual results, performance or achievements of the Company to be materially different from results, performance or achievements expressed or implied by such forward-looking statements include, without limitation: the ability of the Company to successfully complete the construction of Côté Gold and commence commercial production from the mine; the ability of the Company to complete the sales of the remaining Bambouk assets; the Company's business strategies and its ability to execute thereon; security risks, including civil unrest, war or terrorism and disruptions to the Company's supply chain as a result of such security risks, particularly in Burkina Faso and the Sahel region surrounding the Company's Essakane mine; the ongoing impacts of COVID-19 (and its variants) on the Company and its workforce; the availability of labour and qualified contractors; the availability of key inputs for the Company's operations and disruptions in global supply chains; conduct of Company suppliers and contractors; the volatility of the Company's securities; litigation; contests over title to properties, particularly title to undeveloped properties; mine closure and rehabilitation risks; management of certain of the Company's assets by other companies or joint venture partners; the lack of availability of insurance covering all of the risks associated with a mining company's operations; unexpected geological conditions; competition and consolidation in the mining sector; the profitability of the Company being highly dependent on the condition and results of the mining industry as a whole, and the gold mining industry in particular; changes in the global prices for gold, and commodities used in the operation of the Company's business (such as diesel and electricity); legal, litigation, legislative, political or economic risks and new developments in the jurisdictions in which the Company carries on business; changes in taxes, including mining tax regimes; the failure to obtain in a timely manner from authorities key permits, authorizations or approvals necessary for exploration, development or operation; operating or technical difficulties in connection with mining or development activities, including geotechnical difficulties and major equipment failure; the availability of capital; the level of liquidity and capital resources; access to capital markets and financing; the Company's level of indebtedness; the Company's ability to satisfy covenants under its credit facilities; changes in interest rates; adverse changes in the Company's credit rating; the Company's choices in capital allocation; effectiveness of the Company's ongoing cost containment efforts; the Company's ability to execute on de-risking activities and measures to improve operations; availability of specific assets to meet contractual obligations; risks related to third-party contractors, including reduced control over aspects of the Company's operations and/or the failure and/or the effectiveness of contractors to perform; changes in U.S. dollar and other currency exchange rates or gold lease rates; capital and currency controls in foreign jurisdictions; assessment of carrying values for the Company's assets, including the ongoing potential for material impairment and/or write-downs of such assets; the speculative nature of exploration and development, including the risks of diminishing quantities or grades of reserves; the fact that reserves and resources, expected metallurgical recoveries, capital and operating costs are estimates which may require revision; the presence of unfavourable content in ore deposits, including clay and coarse gold; inaccuracies in life of mine plans; failure to meet operational targets; equipment malfunctions; information systems security threats and cybersecurity; laws and regulations governing the protection of the environment; employee relations and labour disputes; the maintenance of tailings storage facilities and the potential for a major spill or failure of the tailings facilities due to uncontrollable events, lack of reliable infrastructure, including access to roads, bridges, power sources and water supplies; failures related to waste management plans; physical and regulatory risks related to climate change; new developments regarding environmental, biodiversity and climate change issues; unpredictable weather patterns and challenging weather conditions at mine sites; disruptions from weather related events resulting in limited or no productivity such as forest fires, flooding, heavy snowfall, poor air quality, and extreme heat or cold; attraction and retention of key employees and other qualified personnel; availability and increasing costs associated with mining inputs and labour; negotiations with respect to new, reasonable collective labour agreements may not be agreed to; the ability of contractors to timely complete projects on acceptable terms; the relationship with the local and Indigenous communities surrounding the Company's operations and projects; indigenous rights or claims; illegal mining; the potential direct or indirect operational impacts resulting from external factors, including infectious diseases, pandemics, or other public health emergencies; and the inherent risks involved in the exploration, development and mining business generally. Please see the Company's AIF or Form 40-F available on www.sedar.com or www.sec.gov/edgar.shtml for a comprehensive discussion of the risks faced by the Company and which may cause actual results, performance or achievements of the Company to be materially different from results, performance or achievements expressed or implied by forward-looking statements.

Although the Company has attempted to identify important factors that could cause actual results to differ materially from those contained in forward-looking statements, there may be other factors that cause results not to be as anticipated, estimated or intended. The Company 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 as required by applicable law.

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