

Appendix G: Updated Monitoring and Management Plans

APPENDIX G.3: HUMAN RESOURCES PLAN



AGNICO EAGLE

HOPE BAY

Human Resources Plan

APRIL 2024
VERSION 2

EXECUTIVE SUMMARY

Agnico Eagle has developed employment and Human Resources (HR) policies that comply with all applicable labour standards legislation in force in Nunavut (*Labour Standards Act*), reflect best practices in HR management, and provide clear, transparent, and efficient general practices. Policies are applied fairly to all employees in a respectful workplace free from violence and harassment.

All positions at the Hope Bay Project are staffed with candidates selected and appointed based on competencies, experiences, knowledge, and abilities. Agnico Eagle is committed to the principles of being an equal opportunity employer and will ensure that non-discriminatory practices respectful of Human Rights are adopted in all employment-related programs.

Agnico Eagle preferentially hire people from the Kitikmeot region when qualifications, experience and availability allow it, during exploration project, and future construction and production phases. Recruitment and retention strategies with communities will include such initiatives as:

- Maintaining a database of potential Kitikmeot employees
- Potential transfers to and from other Agnico Eagle sites as appropriate and subject to operational requirements
- Providing communities with full, timely and easily accessible information (in English and Inuktitut) position vacancies, qualification, and performance criteria
- Designing recruitment methods that reduce artificial barriers (including language)
- Providing with counseling
- Promoting and partnering in skills training and development programs

To attract, retain, and develop the caliber of employees necessary to optimize operations at the Hope Bay Project, Agnico Eagle is putting in place recruitment and retention strategies that strive to develop leadership and other required skills. Agnico Eagle is committed to providing talent building opportunities for all employees through formal and informal performance management meetings and discussions on training for career path development, skills development, and job enrichment opportunities.

Work rotations at the Hope Bay Project are based on rotational turnarounds (e.g., three weeks working followed by three weeks off; work shifts will be 12 hours per day). When in operations, Agnico Eagle will provide transport to and from the mine site to employees from their local point of hire in all five of the Kitikmeot communities. This transport will be provided at no cost to the employees. It also allows employees to continue to participate in their traditional economic and cultural activities in their home community while on their regularly scheduled time away from the job.

Alcohol and illegal drugs are not permitted at any of Agnico Eagle's properties at any time.

Agnico Eagle operates the mine site as a “no shooting zone” including a tight boundary extending no further than 1.6 km from any of the mine’s operating infrastructure and mine access roads. Access to mine site is controlled such as public safety and wellbeing is protected. Agnico Eagle restricts all employees from hunting or fishing from the mine site. Employees are not permitted to bring hunting equipment to the Hope Bay Project site. These requirements are put in place to protect and preserve wildlife and fish in the immediate area of the Project site from over-harvesting due to the presence of the Project.

Inuit employees have the opportunity to bring, store, and prepare their own country food in the country food kitchen facility that is available on site.

An Inuit Impact Benefits Agreement (IIBA) between the Kitikmeot Inuit Association and Agnico Eagle is in place. The IIBA establishes various procedures through which Agnico Eagle and the Kitikmeot Inuit Association will communicate and maintain a working relationship and provides for certain benefits to the Inuit in the Kitikmeot region, as required by the Nunavut Agreement. Pursuant to the IIBA the Company will provide certain employment, training and education opportunities to the Inuit. This Plan is meant to provide a basic overview of the terms of the IIBA; the IIBA document dated March 30, 2015 is the only document of reference for this plan.

After extended impacts of the COVID-19 global pandemic, in February 2022, Agnico Eagle announced its intention to cease all production activities and enter into a period of exploration and project work. Consequently, Agnico Eagle entered into a period of care and maintenance. As a result, certain obligations under the IIBA have been suspended until such time that Agnico Eagle Hope Bay re-enters a production phase as per section 12.6 Force Majeure of the March 30, 2015 IIBA.

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DOCUMENT CONTROL

Version	Date	Section	Revision	Author
1	September 2016			TMAC Resources
2	March 2024	Throughout	Standardized to Agnico Eagle Practices. Added Workforce Transition Strategy as per NIRB Project Certificate No. 003 T&C 44	Agnico Eagle Mines Limited

ACRONYMS

Agnico Eagle	Agnico Eagle Mines Limited
EFAP	Employee and Family Assistance Program
HR	Human Resources
IIBA	Inuit Impact and Benefit Agreement
KitlA	Kitikmeot Inuit Association
NIRB	Nunavut Impact Review Board

SECTION 1 • INTRODUCTION

1.1 Purpose and Scope

This plan was developed by Agnico Eagle Mines Limited (Agnico Eagle) to provide a framework for human resources (HR) management at Hope Bay in Nunavut throughout the mine lifecycle, project, production until closure. It was prepared in conformity with the Nunavut Impact Review Board (NIRB) guidelines issued during the Environmental Impact Assessment of the Hope Bay Project (the Project).

The purpose of the Human Resources Plan is to achieve project success by ensuring that:

- The appropriate human resources are acquired with the necessary skills;
- People are trained if any gaps in skills are identified;
- Team building strategies are clearly defined; and
- Team activities are effectively managed.

1.2 Inuit Impact and Benefit Agreement

Agnico Eagle's current exploration activity is subject to a land use lease benefit agreement with the Kitikmeot Inuit Association (KitIA).

The primary vehicle for project impact mitigation and benefit enhancement will be the Inuit Impact and Benefit Agreement (IIBA). The main objectives of the IIBA for the Project will be to:

- Mitigate the impacts and enhance the benefits of Project development;
- Create opportunities for the residents of the Kitikmeot Region to participate in the Project, thereby enhancing self-determination;
- Establish Agnico Eagle's role as an active member of the community and participant in the sustainable development of the Kitikmeot Region; and
- Maintain goodwill and good relations with communities and their governments.

SECTION 2 • EMPLOYMENT AND TRAINING

As outlined in the IIBA, Agnico Eagle and the KitIA agree that training and education to support and encourage the participation of Inuit at the Hope Bay Project is a shared objective of Agnico Eagle as employer, KitIA as facilitator of opportunities that benefit Inuit, the individual who desires to improve his/her skills, and the communities and the governments at all levels. Consequently, we are committed to working with the KitIA, our contractors, governments, and other organizations to develop and advance an Inuit workforce at Hope Bay.

Attracting and retaining a high performing workforce is central to Agnico Eagle achieving our objective to develop and mine Hope Bay. Consequently, Agnico Eagle is committed to providing a workplace environment, which will create opportunities for employees to flourish and to become successful, and which will promote good performance, safety, health, and harmony. This can only be achieved through a shared responsibility between Agnico Eagle and its employees.

Agnico Eagle will develop and implement measures to address retention and advancement which will:

1. identify barriers to Inuit employment and advancement at Hope Bay Project;
2. provide Inuit employees with access to an Inuk representative within Hope Bay with access to Agnico Eagle's senior management to discuss and address concerns about Inuit employees' positions, rotation cycles and career development plans;
3. promote and advance qualified, interested Inuit; and
4. reduce absenteeism and turnover.

Agnico Eagle will adhere at all times to the training requirements outlined in the Nunavut *Mine Health and Safety Act* and regulations. Where an employee is required to have specific skills to operate equipment in the course of their duties, training will be provided. When necessary, people with operating skills will be employed. Agnico Eagle reserves the right to train on an as-needed basis; it is not our intention to train employees in skills that they may never have the opportunity to use while employed at the Hope Bay Project.

All employees will be required to undergo appropriate testing before they are allowed to operate company equipment. Comprehensive testing and training programs will be implemented to ensure the safety of all employees at the mine site.

2.1 Employee Recruitment and Retention Strategies

Agnico Eagle is committed to attracting and retaining top talent to meet the changing needs of its workplace at the Project while advancing the strategic goals of the organization. Agnico Eagle has established general standard practices and policies that, in our view, deal fairly and in a uniform manner with all employees. Through its employee recruitment and retention strategies, Agnico Eagle strives to develop leadership and other required employee skills. Agnico Eagle is committed to promoting career advancement through internal skills development and career path development among all its employees. To meet these commitments, Agnico Eagle will:

- Comply with all applicable labour standards legislation in force in Nunavut (*Labour Standards Act* (RSNWT (Nu) 1988, c L-1) last updated March 21, 2014).
- Provide clear, transparent, and efficient general practices and policies, and apply them fairly to all employees.
- Provide a socially responsible work environment that fosters diversity.
- Monitor, update, revise and enhance HR services and processes to ensure they reflect emerging trends and best practices in HR management.
- Assist all departments in ensuring employees receive the training required to work safely and effectively in their jobs.
- Provide talent building opportunities for all employees through formal and informal performance management meetings and discussions on training for career path development and job enrichment opportunities
- Maintain a collaborative and professional relationship between all employees and management
- Provide a respectful workplace free from violence and harassment
- Provide quality third party assistance for employees who require support with substance abuse, family problems or other personal situations that impact them; and
- To the extent practical, accommodate employees recuperating from occupational or non-occupational illnesses or injuries to allow for the opportunity to perform meaningful work.

Initiatives that Agnico Eagle will be put in place at Hope Bay to enhance recruitment, employment, and retention through HR policies and procedures are identified below.

- Agnico Eagle will preferentially hire people from the Kitikmeot region when qualifications and experience allow it, during both construction, project and operations phases. For unskilled entry level positions, Agnico Eagle will favor Kitikmeot Inuit beneficiaries.
- At Hope Bay, Agnico Eagle will look to allowing its existing skilled workforce at pursuing transfer opportunities at any other Agnico Eagle mine sites in Canada, whenever possible.
- Agnico Eagle will provide to the Kitikmeot communities and to the KitIA full, timely and easily accessible information in English and Inuktitut on workforce requirements, job descriptions, qualifications and performance criteria.
- Once in production, the Hope Bay Project will undertake community information and career awareness programs in all Kitikmeot communities once each year. Agnico Eagle may do this in collaboration with government and other agencies through participation in initiatives aimed at providing information on:
 - the labour needs of Agnico Eagle's Nunavut operations, including hire plans and schedules;
 - the skills and qualifications required for employment and advancement;
 - the training opportunities available to prepare for employment; and
 - educational support programs for development of qualifications in the mining industry.

- During both construction and operation phases of the Project, Agnico Eagle, working in partnership with the KitIA, will set annual Inuit employment objectives on a best effort basis consistent with skill requirements, with job and training interests and performance, and with health and safety standards.
- Agnico Eagle will review educational and training requirements for positions and conduct prior learning assessments, with a view to accepting experience in lieu of qualifications where this is acceptable within legal and regulatory frameworks for mining projects under the Nunavut health and safety legislation.
- Agnico Eagle will design recruitment methods, advertisements, application procedures, interview protocols, selection procedures, and training and promotion decision making to reduce artificial barriers, including language barriers.
- Agnico Eagle will provide informal counseling at the mine site to assist workers in meeting the challenges of the rotational work schedule and working conditions.
- Agnico Eagle has put in place a culturally appropriate Employee and Family Assistance Program (EFAP) to address individual and family problems that threaten an individual's ability to continue working. The EFAP provides psychological counseling, along with a wide range of work-life and wellness services. In addition to counseling, staff members and their eligible dependents have access to nutritional, legal and financial consultation, e-learning courses, health and wellness resources, and work life services. This company has a network of professionals who can be called upon to provide the necessary counselling/support services. It can be accessed either through a web-based portal, on-line chat, through phone contact, or through the HR group based at the mine site. The EFAP is available to Agnico Eagle employees and their families.
- Agnico Eagle has set up HR support in Cambridge Bay through whom employees and their families can gain access to the HR team based at Hope Bay. If necessary, Agnico Eagle will pay for independent translation services to help an employee receive the counselling services they may need should language be the barrier.
- Agnico Eagle has communicated the EFAP to its workforce and their families through a few ongoing means which include the following:
 - information sessions on site; and
 - postings on site.
- At the current time, all Agnico Eagle employees at Hope Bay are covered by the Agnico Eagle EFAP; however, this program does not extend to employees of contractors working at the site. EFAP services for contractors are a matter between the contract company and their individual employees. This is standard, and we suspect that similar conditions exist for employees of contractors working for the Government of Nunavut in Nunavut.
- Agnico Eagle will conduct exit interviews with a view to increasing the understanding of barriers to successful long-term employment and will integrate the results of those interviews into other initiatives, as relevant.

- Agnico Eagle will provide cross-cultural training to all employees to help bring together our diverse workforce and to help our Inuit employees adjust into the workforce. The role of cultural awareness training is to bring together people through understanding of different values, assumptions and perceptions that are instilled early on in life and are expressed in the way we behave and interact. Key objectives for the cross-cultural training program are summarized as follows:
 - to gain a solid understanding of cross-cultural history and social practices;
 - identify and consider adopting attitudes to cultural matters which are necessary to work effectively;
 - demonstrate cross-cultural awareness, problem solving skills and functional skills in the workplace;
 - increase awareness and sensitivity to cross-cultural workplace issues and opportunities;
 - identify and define culture, the layers of culture, and how they can impact the workplace;
 - identify key cultural values and attitudes: time, space, group dynamics, authority, risk, tasks, relationships;
 - explore cross-cultural communication: interpreting styles and adapting your own to others;
 - explore strategies to work through language barriers; and
 - identify similarities to enhance workplace togetherness and collaboration.
- Agnico Eagle will provide culturally appropriate services to workers, including recreational facilities, food and accommodation, country food storage, translation services, and work schedules that accommodate to the extent practical traditional activity.
- Agnico Eagle will provide training on, and enforce policies related to vehicle operation and harassment, towards establishing a workforce discipline which encourages health, safety, learning, retention and advancement of Inuit employees.
- Agnico Eagle will provide recrimination-free opportunities for workers to express complaints or concerns and bring to light conflicts such that grievances are addressed promptly.
- Agnico Eagle will maintain a safe workplace for women workers and on a case-by-case basis, provide additional support to women applicants and employees to enhance the potential for employment success.
- Agnico Eagle will regularly review (annually) the results of initiatives to identify barriers to employment, particularly women and challenged workers, such that appropriate additional responses can be developed.

2.2 Contractors and Employment

Contractors will have to adhere to Agnico Eagle policies in force on site and provide the appropriate training when applicable.

In the evaluation criteria for contractors, Agnico Eagle will include the extent to which they commit to similarly prioritize and enhance the use of Kitikmeot labour in meeting their contractual obligations and use this criterion in decisions on contract awards. Agnico Eagle will also monitor contractor performance for compliance with their commitments and use those monitoring results in decisions on contract administration and management.

2.3 Access to Training Programs

Employees will be provided with job-specific training and instruction as part of their employment. Training will be accessed as a prerequisite to employment (orientation, for example), or upon request by an employee's supervisor. Training may occur on-site or off-site. Training management and follow-up will be done through a dedicated Training Department.

Consideration to fill apprenticeship positions will be based on:

- Qualification;
- Demonstrated interest (attitude);
- Performance in current or prior assignment; and
- Education and technical skill acquired.

Training and apprenticeship opportunities will be determined and implemented as per operational needs and capacity resources available on site.

2.4 Career Path Program

In 2012, Agnico Eagle designed and implemented a new "Career Path Program" that is intended to support the upward mobility of Inuit employees within the company. The program is designed to offer employees with limited formal skills or education an opportunity to advance towards more meaningful employment and improved compensation. This program identifies the incremental steps that an employee is required to accomplish to advance in their chosen career of interest. The path directs a combination of work experiences, hours of completion, training and skills development for an employee to achieve each step.

Once Hope Bay re-enters the production phase of operations, the intention is to implement an appropriate Career Path Program similar to those in our other operations, to support the unique training development needs of our Kitikmeot workforce.

2.5 New Employee Orientation

All employees and contractors starting employment at Hope Bay will undergo an orientation program relevant to their roles and responsibilities that will:

- Provide them with an orientation to the mine site.
- Inform them of their responsibilities to health and safety on the mine site.
- Inform them of the operating rules and policies in place, such as work schedules, mealtimes, procedures for shift changes, etc.
- Provide basic training on health and safety requirements, policies, and procedures.
- Provide basic training on environmental protection responsibilities, requirements, policies, and procedures at the mine site.
- Provide basic training on human resources procedures and policies such as anti-harassment, no-discrimination, how to report a grievance or file a complaint, etc.

2.6 Cross-Cultural Training

As part of their ongoing employment, all permanent employees will take part in cross-cultural training to assist with the development of positive working relationships at the mine.

SECTION 3 • HIRING PRACTICES

Agnico Eagle is an equal opportunity employer with **Inuit and Northern preference**. As part of our responsibility to Nunavut, we are strongly committed to employing and training people who are native to this area and/or permanent residents of Nunavut.

Medical: Employees will be subject to a medical examination prior to commencing employment and will be required from time to time to undergo other medical tests to comply with legislation.

Orientation: The Company will provide a complete orientation (induction) program for all new employees that will discuss policy issues ranging from safety and environment to camp rules. An employee handbook will be provided to each employee; this book will be reviewed during orientation.

Employee responsibility: It is each employee's responsibility to carry out their duties in accordance with the Nunavut *Mine Health and Safety Act* and regulations.

To provide an effective, systematic, and effective method for the recruitment and selection of suitable employees, Agnico Eagle will ensure compliance with the legislation governing human rights and employment is maintained.

All vacant positions at the Project that are required to be filled will be staffed by qualified candidates selected and appointed based on competencies, education, experience, knowledge, abilities, suitability and, when appropriate, seniority and residency.

3.1 Equal Employment Opportunity

Agnico Eagle is committed to the principles of being an equal opportunity employer and this philosophy will govern in dealing with employees and applicants alike. The *Canadian Human Rights Act* protects individuals from acts of discrimination with respect to employment. Agnico Eagle is committed to respecting all principles of employment equity and will ensure that non-discriminatory practices are adopted in all employment-related programs. These programs have the objective of preventing discrimination based on:

- Race and ethnic origin
- Ancestry or nationality
- Colour of skin
- Religion
- Age
- Sex
- Family, social or marital status
- Pregnancy
- Language
- Professional conviction
- Sexual orientation
- Political conviction
- Membership in a non-prohibited organization
- Handicap/disability

Agnico Eagle will take affirmative action to make sure those applicants and employees are treated without regard to these characteristics. Agnico Eagle seeks to ensure that:

- Recruiting, hiring, training, promotions, and placement decisions be conducted without discrimination.
- Personnel actions including, but not limited to, pay, benefits, discipline, transfers, layoffs, training, and recreational programs be administered without discrimination.
- Reasonable accommodations be provided to employees with disabilities to make sure they are able to accomplish their jobs.

3.2 Criminal Records Check

Current standard Agnico Eagle hiring practices for Inuit candidates do not include a mandatory criminal record, unless for a highly sensitive position or other position that could be identified as requiring verification. Under those circumstances, employee's written consent would be requested before proceeding.

3.3 Drug and Alcohol

The *Canadian Human Rights Act* prohibits discrimination based on disability and perceived disability. Disability includes those with a previous or existing dependence on alcohol or a drug. Perceived disability may include the perception that a person's use of alcohol or drugs makes him or her unfit to work.

Agnico Eagle does not have a systematic pre-hiring or workplace drug- or alcohol-testing policy. Nevertheless, Agnico Eagle recognizes that drug and alcohol abuse can affect employees' health and productivity, potentially leading to monetary loss, absenteeism, higher medical costs, more accidents and injuries. **Promoting health and safety is a core value of Agnico Eagle.** Thus, Agnico Eagle can offer individualized or personalized support to help employees cope with their self-recognized substance abuse problems. Testing could be requested for employees with safety-sensitive jobs (i.e., jobs in which incapacity due to drug or alcohol impairment could result in direct and significant risk of injury to the employee, others, or the environment). Under such circumstances, employee's consent to testing would be requested.

SECTION 4 • COMPENSATION

4.1 Compensation

Agnico Eagle is committed to providing fair and equitable salary programs to ensure internal equity while maintaining external competitiveness. Agnico Eagle will reward individuals for their contribution to the company. Salary reflects the responsibilities of the position held as well as the individual's skills and performance.

4.2 Work Schedules

Work rotations at the Hope Bay Project will be based on rotational turnarounds (e.g., three weeks working followed by three weeks off; work shifts will be 12 hours per day). The potential positive impacts of rotational employment include reduced cross-cultural contact within communities, time and resources for traditional ways of life, and workforce discipline while on the job, contributing to long-term capacity building. When in operations, Agnico Eagle will provide transport to and from the mine site to employees from their local point of hire in all five of the Kitikmeot communities. This transport will be provided at no cost to the employees. This will enable the employee to continue living in their home community without the need to relocate for employment. It will also allow the employee to continue a traditional way of life in their home community during their time away from the job (to participate in their traditional economic and cultural activities in their home community).

Agnico Eagle will always maintain security on site to ensure the physical safety of its employees (and all contractors and visitors to the Hope Bay Project site) and assets from unauthorized personnel and to monitor for illicit or threatening behaviour within the camp or other areas of the mine. Security will in essence police the site.

Work safety will be managed through Agnico Eagle's Workplace Safety systems, procedures, policies, and initiatives.

Participation in traditional way of life is important in Nunavut. Traditional activities shape social relationships and are a source of individual identity and values, sustaining Inuit culture. This project will not significantly restrict access to or affect the productivity of lands used for traditional activity.

SECTION 5 • BENEFIT PROGRAMS**5.1 Maternity Leave, Parental and Adoption Leave**

Legislated requirements for maternity, parental, and adoption leaves are aimed at ensuring that biological and adoptive parents have access to time off to have and care for a new child, and to assure that they can go back to the same job or a comparable position when the leave is over. Employees can apply to receive Employment Insurance benefits while they are on maternity leave or parental/adoption leave. Service Canada Employment Insurance provides Maternity and Parental Benefits to individuals who are pregnant, have recently given birth, are adopting a child, or caring for a newborn. Canadian maternity benefits include both a component for leave and compensation.

5.2 Country Food

Agnico Eagle will provide facilities at the Hope Bay Project site for Inuit employees to safely store, prepare and enjoy country foods brought from their home communities.

Under legislation, Agnico Eagle can only serve food in its camp dining hall that has been supplied by a source that is approved and inspected by the Canada Food Safety Agency. This is because the camp kitchen is classed as a commercial kitchen facility. The only source of country food meeting the requirements of such a facility near the mine site is in Cambridge Bay. From time-to-time camp management will coordinate a shipment of country food from an approved vendor to the Hope Bay Project site for use by Nunavummiut employees.

SECTION 6 • HUNTING AND FISHING

Agnico Eagle will operate the Project site as a no shooting area. This means that under the health and safety policies, no hunting or shooting will be allowed within the Project site boundary. This is required for the protection of all employees who are working on site. This boundary will be a tight boundary extending no further than 1.6 km from any of the operating infrastructure. A similar no shooting zone will be imposed immediately along the Hope Bay Project access roads to protect people travelling along the roads while working.

This “no shooting” zone will likely be a subject of negotiation between Agnico Eagle and the KitIA as part of the Production Land Use Lease (Commercial Lease) and Agnico Eagle expects that the no shooting zone will likely mirror the boundary of the Production Land Use Lease (subject to agreement by the KitIA). All of the land that falls within this no shooting zone will be Inuit Owned Land. Agnico Eagle anticipates that both Agnico Eagle and the KitIA will consult with the Hunters and Trappers Organization on how this no shooting zone will be established and managed. A similar no shooting zone has been in place at the Meadowbank site since 2008, and the lessons learned there will be applied in developing the procedures to manage the no shooting zone at the Project. The primary and only purpose for this no-shooting zone is to protect the safety of workers on the mine site and to clearly indicate to hunters where the areas of higher safety risk are from inadvertent contact with mine activities such as blasting and heavy equipment operation.

Agnico Eagle recognizes that under the Nunavut Agreement, Inuit Beneficiaries have the right to hunt, fish, conduct traditional activity and travel across the land within Nunavut. Outside of the no shooting zone discussed in the previous paragraph, Agnico Eagle will not put in place any policy or procedures that will infringe on these Nunavut Agreement rights to hunt, fish, harvest wildlife, conduct traditional activities or travel in the areas surrounding the Project site and its access roads.

Agnico Eagle will, however, restrict all employees from hunting or fishing from the site. This requirement is to be put in place to protect and preserve wildlife and fish in the immediate area of the Project site from over-harvesting due to the presence of the Project. Employees will not be permitted to bring hunting equipment to the Hope Bay Project site. These restrictions will be made a condition of employment.

SECTION 7 • DRUGS, ALCOHOL AND SMOKING

7.1 Drugs and Alcohol

Alcohol and illegal drugs are **not permitted** at any of Agnico Eagle's properties at any time. Anyone caught with alcohol or illegal drugs will be subject to disciplinary action up to, and including, immediate termination. Cannabis/marijuana and its derivative products are also prohibited.

Employees who report to work under the influence of alcohol or illegal drugs will not be allowed to work their scheduled shift and will be subject to disciplinary action up to, and including, immediate termination.

Employees found to be using alcohol or illegal drugs during their scheduled shift will not be allowed to complete their shift and will be subject to disciplinary action up to, and including, termination.

Employees who arrive at the air terminal to depart to Hope Bay Project site under the influence of illegal drugs or alcohol will not be allowed on the aircraft. They will be sent back home immediately and will be subject to disciplinary action up to, and including, termination.

7.2 Smoking

Where government regulations restrict or prohibit smoking, employees are asked to comply. Out of respect for others, smoking is prohibited within offices except in areas designated for this purpose. Smoking is permitted outside in designated areas.

SECTION 8 • HARASSMENT AND DISCRIMINATION

The Project has a Discrimination and Harassment Policy that applies to all employees, contractors, and visitors. The objective of this policy is to ensure that all employees are assured of a work environment that is free of all forms of discrimination and harassment. It is the intention of Agnico Eagle to ensure proper workplace behaviour exempt from all forms of harassment. Agnico Eagle will also ensure that the treatment of individuals is fair and equitable and in full compliance with all applicable human rights legislation, notably in terms of avoiding any kind of discrimination.

It is the responsibility of all employees to fully comply with the Discrimination and Harassment Policy, and it is the responsibility of every department manager to monitor and ensure that the work environment is free from all forms of discrimination, and to conduct appropriate investigations promptly and confidentially.

A substantiated harassment violation will be considered as a serious incident.

If a complaint is unfounded, any income or benefits lost because of suspension will be reinstated. Where an allegation is found to be malicious, the accuser will be subject to disciplinary action, including termination.

SECTION 9 • LABOUR RELATIONS

Agnico Eagle believes in the right of every employee to be able to express a position or lodge a complaint that he/she has been treated unfairly and can do so without fear of retribution. Accordingly, Agnico Eagle will develop specific procedures for employees to air their complaints in a manner that allows the greatest opportunity for an amicable resolution and harmony within the workplace.

9.1 Communication

Agnico Eagle believes that strong employee relations, good morale, and a constructive atmosphere of teamwork depend on good communication between all supervisors and their employees. Senior management is committed to ensuring that good communication takes place within the management infrastructure, and that upward communication through all levels of management is encouraged. Therefore, every member of management is responsible for, and plays a crucial role in facilitating communication.

9.2 Procedure for Submitting Concerns

Under principles established by *Labour Standards Act* and *Mine Health and Safety Act* and their regulations, an employee is expected to comply with all work assignment directives unless an assignment is clearly detrimental to the safety and well-being of the employee or others.

The employee should be encouraged to discuss issues on a “one-to-one” basis with their supervisor. Generally, timely resolution of issues helps promote a positive and harmonious work environment. It is crucial, therefore, that employees be encouraged to discuss with their supervisor, on an informal basis, on any problem, concern, or difference that arise. It is equally important that supervisors be approachable, take the time to listen, and make every effort to try to resolve an employee’s issue before it becomes a formal complaint.

Should this dialogue not produce a mutually satisfactory solution to the problem, the employee may formalize the complaint to their supervisor or to the HR Department.

Agnico Eagle is committed to resolving complaints in a manner that meets the interests of the company and the concerns of its employees.

It is Agnico Eagle’s intent to provide its employees and their representatives with a workable mechanism for the timely resolution of complaints.

9.3 Disciplinary Measures

It is the policy of Agnico Eagle to operate efficiently and to ensure that all employees are treated fairly and consistently. There are certain rules and certain basic standards of work, safety and dependability that will be maintained. Employees will be disciplined for violation of company’s rules and regulations, inappropriate behaviour, unexcused absenteeism, or sub-par performance issues.

Barring unforeseen circumstances, the department manager will discuss the situation with the employee to determine any mitigating factors.

All notes of any disciplinary measure will be placed in the employees Human Resources file.

9.4 Progressive Discipline

The objective of “progressive discipline” is to correct unacceptable behaviour in a positive fashion. Shortcomings are to be brought to the attention of the employee and, if the employee continues to fail to meet reasonable standards of behaviour, disciplinary suspensions will result. If an employee fails to modify his/her behaviour to conform to acceptable standards, discharge on the basis of culminating incident will result.

The level of discipline will depend on the severity of the offence and/or prior warnings. There are also some infractions that will justify immediate discharge. Discipline shall be the decision of the department manager in consultation with the HR Department. If discipline results in dismissal, the termination policy will be followed.

SECTION 10 • HEALTH AND SAFETY PROGRAMS

Agnico Eagle believes that a healthy workplace is a fundamental right of our employees. We are committed to protecting the health and safety of our workers and to meeting and/or surpassing legislated occupational health and safety standards. Health and safety considerations will be paramount in all aspects of the Hope Bay Project, from design through construction, commissioning, start-up, and operations, and to closure and reclamation. Management is committed to providing all resources necessary to prevent injuries and to maintain a healthy work environment. Our goal is an injury-free workplace for all our employees.

All employees at the Hope Bay Project will receive a health and safety induction, as well as a workplace induction. All employees will be trained on the proper operation of all equipment. Agnico Eagle will follow the rules and regulations of the NWT/Nunavut Mines Inspection Services.

More details on this subject are provided in the Occupational Health and Safety Plan.

SECTION 11 • EARLY MINE CLOSURE & WORKFORCE TRANSITION STRATEGY

The aim of the Workforce Transition Strategy within the context of a temporary or permanent mine closure is to offer aid to displaced or redundant employees, aiding them with diverse transition requirements such as personal, vocational, or financial counseling, job search assistance, and more. These services cater to a spectrum of short and long-term objectives, encompassing finding employment elsewhere, pursuing self-employment opportunities, undertaking educational or skills upgrading endeavors, as well as transitioning into semi or full retirement.

To facilitate this transition, a Workforce Transition Committee was established and comprised of Hope Bay's General Manager, HR Superintendent, and General Superintendent, as well as two members of the Canada recruitment team and one member from Community Relations. The Workforce Transition Committee is responsible for executing the workforce redeployment strategy and focuses on relocating Hope Bay employees to other Agnico Eagle divisions in Canada.

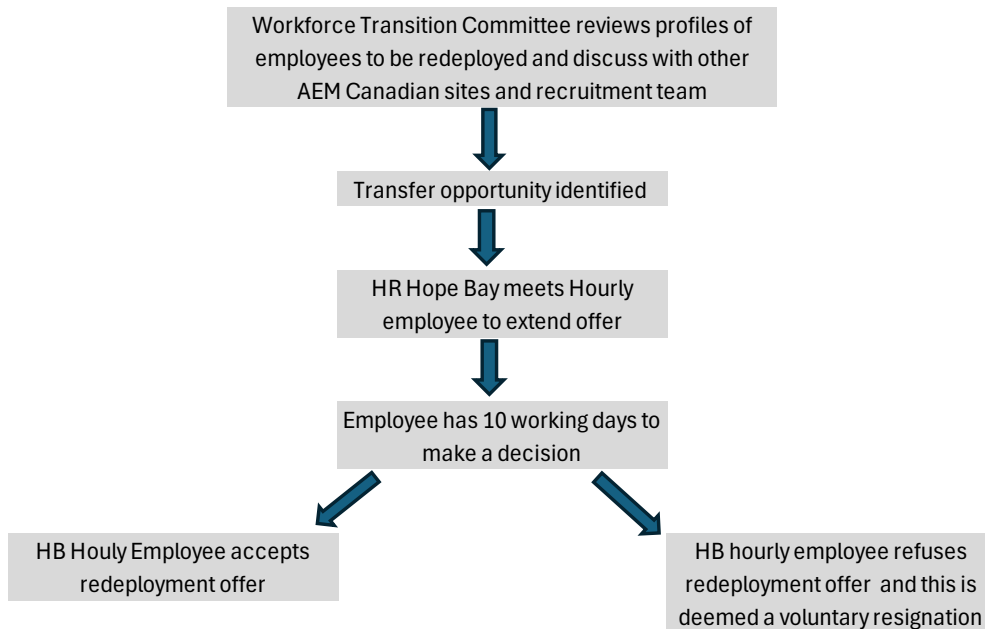
In case of temporary or permanent closure, Agnico Eagle endeavors to offer redeployment opportunities to the majority, if not all, of the Hope Bay employees to their other mines across Canada and to give as much notice as possible. Based on their commitment to employee well-being and livelihood, Agnico Eagle strongly advocates for relocating employees internally, in an identical or similar role, enabling them to thrive and grow within larger operational sites across Agnico Eagle.

The redeployment process delineated above (and incorporated as a component of an early mine closure strategy) mirrors the process executed upon the transition of Hope Bay to a state of Care and Maintenance in early 2022. Further details of redeployment processes are provided in Appendix A and Appendix B.

APPENDIX A • REDEPLOYMENT PROCESS – HOURLY EMPLOYEE

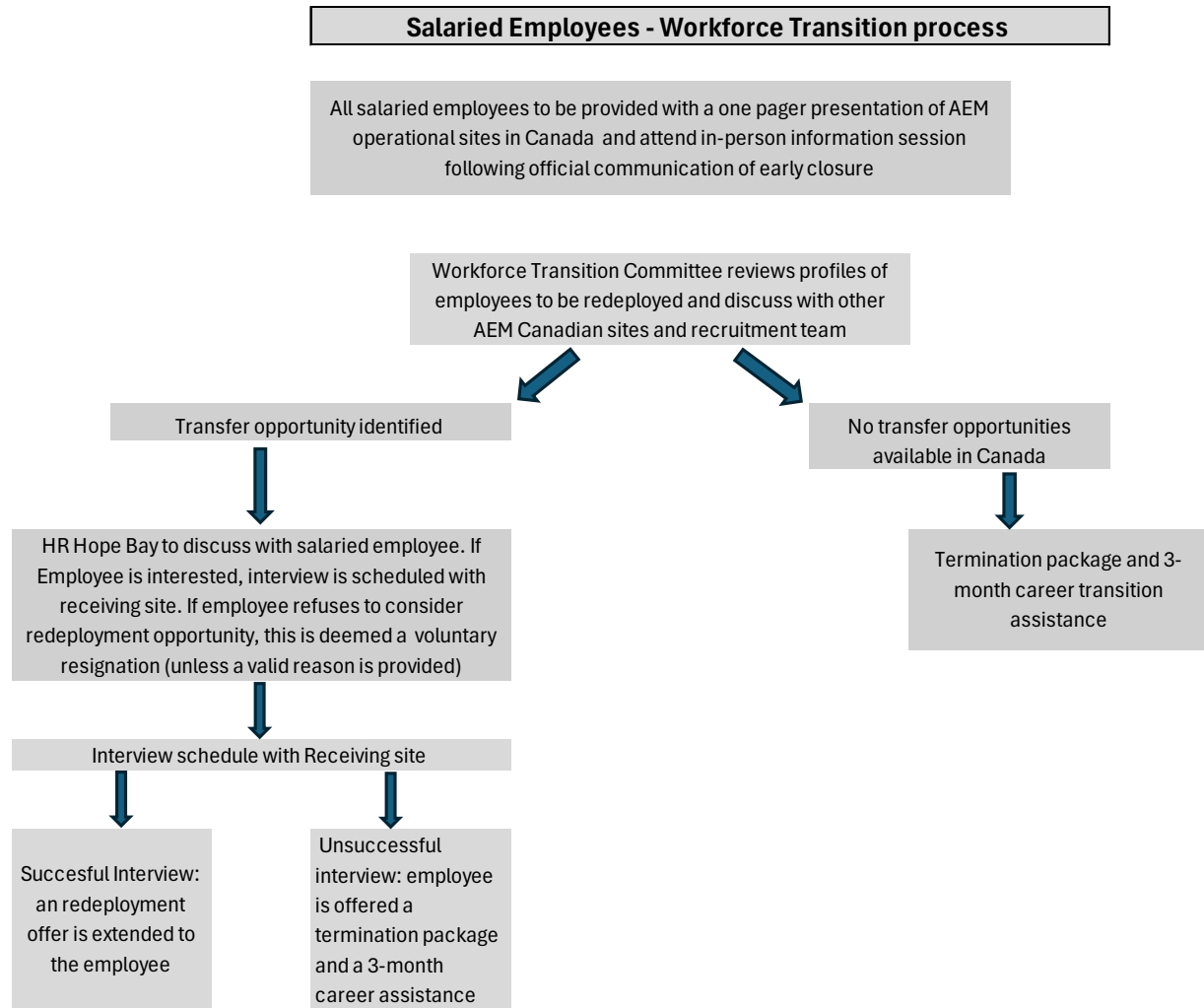
Hourly Employee - Redeployment process

All hourly employees to be provided with a one pager presentation of AEM operational sites in Canada and attend in-person information session following official communication of early closure



N.B: in case of multiple opportunities, employee will be asked to list his redeployment preferences either for role and/or location

APPENDIX B • REDEPLOYMENT PROCESS – SALARIED EMPLOYEE



N.B: in case of multiple opportunities, employee will be asked to list his redeployment preferences either for role and/or location