



## Pandemic Action Summaries from MAC Members

### Agnico Eagle - (French language COVID-19 resources can be found [here](#))

(as per [Twitter post](#) on April 7<sup>th</sup>, 2020):

- Agnico Eagle is also looking at initiatives to support local communities in which it operates through these difficult times. For example, in the Abitibi region, the company provided over 1,200 N95 masks to health services and also donated \$80K – including \$30K from its Canadian Malartic partnership with Yamana Gold – to different community support organizations providing help to people most in need.
- In Nunavut, the company is providing food hampers to families of the Kivalliq region as well as lunchboxes for kids. In Finland, its Kittila mine is working on a program to support smaller tourist businesses and in Mexico, the company is, among others, providing medical infrastructure.

(as per [press release](#) dated April 2<sup>nd</sup>, 2020):

- Agnico Eagle is providing an update following the Government of Mexico's decree relating to the COVID-19 pandemic that all non-essential businesses suspend operations until April 30, 2020 (the "Decree"). The Government of Mexico has defined mining operations as a non-essential business. Pursuant to the Decree, mining operations at the Company's Mexico operations (Pinos Altos, Creston Mascota and La India) are ramping down activities in an orderly fashion while ensuring the safety of employees, the sustainability of the infrastructure and compliance with government regulations and environmental standards. Each of these operations will be placed on care and maintenance until April 30, 2020. Exploration activities in Mexico will also be suspended during this period.
- All of Agnico Eagle's operations and projects have put in place extensive measures in order to minimize the potential spread of COVID-19. The Company's pandemic response protocols have been updated to ensure that if an employee has tested positive while still working or was recently in the workplace before testing positive, clear procedures on sanitizing the workplace and common areas are outlined along with how to inform and monitor others that the employee has been in close contact with. If the employee is at one of Agnico Eagle's remote locations, procedures are in place to isolate the individual and transport them safely for testing and treatment.

(as per [website](#) update dated March 26<sup>th</sup>, 2020)

- As announced in its March 24<sup>th</sup> press release, Agnico Eagle is reducing activities at the Meliadine and Meadowbank operations. At Meliadine, the Company is valuating scenarios to continue limited underground activity and milling operations. Existing ore stockpiles at Meliadine are sufficient to support milling activity for approximately 40 days. At Meadowbank, some mining activities will be maintained at a reduced rate while a special focus will be put on the ramp-up of maintenance activities and water management as needed for the upcoming freshet (spring melt). These activities at both Nunavut mines, are expected to position the Company to achieve a timely and safe ramp up of normal operations once all restrictions are lifted.
- New precautionary measures are also being implemented to eliminate the potential risk of transmission of COVID-19. Specifically, new additional measures for physical distancing were

added to the existing site measures.

- **Meliadine and Meadowbank Complex Sites**

Physical Distancing - Additional measures have been taken on site including:

- Physical distancing measures in the kitchen/cafeteria; we have reduced the seats available by table in the dining room and established a schedule by department for lunch and dinner time;
- A firm is on site to review all procedures and protocols of sanitation and to provide training to our team;
- Strict handwashing protocols are in place prior to entering cafeteria;

- **Transportation – Mirabel and Val-d’Or Airports**

Physical Distancing measures include:

- Seats in the waiting room are spaced out so that travelers waiting for their flights will be seated further from one another;
  - Effective starting Monday March 30<sup>th</sup>, the Company will start spacing in the plane;
- Active screening established on March 13<sup>th</sup> for all Agnico Eagle’s employees and contractors at its pick up locations (Mirabel, Val-d’Or) is still continuing. A nurse is assisting with the screening process to list a travel history and any symptoms of an illness. In these critical times, all workers must fill out a short questionnaire. Agnico Eagle is also strongly urge everyone to continue to apply recommendations on hygiene, self-protection and self-monitoring.

(as per second [press release](#) dated March 24<sup>th</sup>, 2020)

- Today, Agnico Eagle held discussions with representatives from the Government of Quebec to get additional clarity in regard to the order by the Government of Quebec to close all non-essential businesses in response to the COVID-19 outbreak issued on the afternoon of March 23, 2020 (the "Order"). Pursuant to the Order, mining operations were directed to minimize their activities until April 13, 2020.
- Based on today's discussions, and in response to the Quebec decision, Agnico Eagle will take steps to ramp down its operations in the Abitibi region of Quebec (the LaRonde Complex, the Goldex mine and the Canadian Malartic mine (50%)) in an orderly fashion while ensuring the safety of employees and the sustainability of the infrastructure. Each of these operations are to be placed on care and maintenance until April 13, 2020, and as instructed, minimal work will take place during that time. In addition, Agnico Eagle will reduce activities at the Meliadine and Meadowbank mining operations in Nunavut, which are currently serviced out of Mirabel and Val d'Or, Quebec. Exploration activities in Canada will also be suspended during this period.

(as per [press release](#) dated March 24<sup>th</sup>, 2020)

- Due to yesterday afternoon's order by the Government of Quebec to close all non-essential businesses relating to COVID-19, mining operations have been directed to minimize their activities until April 13, 2020.
- Any impact to operations or production guidance, which may include the suspension of mining activities at the Company's operations in the Abitibi region of Quebec (the LaRonde Complex, the Goldex mine and the Canadian Malartic mine (50%)) and moving to care and maintenance until April 13, 2020, will be provided to the market in due course.

(as per [website update](#) on March 23<sup>rd</sup>, 2020)

- Agnico Eagle has launched a [dedicated web page](#) that outlines measures that are being taken to respond to COVID-19 on an ongoing basis. This webpage identifies measures that have been put in place by the company as including:
  - Launching awareness campaigns across global operations to educate all employees on

- preventive measures and hygiene best practices;
- Implementing and regularly updating policies for employees who become ill or are concerned that they may have been exposed to the virus;
- Implementing teleworking at its mines and offices for every identified position that can be done remotely (home-based) until further notice;
- Implementing strict protocols for employees returning from travel abroad to self-isolate;
- Restricting all business travel and prohibited employees from travelling abroad;
- Strongly advising its employees to avoid personal travelling abroad and monitoring personal travel to identify potential risks;
- Implementing enhanced cleaning and disinfecting protocols at all its operations and offices;
- Cancelling or postponing all events, visits and meetings;
- Suspending visits to operations by non-essential visitors and contractors; and
- Encouraging all employees to avoid exposure to large gatherings of people.

**(as per [press release](#) focused on Nunavut operations published on March 19<sup>th</sup>, 2020)**

- At the present time there are no confirmed cases of COVID-19 in Nunavut or at any of Agnico Eagle's global operations.
- Senior management from Agnico Eagle are meeting today with representatives from Rankin Inlet, Baker Lake, the Kivalliq Inuit Association, the Government of Nunavut and others to review the Company's Pandemic Plan. The Company is basing its guidelines on and is following the advice of the Public Health Agency of Canada and the different provincial and territorial governments with respect to the COVID-19 virus.
- Agnico Eagle has decided to send home its Nunavut based work force ("Nunavummiut") from the Meliadine and Meadowbank operations as well as the exploration projects for a period of four weeks. All Nunavummiut workers currently on site will be returned home and those that are currently off-site will not return. These employees will continue to receive their remuneration during this period. In addition, Agnico Eagle will be meeting with its Nunavut contractors to discuss similar measures involving their Nunavummiut workers.

**(as per CIM article, [Canadian mining companies respond to the COVID-19 pandemic](#) published on March 17<sup>th</sup>, 2020):**

- Agnico Eagle Mines created a new senior management task force to work on response measures to the pandemic, and will be adopting more cleaning, medical care and isolation measures at its mine sites.
- In addition, the company is implementing its existing pandemic plan in response to COVID-19. As part of the plan, which was developed following the SARS and H1N1 outbreaks, the company will begin screening employees for the virus at its Nunavut mines in Rankin Inlet and Baker Lake and its Quebec mines in Mirabel and Val d'Or.

**Alexco**

**(as per [press release](#) dated March 30<sup>th</sup>, 2020):**

- Alexco continues to closely monitor the changing conditions of the COVID-19 crisis and its actions follow the advice and guidelines of the Yukon, provincial and Federal health professionals and government officials as well as industry-wide best practices. The Company's response plan, which is especially focused on our Keno Hill, Yukon operations, includes the following protocols:
  - Only essential employees and contractors are currently allowed access to Keno Hill operations, and all incoming personnel must be pre-screened and cleared for travel to Keno Hill by Company health and safety medics;

- Keno Hill employees and schedules have been modified to reduce where possible, any travel from locations outside the Yukon. The Company is following the 14-day self-isolation requirements issued by the Yukon Government for workers entering the Yukon from outside of the territory;
  - At Keno Hill enhanced sanitation procedures have been implemented by the Company's camp and catering contractor and mandatory hygiene techniques have been established for all employees and camp residents. On-site work schedules and other measures have been implemented to reduce employee interaction;
  - On a Company-wide basis, travel is restricted to essential travel only and, where reasonably possible, employees are working remotely from home; and
  - The Company is in consultation with a third-party health care provider to provide expert advice and guidance on its plans.
- Given the ongoing uncertainty with the COVID-19 crisis and with a priority for the health and safety of our employees, contractors and the local community, the Company has suspended underground mine development activities and buttoned-up capital investments made to date while continuing to maintain all areas of the site. Mill improvement projects that can be completed with existing Yukon employees will continue and non-essential Keno Hill based employees will work remotely on a number of engineering and project planning requirements.

### **ArcelorMittal**

(as per [press release](#) dated March 31<sup>st</sup>, 2020):

- The global escalation of COVID-19 and the measures introduced by governments worldwide to contain the virus are negatively impacting economic activity and industrial supply chains in many parts of the world. Consequently, ArcelorMittal is either seeing or expects to see a significant decline in industrial activity in many if not all of the geographic markets in which it operates, which is impacting its business.
- Like many in the private sector, ArcelorMittal is attempting to harness its skills and resources in a useful and collaborative way to help address the challenges presented by COVID-19. Specifically, the company has focused its actions on collaborating to address the severe lack of the required safety and medical equipment, including face masks and ventilators. ArcelorMittal's businesses across the world have now collectively donated to various initiatives. The company has also been utilising its global network to help facilitate the transfer of equipment to and from regions most impacted. For example, in February the company actively helped source masks for China. Now that China appears to have passed its peak, ArcelorMittal is working with its associates there to help bring medical equipment to the countries now facing an escalation and particularly those, such as India and Liberia, that will struggle to source adequate supplies.
- Furthermore, ArcelorMittal has also been able to contribute the 3D printing expertise of its R&D team to a global effort focused on developing a 3D printed ventilator prototype. This prototype will be tested imminently in hospitals and, if successful, will massively increase the ability to rapidly produce ventilators. The company is now focused on the prototype for a more advanced ventilator which also has the ability, in addition to providing lungs with oxygen, to feeding medicine incorporating AI algorithms.
- Where excess capacity exists, ArcelorMittal is offering space to medical facilities to host additional wards.

(as per [website statement](#) dated March 19<sup>th</sup>, 2020):

- Given the extent of the outbreak, the health and safety implications, and particularly the impact it is having on several European countries in which ArcelorMittal operates, the Company is

taking steps to reduce production from its European operations to ensure the wellbeing of its employees is maintained and that production is aligned with demand.

- ArcelorMittal will continue to monitor the evolution of the coronavirus in each of its operating markets and take decisions accordingly to ensure the wellbeing of its employees and its ability to meet customer demand.

### **B2Gold**

(as per [press release](#) dated March 30<sup>th</sup>, 2020):

- The Company is continually updating the plan and response measures based on the safety and wellbeing of its workforce, the severity of the pandemic in areas where it operates, global response measures, government restrictions and extensive community consultation. The Company is working closely with national and local authorities and will be monitoring each site's situation closely while ensuring the safe operation of its mines.
- The Company has resumed mining operations at its Masbate Mine in the Philippines (milling operations have been ongoing) and mining and milling operations continue at the Fekola Mine in Mali and Otjikoto Mine in Namibia. The Company also continues to progress its expansion and development projects with some restrictions and delays being experienced by individual projects. The Company expects to meet or exceed budgeted consolidated gold production for the first quarter of 2020.

(as per [press release](#) dated March 23<sup>rd</sup>, 2020):

- B2Gold continues to operate its mines in Mali (Fekola) and Namibia (Otjikoto), with a temporary suspension of mining but continued milling at its mine in the Philippines (Masbate).
- The Masbate Mine expects to meet its budgeted gold production estimate for the first quarter of 2020. Based on a temporary shortage of fuel, the Masbate Mine has temporarily suspended mining activities (beginning on March 21, 2020), however the mill is continuing to operate and process material from stockpiles. The temporary fuel shortage is due to new regulations imposed by the Philippine Government related to the COVID-19 virus to ensure that all materials, including fuel, arriving on Masbate island via transport are not contaminated with COVID-19.

(as per [press release](#) dated March 18<sup>th</sup>, 2020):

- All B2Gold corporate personnel travel has been restricted to absolute minimum requirements and employees in the corporate offices have been encouraged to work remotely.
- At each of B2Gold's mines in Mali, Namibia and the Philippines, and at its development project in Colombia, the company has implemented several control measures for dealing with the outbreak of COVID-19. These include pre-screening for symptoms and travel history with possible COVID-19 exposure of any employees, visitors and contractors (site personnel) prior to any travel to or from a site and isolation, where necessary, from the general site population.
- Each site has implemented restrictions and isolation procedures that are particular to each region's situation and response capabilities. Procedures continue to evolve according to the World Health Organization and Center for Disease Control guidelines as more becomes known about the virus. The Company is regularly monitoring the situation and following local and national health authority requirements and recommendations. A critical care specialist has been consulting the Company on the guidelines and global implementation.
- To date, B2Gold has not experienced any incidents related to COVID-19 at its sites or corporate offices and continues to operate all mine facilities and is proceeding with its projects as previously planned

### **Baffinland**

(as per [website update](#) on March 19<sup>th</sup>, 2020)

- Given the possible risk of infection throughout the North and more specifically, the communities Baffinland operates in (i.e. Arctic Bay, Clyde River, Igloolik, Pond Inlet and Sanirajak – previously

named Hall Beach), the company has arranged to return all of its Nunavummiut employees (i.e. Inuit and non-Inuit living in Nunavut) at Site over the next week to ensure their exposure to the COVID-19 virus remains as low as possible. There will be no loss of wages or impact on job security or seniority for Baffinland's employees.

- Baffinland has identified its employees that are 60 and older, offering them to return home with full compensation.
- Baffinland's Oakville Corporate Head Office, Northern Head Office in Iqaluit, and its Community Liaison Offices in Arctic Bay, Clyde River, Igloolik, Pond Inlet and Sanirajak will be temporarily closed to the public. Baffinland will review the entire situation again in two weeks.
- Further preventative measures are also in the process of being implemented, including:
  - Passenger screening at all Aerodrome facilities prior to travelling to Site and return; and
  - Additional Physician Assistants being secured and dispatched to Baffinland's Operation to perform pre-flight health checks.
- Baffinland has informed the Government of Nunavut Health Department of the measures being taken at its project site and will continue to monitor Health Canada and Government of Nunavut advisories.

### **Barrick**

(as per [press release](#) dated March 24<sup>th</sup>, 2020)

- The Hemlo Senior Leadership Team regularly reviews its pandemic management plans, developing additional measures that support implementation of current best practices, provide routine updates to its employees to ensure that they, together with their families and its partnering communities, are well informed and safe.
- At the Hemlo mine Barrick is taking the following preventative measures to establish a safe operational environment:
  - Fact sheets about Covid-19 are posted around the site with information on how to reduce the risk of contracting the virus.
  - All employees and contractors at the operation are encouraged to practice simple hygiene by washing hands regularly and covering coughs and sneezes. The mine has been equipped with additional sanitizing stations.
  - All workers and contractors are screened at security before entering the site. Screening protocols include travel declaration and temperature and health checks. The facility has been inspected by local health authorities to ensure our activities are in line with health regulations and we have been advised that we are going above and beyond expected protocol during this pandemic.
  - Those who have returned home from international flights are mandated to self-isolate for 14 days.
  - The company is adhering to the State of Emergency declared by the Ontario government, which includes the following:
    - No gatherings of more than 50 people.
    - Social distancing of two metres or more.
    - Reduced cage limits to no more than six workers at a time.
    - Increased cage runs to accommodate work schedules.
    - Staggered shift implementation to reduce workers at security at any given time, reduced line up meetings, reduced general meetings, mandates on workers allowed in a meeting room at any given time to ensure social distancing can be achieved.
    - Work-at-home options for non-essential staff.
  - Partnering with our First Nations Rightsholders communities to aid them in the lock

down of their communities to ensure they are not vulnerable during this time by allowing workers to self-isolate for 14 days.

- Ontario Premier Doug Ford ordered all non-essential business to close beginning Tuesday, March 24<sup>th</sup>. As an essential business to the community and the region, the Hemlo mine remains operational and it is therefore imperative that all employees and contractors adhere to the controls that have been implemented, to enable the Hemlo mine to continue to support local communities and employees during this time of need.

(as per [press release](#) dated March 20<sup>th</sup>, 2020)

- All non-essential business travel has been suspended and non-essential projects have been curtailed. In line with directives from Barrick's host governments and the international health authorities, the company has put measures in place to mitigate the risk of infection while ensuring a safe environment for operations to continue as usual.
- Barrick has extended its 24-hour call service to communities and the families around its operations in Argentina and have implemented similar response services across the group's operations. Similarly, Barrick is observing new industry guidelines regarding social distancing and have increased sanitation measures at our mines and offices.

(as per [press release](#) dated March 6<sup>th</sup>, 2020):

- The company said it had counselled all employees about the symptoms of the virus and the risk of contracting the infection. Access to each site across the group is strictly controlled and visitors, employees and contractors are routinely screened before and on arrival. Emergency medical procedures and facilities are in place across the organization.
- Supplies to its mines have not been affected but the company is increasing its inventory of key commodities to above their normal level. Placed and forecast orders are intact.

## **BHP**

(as per [press release](#) dated March 27<sup>th</sup>, 2020):

- BHP continues to implement a range of stringent measures at its Jansen Potash project site and Potash offices in Saskatoon and Mississauga to reduce the risk of COVID-19 contagion and to support its workforce and local communities.
- The measures being taken are aligned with the Province of Saskatchewan's emergency measures and the requirements from health authorities and Provincial and Federal government in Canada.
- A range of health and safety measures are in place including split shifts so fewer people are on site at one time. At Jansen, changes to transportation arrangements, conduct of meetings and camp life are in place to ensure social distancing and increased hygiene practices.
- In response to the Provincial and Federal Government of Canada's emergency measures, at the Jansen site, where BHP has been installing the final liners in the Production and Service Shafts, the company is now reducing activity to focus on one shaft at a time with reduced crews. This will reduce the number of contractors and the need for out-of-Province workers on site, with the strict COVID-19 emergency measures in place. BHP will continue to assess the impact on its workforce through this period and the support packages available from the government.
- BHP has implemented an accelerated payment program to support First Nations, Métis and local community businesses and communities in Saskatchewan during the pandemic. The measures are expected to deliver approximately CA\$3 million more quickly into the hands of our small business partners through a reduction in payment terms to seven days (from 30 days) for six months and an immediate payment of outstanding invoices for Indigenous and Local Community Business partners.

(as per [press release](#) dated March 26<sup>th</sup>, 2020):

- Measures and controls are applied at BHP locations based on local requirements. BHP will continue to evolve its approach in real time and in line with expert advice, these include:

- *Social distancing*
  - Social distancing, or physical distancing, requirements are in place at all BHP locations and stipulate individuals should remain an appropriate distance apart as per health and safety guidelines. This applies to sites, camps and offices, and is being worked through for transport. Social distancing is being reinforced daily. Traditional greetings such as handshakes are no longer used.
  - Gatherings of people are limited as much as possible and conducted in line with social distancing requirements, for example pre-start meetings at operational sites.
  - Hygiene
  - Increased cleaning at all sites and offices, plus regular testing of workplace cleanliness and hygiene standards.
  - Clear and regular communication about the strict hygiene protocols in place at all operational sites and offices. This includes hand washing, sanitation, food and drinks.
- *Travel*
  - BHP has banned international business travel globally.
  - Domestic and international commuting continues in a limited manner in line with country-specific advice.
  - Protocols such as flexible rostering have been introduced to support workforce requirements.
  - Numbers of people on planes, buses and in vehicles are reduced to meet social distancing recommendations. For example, not seating people next to each other and formations that extend the distance between people.
  - Temperature checks and three-question surveys before boarding BHP operated planes and buses, to assess individuals' health.
  - Vehicles cleaned and sanitised between trips.
- *Where state or national borders have closed*
  - Flexible shift and rostering arrangements are in place to accommodate self-isolation and work requirements, and to help manage workflow over an expected period of prolonged border restrictions.
  - Working with people to relocate for periods of time to comply with cross-border restrictions or quarantine requirements. For example, some tug boat pilots who normally reside in Tasmania have relocated with their families to Western Australia.
- *Operational sites*
  - BHP has reduced the number of people at mine sites and other operational facilities to business critical employees and contractors only.
  - All non-essential visits and meetings at operational sites are being rescheduled, cancelled or undertaken via virtual platforms.
  - Heavy equipment, trucks and light vehicles have increased personal hygiene protocols, and are equipped with appropriate cleaning agents.
  - Cleaning protocols on site have increased on handrails, walkways, meeting rooms and crib rooms. This includes deep cleaning where possible.
  - In Chile, BHP is restricting site entry for contract partners for an interim period of 15 days to help slow the spread. BHP will cover the costs of this measure. In addition, BHP will defer services that are not considered urgent or a priority.
  - Pre-start and other essential meetings are conducted outside where possible, and in line with social distance requirements.
  - For any meetings held inside, room capacity has been reduced and seating and floor marks have been added to reinforce appropriate social distancing.
  - Daily messages from leaders with the latest advice from relevant authorities and BHP leadership on operating in line with health protocols. This includes:
    - Practice good hygiene, wash hands with soap, more regularly and avoid touching the face.
    - Use sanitisers, gloves and other protective gear where advised.



- Wipe down equipment with disinfectant.
- Leader messages reinforced with regular reminders and with health advice from team leaders, flyers, notices, FAQs and other materials in workspaces and in crib rooms.
- *Accommodation camps*
  - Dining hall opening times have been extended to reduce the number of people dining at any one time. Seating has been arranged to maintain appropriate social distancing.
  - Take-away and pre-packaged food options have been increased, along with pre-packaged condiments and utensils.
  - The use of gloves is now required in some common areas.
  - Increased cleaning of camp accommodation.
  - Some camp facilities have been closed (barbecue areas and gyms) while other communal areas have been adapted to adhere to social distancing requirements.
- *In offices*
  - In-person meetings with external stakeholders postponed, cancelled or conducted through technology.
  - BHP has implemented roster systems to support office-based roles that are essential to business continuity, for example remote operating centres. People are encouraged to work from home wherever possible.
  - All office equipment, handrails, desks are cleaned more frequently and deep cleans are conducted regularly, including between weekly change-overs.
  - Meeting room capacity has been reduced and seating and appropriate controls in place to appropriate social distancing.
  - All offices have increased personal hygiene protocols and hand sanitiser stations.
  - Offices remain closed in locations where authorities have mandated that employees work remotely. Technology systems are currently working well to support this.
- *Monitoring and managing wellness*
  - Emphasising personal responsibility to inform and self-isolate immediately if suddenly feeling unwell.
  - Dedicated areas at each site for urgent isolation and medical attention if required.
  - BHP recognises there are higher risk demographics, for example due to medical conditions or age. Where required, we are putting extra controls in place appropriate with individual risk profiles.
  - BHP made the decision last week to postpone all face-to-face engagements with Traditional Owner groups until further notice to minimise the risk of COVID-19 exposure to Indigenous communities.
  - Resources to support mental health and resilience, including if working from home.
  - At any time, employees, contractors and their families can access BHP's Employee Assistance Program (EAP).
- *In the community*
  - Established a \$50 million (AUD) Vital Resources Fund to help regional Australian communities in BHP's areas of operation through support for health and community services, mental health and resilience, Indigenous communities and job seekers.
  - Accelerated payments to small, local and Indigenous suppliers in Australia to deliver \$100 million (AUD) more quickly to those businesses. In addition, small business payment terms have been reduced to seven days (from 30 days).
  - In Chile, BHP has shortened terms of payment for large providers (to 30 days), SMEs (to 14 days) and to local companies from the Antofagasta and Tarapacá regions (to seven days).
  - BHP has created a \$6 million fund to support labour hire companies and employees. The fund will be used for one-off payments for people quarantined after entering Australia and pay for those not entitled to sick leave but affected by COVID-19.
  - BHP will hire an additional 1,500 people to support its workforce operating across Australia. The roles will be offered as six-month contracts to cover a range of skills.

- Using BHP supply chain to supply food supplies to childcare centres, school canteens and not for profit organisations.
- In Singapore, BHP has partnered with Project Dignity to supply meals to frontline healthcare workers. Project Dignity provides employment for people with disabilities, intellectual and social challenges.
- In Western Australia, BHP has donated \$2 million (AUD) to the Royal Flying Doctor Service to support regional health. This adds to donations from others in industry.
- In Western Australia, working with hospitals and ambulance services to replenish medical supplies including masks, gowns and gloves.
- Supporting local Aboriginal organisations and services to assist people to return to remote communities. BHP will continue to work with those communities and government to ensure people have what they need to stay in communities.

(as per [press release](#) dated March 22<sup>nd</sup>, 2020, [updated](#) on March 25<sup>th</sup>, 2020):

- BHP will establish a \$50 million (AUD) Vital Resources Fund to help support regional Australian communities in its areas of operation, which are facing the significant challenge of the COVID-19 pandemic. The establishment of the Fund follows BHP's commitment to deliver \$100 million into small, local and Indigenous businesses by accelerating payments and reducing payment terms to seven days (from 30 days), and to employ a further 1,500 people to support its Australian operations.
- Spending will be focused on the regions surrounding BHP's Australian operations.
- Anticipated areas of support include:
  - Local and regional health networks for critical infrastructure, services and workforces.
  - Essential community services that keep regions strong.
  - Community mental health and resilience.
  - Social partners and community leaders to support rural and remote Indigenous communities.
  - Over the longer term, working with governments at all levels to increase resources and training available to jobseekers.

(as per [press release](#) dated March 19<sup>th</sup>, 2020):

- Operations at BHP sites continue with additional monitoring and procedures in place to reduce the risk of COVID-19 transmission among its workforce. As things currently stand, there have been no material impacts on its operations or supply chain with its workforce able to access its mines and platforms safely and operate effectively.
- BHP has implemented measures based on risk assessment, government requirements and specialist advice that take into account specific site factors. These include:
  - BHP has put in place a ban on international business travel for BHP employees globally.
  - Domestic and international commuting continues for employees in line with country-specific advice, and some protocols have been introduced, such as flexible rostering, to assist workforce requirements.
  - Gatherings of people are limited as much as possible and social distancing protocols are in place. This includes changes to how teams travel to sites, gather at the start of shifts as well as procedures in camps and how maintenance is scheduled and undertaken.
  - All non-essential visits and meetings at site are being rescheduled, cancelled or will take place via virtual platforms.
  - Remote working is being tested in our offices and operating centres.
- BHP is also implementing measures to support small business partners and regional communities through accelerated payment of outstanding invoices and the reduction of payment terms from 30 days to seven days.
- A senior team has been established with health, safety, operational and financial experts to manage a company-wide response. The team is supporting BHP business leaders to implement

plans and maintain safe operations at its sites. This team reports daily to the CEO and leadership team.

(from [website update](#) dated March 16<sup>th</sup>, 2020):

- **Travel** - BHP has suspended international travel for all BHP employees globally for work alongside other measures already in place.
- **Sites and Offices** - Each of BHP's sites and offices across the world are monitoring the situation and have action plans which will be activated if required, in line with advice from health authorities. BHP also have procedures in place to move quickly to isolate anyone who may require medical treatment or testing.
- **Health and Wellbeing** – BHP continues to communicate with its workforce to follow hygiene, travel and quarantine recommendations from country-specific health authorities and governments. BHP is encouraging all of its teams to support each through this difficult time, talk to their line-leaders about specific concerns and access our Employee Assistance program if they feel they need extra support.

### Cameco

(as per [press release](#) dated March 23<sup>rd</sup>, 2020):

- Cameco is temporarily suspending production at its Cigar Lake uranium mine in northern Saskatchewan and placing the facility in safe care and maintenance mode due to the threat posed by the Coronavirus (COVID-19) pandemic.
- The decision to suspend production at Cameco's Cigar Lake mine was made in conjunction with Orano to suspend production at their McClean Lake mill.
- Cameco is also closely monitoring the operations in its Fuel Services Division in Ontario, and will continue to operate them for as long as it remains safe to do so in order to continue a reliable supply of fuel.

### Canadian Natural

(as per [press release](#) dated March 18<sup>th</sup>, 2020):

- Canadian Natural is well positioned through the current global COVID-19 challenges, due to its significant long life low decline asset base that has 27.8 years of reserve life based on proved reserves and 36.0 years of reserve life based on proved plus probable reserves.

### De Beers

(as per [partner update](#) distributed on March 23<sup>rd</sup>, 2020):

- Gahcho Kué and Victor sites remain open and focused on safe work. Operational continuity is critical for jobs, the communities around our operations and the local and regional economies.
- At both sites, the company has requested employees who live in remote, primarily fly-in communities to return to their home communities or to remain at home and not report to work for their next shift. The company is making this decision to eliminate the potential spread of COVID-19 into these remote communities, which have limited medical resources.
- At Victor site, now in the early stages of closure, De Beers has prepared a contingency plan to take the site into care and maintenance as the situation requires. The decision regarding when to initiate this plan will depend on a multitude of factors, including the occurrences of COVID-19 in the region and country, as well as the availability of flights and other resources required to continue operations.
- Snap Lake site remains in extended care and maintenance under zero occupancy with remote monitoring as we evaluate options for re-opening the camp for spring freshet. De Beers is working closely with its contractor partners, including Det'on Cho Corporation, Khione, Bouwa Whee, and Frontline Medics to develop a continuity plan to ensure it can implement core site maintenance activities required for continued compliance with all licence and permit conditions. Similar to the other sites, freshet activities at Snap Lake depend on the availability of air transport and

contractor availability.

- The Chidliak exploration site remains unoccupied as per usual at this time of year. Travel by its employees to Nunavut has been suspended. Seasonal maintenance activities scheduled to occur in the summer are anticipated to proceed using local contractors and assistants.
- The company's approach continues to be taking measures to help safeguard its people from the spread of COVID-19 while continuing day-to-day business. These actions include:
  - Regular communications with employees and contractor employees on all guidelines, restrictions and best practice hygiene and health recommendations.
  - Office-based employees are working from home in Calgary, Toronto and Timmins.
  - Introduction of new work rotations for some site-based employees, who can do much their work off site.
  - Restrictions on all new and existing work-related international travel.
  - Restrictions on non-essential visits to operating sites.
  - Intensified cleaning at offices and sites.
  - Social distancing measures at operating sites, including in team meetings, canteens and accommodation.
  - Introduction of temperature screening of those

(as per CBC article, [Gahcho Kué, Diavik diamond mines sending some N.W.T. workers from remote centres home](#), published on March 20<sup>th</sup>, 2020):

- Fifteen Gahcho Kué diamond mine employees and contractors from primarily fly-in, small communities are being sent home and are asked to stay home, according to the De Beers Group, which operates the mine.
- The De Beers news release states that since February, it has implemented several other safety measures such as:
  - Restricting access to the mine.
  - Mandatory temperature screening for everyone coming into the mine.
  - Mandatory hand washing for anyone entering the dining room, and changing the dining schedule to reduce the number of people there at any given time.
  - Establishing quarantine areas, more sanitization of high-contact areas, and encouraging people to call in sick from rooms before reporting to the site medic.
- The Gahcho Kué mine remains in operation.

### **Dominion Diamond**

(as per [press release](#) dated March 19<sup>th</sup>, 2020):

- Dominion Diamond Mines ULC ("Dominion") today announced that it has decided to suspend operations at the Ekati Diamond Mine ("Ekati") to safeguard its employees and the communities surrounding its operations from threat posed by the Coronavirus (COVID-19) pandemic.
- As a result of the decision to suspend mining and production activities until the Coronavirus pandemic is under control, a minimal care and maintenance crew will stay on with Dominion to maintain the Ekati mine during this interim period.
- There is currently no timeline established for this period of suspended operations. Dominion will provide updates on future developments as they become available.

### **Eldorado Gold**

(as per [press release](#) dated March 30<sup>th</sup>, 2020):

- Eldorado Gold Corporation reports that it has drawn \$150 million under its revolving credit facility as a proactive measure in light of the uncertainty surrounding the COVID-19 pandemic. The Company has no immediate need for the funds, however proceeds will be used for general corporate purposes, as required. The Company is also reviewing its 2020 sustaining and growth capital budget and will reduce expenditures if required.
- The Company continues to monitor the operating environment closely in the jurisdictions

where it operates. Eldorado has implemented additional controls at all its operations and offices around the globe to further protect the health and safety of its workforce, their families and neighboring communities, which include:

- Task observations to ensure that workplace controls in place are effective in maintaining physical distance. Procedures will be modified where necessary to create distance. Tasks that cannot be effectively modified will be discontinued until an appropriate change is implemented.
- Advising employees to stay at home if they are at risk or have family members at home at risk.

(as per [press release](#) dated March 24<sup>th</sup>, 2020):

- Eldorado Gold reports that, in accordance with the Quebec provincial government-mandated restrictions to address the COVID-19 situation in the province announced on March 23, 2020, it will temporarily minimize operations at its Lamaque mine until April 13, 2020. The Company also reports that it has today received a Certificate of Authorization from the Quebec Ministry of Environment to allow for the expansion of underground production from the Triangle deposit at Lamaque from 1,800 tonnes per day (“tpd”) to 2,650 tpd, once operations resume.
- The company continues to monitor the operating environment closely in the jurisdictions where it operates. Eldorado has implemented additional controls at all its operations and offices around the globe to further protect the health and safety of its workforce, their families and neighboring communities, which include:
  - Restricting site access and conducting employee screening measures, such as thermometric testing;
  - Putting social-distancing protocols in place and encouraging increased hand-washing;
  - Educating workforce and local communities about symptoms and transmission of the virus with clear instructions to stay home if one feels unwell;
  - Halting all non-essential travel; and
  - Liaising with governments, regulators and other external stakeholders to closely monitor developments.

(as per [open letter from CEO](#) posted on website on March 19<sup>th</sup>, 2020):

- Eldorado Gold has taken the following actions:
  - Convened a global COVID Crisis Team, which meets on a daily basis to respond to this fast-evolving and unprecedented situation. This is comprised of Eldorado’s Senior Leadership Team, Country Managers, General Managers, and Health & Safety and Communications teams.
  - Followed recommendations of the World Health Organization, local health authorities and advice of jurisdictional governments and taken precautionary steps to educate everyone about the symptoms and transmission of the virus with clear instructions on what to do if someone feels unwell.
  - Put pre-emptive measures in place such as conducting thermometric testing before accessing site, encouraging increased hand-washing and social-distancing, and limiting all non-essential travel.
  - Put in place isolation contingencies should an employee or contractor test positive for COVID-19.
  - Limited access to its offices and sites to essential people only in order to reduce unnecessary exposure.
  - Worked with local communities to distribute hygiene supplies and educate them on preventative measures to reduce the spread of the virus.
  - Close liaison with governments, regulators and other external stakeholders to aid

- business continuity during this ever-changing situation.
- Ensured that each of our sites have in place:
    - Systems to monitor the numbers of employees that report to work and contingency plans to best sustain operations in the event that the number of operational employees reporting to work declines.
    - Supply chain continuity plans and associated contingency plans. Inventories of key suppliers, trade routes, and delivery times, have been reviewed and remain unaffected at this time.
    - A contingency plan to protect people, the environment and our assets should our operational capacity become impacted by workforce conditions or regulatory environment.
    - Site-specific emergency response plans and crisis management plans.

### **Excellon Resources**

(as per [press release](#) dated April 2<sup>nd</sup>, 2020):

- Excellon is in the process of temporarily suspending all mining, milling and exploration activities at its Mexican operations until April 30<sup>th</sup>, 2020, in accordance with the detailed Mexican Presidential Order (the “Order”) issued on March 31<sup>st</sup>. On March 30<sup>th</sup>, Mexico declared a state of emergency and issued stricter measures, including the temporary suspension of activities deemed non-essential to containing the COVID-19 pandemic. The Order did not list mining and mineral processing as essential activities. Critical pumping, safety, security and environmental management will continue during this temporary suspension.
- Excellon will continue to dialog with government authorities to ensure a safe and timely re-start of operations at Platosa and Miguel Auza.

(as per [press release](#) dated March 31<sup>st</sup>, 2020):

- Operationally, Excellon Resources has taken numerous steps to ensure the health of its people and local communities during the ongoing COVID-19 pandemic, consistent with steps implemented by peer mining and metals companies globally. The company continues to closely monitor and adjust accordingly to global trends in best practice and recommendations for managing the issue from authorities in Mexico, Canada and internationally.
- The Company’s 2020 exploration priorities include resource growth and progressing its multiple projects by drill testing high priority targets, upgrading existing targets and continuing to develop new targets through field work and data interpretation. The schedule for these programs depends on receiving required permits; these timelines will depend on the stabilization of the COVID-19 pandemic situation and associated developments.

(as per [CEO’s letter to shareholders](#) dated March 20<sup>th</sup>, 2020):

- At Excellon’s Platosa and Miguel Auza operations, the priority is to improve knowledge of the pandemic so that everyone can personally take the steps necessary to ensure their health and the health of the broader community. Excellon has been providing updates for weeks and our daily safety meetings lead with discussions on ensuring proper hygiene and measures to prevent the spread of infection.
- The company has restricted site access to essential personnel and essential suppliers and is conducting health screening at the gate and has provided its security and health personnel with additional protective measures. Excellon has increased the frequency of workplace cleaning and disinfection, including transport vehicles, and has also increased the number of hand sanitizer stations across the work sites.
- Excellon has implemented social distancing by doubling the number of buses transporting employees to site, significantly modifying food provision services and increasing office space for administration staff, as well as preparing to adjust its existing work-from-home policies as conditions dictate.

- All of Excellon's executive and staff in Toronto are working remotely, but fully available by email and phone. They have suspended all business travel and have mandated that any employees returning from international travel undertake 14 days of self-isolation, in accordance with Canadian government recommendations.

### **First Quantum**

(as per [press release](#) dated March 24<sup>th</sup>, 2020):

- Several members of the contractor workforce at the Cobre Panama operation have been confirmed as having contracted the COVID-19 virus. The affected personnel are being cared for in the public healthcare system as per the Panama Ministry of Health requirements. Cobre Panama has already implemented the appropriate control, isolation and quarantine measures in line with Government guidelines and its site-specific conditions. On Friday March 20, the Government of Panama by means of Executive Decree 500 clarified that Cobre Panama is specifically authorized to continue operating, albeit with strict adherence to the protocols established by the Ministry of Health which will require a reduced labour force operating on 12 hour shifts.
- Similarly, on other mine sites the Company is prepared for control, isolation and quarantine as necessary. As more countries take action to manage and mitigate the impact of COVID-19, First Quantum is managing the necessary country-by-country restrictions in order to assist in the protection of those most vulnerable.

### **Glencore - (French language COVID-19 resources can be found [here](#))**

(as per [press release](#) dated March 26<sup>th</sup>, 2020):

- To date, Glencore's larger operations have not been materially impacted, however a number of our smaller assets have had to restrict or stop operations (details included on Canada, highlighted below, Chad, Colombia and South Africa):
- Canada  
The government of Quebec has ordered all non-essential businesses to close in an attempt to slow the spread of COVID-19. Accordingly, our Raglan (nickel) and Matagami (zinc) operations in Quebec will be on care and maintenance for the next three weeks. In Ontario, the government has issued a similar decree, but mining has been designated an essential business and therefore our assets can continue to operate.

(as per [website update](#) on March 20<sup>th</sup>, 2020):

- To date, there have been no material disruptions at Glencore's operating assets or within its supply chain and its marketing business is delivering annualised EBIT performance within its through the cycle long-term guidance range of \$2.2bn to \$3.2bn p.a. In light of various restrictions being imposed by Governments in different countries, Glencore has to date seen some impact on certain smaller operations.

(as per [website update](#) on March 16<sup>th</sup>, 2020):

- Glencore has introduced a number of additional precautionary measures across its offices and industrial assets. These include:
  - Asking anyone who works for the company to stay at home if they feel unwell and to seek medical advice and self-quarantine if they have symptoms consistent with those of COVID-19.
  - Implementation of enhanced hygiene and cleaning measures.
  - Restrictions on all non-essential travel.
  - Flexible working, including rotational and remote working, where necessary and possible.
  - A Health Advisory channel for its people to seek advice and support.

### **Hecla Quebec - (French language COVID-19 resources can be found [here](#))**

(as per [press release](#) dated April 7<sup>th</sup>, 2020):

- While this pandemic is unique, over the course of Hecla's 129-year history the Company has dealt with pandemics and had a plan in place that was implemented in February and early March. As the risk and government orders have increased, the plan has been further implemented including limited site access, social distancing, enhanced cleaning practices, temperature testing, 14-day quarantine facilities and enhancement of the supply chain. Fortunately, all the communities where Hecla operates have a small number or no occurrences of COVID-19 with no known cases within the workforce or their families.
- Operations Discussion - Casa Berardi
  - The suspension of operations at Casa Berardi, originally expected to last until April 13<sup>th</sup>, has now been extended until May 4<sup>th</sup>, to comply with the Government of Quebec's stay-at-home order. Limited operations are protecting the facilities and environment.

(as per [press release](#) dated March 24<sup>th</sup>, 2020):

- Hecla is suspending operations at Casa Berardi until April 13, 2020 to comply with the Government of Quebec's order for the mining industry in the fight against COVID-19. Casa Berardi will have limited operations to protect the facilities and environment while operations are suspended.

(as per [press release](#) dated March 19<sup>th</sup>, 2020):

- Hecla Mining Company provided a summary of the activities undertaken to protect its business, employees and local communities from COVID-19. Hecla has corporately and within its mine sites taken significant measures including:
  - Securing contracts that guarantee a \$16 per ounce silver price for the second quarter and \$1,450 and \$1,650 per ounce gold price for the second and third quarter, respectively, while maintaining exposure to the upside, after transaction costs.
  - Implemented and followed recommended health and hygiene protocols.
  - Restricted mine site staff to essential personnel and contractors.
  - Stockpiled critical mining supplies (up to six months' worth in some cases) to protect against possible future supply disruptions.
  - Completed the \$475 million Senior Note refinancing in February, significantly de-risking the business by extending the maturity to 2028.
  - Renewed our \$250 million revolving credit facility for the next three years which could provide working capital needs if necessary.

## **Hudbay**

(as per [website update](#) dated March 30<sup>th</sup>, 2020):

- Hudbay's Crisis Management Plans were activated in early March, establishing two tiers of crisis response. The first tier is at the corporate level with a focus on ensuring overall business stability, continuity and coordination. The second tier is at the business unit level where the response plans are developed based on the dynamics and context of the local situation. The company's business units are engaging with local communities, health authorities, government and other stakeholders in each of its regions.
- All of Hudbay's locations have implemented measures in response to COVID-19, including travel restrictions, work from home policies, the promotion of social distancing, increased hygiene practices, self-isolation practices and increased sanitization of offices and employee common areas.
- The Peruvian government declared a state of emergency on March 15<sup>th</sup>, 2020, requiring non-essential businesses to be shut down until April 12<sup>th</sup>. While mining operations are allowed to continue in certain circumstances during this period, the state of emergency rapidly changed the



business environment, causing the manufacturing and transport of critical supplies to be suspended. On March 20<sup>th</sup>, Hudbay initiated a temporary and orderly shutdown of its Constanca mine.

- Hudbay's mines in Manitoba continue to operate and ship concentrate and zinc metal. The Manitoba team is actively engaging with its employees and the local communities to manage the evolving situation and has implemented a number of measures to maintain a safe work environment and help protect local communities. The team has also developed business preparedness plans for further possible developments, including planning activities in the event it needs to reduce or cease operations or construction activities in the future.

(as per [press release](#) dated March 20<sup>th</sup>, 2020):

- Company-wide business preparedness plans were activated earlier this month as part of the company's crisis management protocols. In response to the challenging environment in Peru following the Peruvian government's recent declaration of a state of emergency, the company has commenced a temporary and orderly shutdown of operations at Constanca.
- In Manitoba, Hudbay's mines continue to operate and ship concentrate and zinc metal. At this point, Manitoba remains a low-risk jurisdiction with no known cases of COVID-19 in northern Manitoba. However, the Manitoba team is actively managing the evolving situation and implementing the business preparedness plan, including planning activities in the event the company needs to reduce or cease operations or construction activities in the future.

**IAMGOLD - (French language COVID-19 resources can be found [here](#))**

(as per [press release](#) dated March 24<sup>th</sup>, 2020):

- On March 23, the Government of Quebec advised that all non-essential businesses must close effective one minute after midnight March 25 and remain closed until April 13, 2020. This directive includes mines and processing plants.
- Also on March 23, 2020, the Government of Ontario advised that all non-essential businesses must close effective midnight March 24, 2020 and remain closed for at least two weeks.
- IAMGOLD is complying with these directives by:
  - Placing the Westwood Gold Mine ("Westwood") on care and maintenance within the provincial directive timeframe. Minimal staff will be in place during this period, and will follow strict hygiene and screening protocols, in addition to social distancing. Westwood is well-positioned to quickly and safely ramp-up mining operations at the appropriate time.
  - Closing the Toronto office effective March 24, 2020 at midnight for at least two weeks per the Ontario directive, with the work-from-home protocol already in effect.
  - Closing the Longueuil office effective one minute after midnight March 25 and until April 13, 2020 per the Quebec directive, with the work-from-home protocol already in effect.
  - Activities at the Côté Gold Project ("Côté") in Ontario are not impacted by the Ontario directive as mining, exploration and development have been deemed "essential" activities in the province. The Company continues to be prudent in managing capital expenditures with derisking activities. IAMGOLD is reducing activities at the site to ensure integrity of equipment and protection of personnel.
- IAMGOLD's Essakane mine in Burkina Faso and Rosebel mine in Suriname continue to operate. Both sites are moving into self-confinement the week of March 23<sup>rd</sup>, 2020, in order to better protect employees and communities, and support the continuity of these operations.

(as per [website](#) update on March 23<sup>rd</sup>, 2020):

- To-date, IAMGOLD has not recorded any COVID-19 cases at its sites. However, as a precautionary measure to ensure the health and safety of our employees, the company has instituted an essential-employees only protocol and are in the process of moving non-essential employees to work-from-home. These protocols apply to the company's contractors as well. The week of March 23<sup>rd</sup>, all of our sites are moving into self-confinement, in order to better protect employees and

communities, and ensure the continuity of operation.

- At each of IAMGOLD's operating sites, the company has medical facilities and health care workers, who are conducting screenings and assessments and will quarantine employees if and when needed.
- Following the confirmation of one case of COVID-19 at the Toronto office, the company closed, cleaned and disinfected the office.
- Work-from-home protocol is in place at both the Toronto and Longueuil offices. The Toronto office will be closed effective March 24, 2020 at midnight for at least two weeks per the Ontario directive, while the Longueuil office will be closed until April 13, 2020 per the Quebec directive.
- At all sites and offices, IAMGOLD is implementing additional cleaning and disinfection, encouraging social distancing and protocols for screening visitors and employees.
- In addition to the above, all non-essential travel has been cancelled.
- IAMGOLD is rolling out support systems for physical and mental health support to its employees at each site and office including a hotline they can call from their location for further support. The company is also providing guidance on working ergonomically from home, creating a safe home environment and IT tips including cyber security.
- Communication is key to connecting and informing its people. To this end, we have instituted a weekly CEO letter to employees, regular updates on new developments and resources, an internal platform containing resources and regular site communications

(as per [press release](#) dated March 14<sup>th</sup>, 2020):

- IAMGOLD is taking the precautionary measure of closing its Toronto office for one week following the positive COVID-19 test result for one of its employees. The IAMGOLD employee who tested positive was last in the Toronto office on March 6<sup>th</sup>, 2020.
- In addition to closing the Toronto office, IAMGOLD is conducting a deep cleaning and disinfection of the office. Toronto office employees have been asked to work from home until the end of the week, March 20<sup>th</sup>, 2020, at which point the Company will reassess.

## IOC

(as per [website update](#) on March 30<sup>th</sup>, 2020):

- The IOC, through its involvement with the Labrador West Intimate Partner Violence Taskforce, has developed a strong partnership with the local women's shelter, Hope Haven. This month, to support women in abusive situations who need to self-isolate, IOC temporarily made available to Hope Haven one fully furnished house.

(as per [letter from President and CEO](#) dated March 27<sup>th</sup>, 2020):

- IOC's current business status is that the company is operating, however, with evolving pandemic of the covid-19 IOC has reduced its operations in the following manner:

### Labrador City employees and contractors:

- Have reduced on-site presence for its personnel and contractors by 28%:
  - 167 staff are now working from home while we continue to resource the operations on a round-the-clock schedule
  - 14 full-time temporary contract employees (Cat1 contractors) have temporarily left the business and 8 are in progress of getting flights
  - 44 employees in self-isolation (preventive): 44 self-isolate (31 Travel/13 Public Health recommended due to symptoms-March 25<sup>th</sup>)
  - Site access has been suspended for non-essential contractors and the contractors have been reduced by 44%, this includes local and non-local contractors.
  - IOC is in the process of removing the remaining FIFO contractors in Lab City with the intent for all of these individuals to return to their home by the weekend.
  - Since March 18<sup>th</sup>, total IOC Camp occupancy went from 55% to 20%. This 20% includes the

QNS&L employees and in province camp staff. Camp occupancy expected to drop further to ~16-18% by March 28<sup>th</sup>.

- Non-camp accommodations occupancy reduced from 61% to 25%; this 25% includes long-term IOC permanent employees.

Sept-Iles employees and contractors:

- Have reduced on-site presence for its personnel and contractors by 41%:
  - 96 people are now working from home
  - 3 full-time temporary contract employees (Cat1 contractors have been reduced temporarily)
  - As of March 25<sup>th</sup> the site has 22 employees in self-isolation (preventive)
  - Site access has been suspended for non-essential contractors. Daily contractor entries went from an average of 85 individuals/day pre-covid to 39/day this week. (54% reduction) Remaining contractors are mainly: Snow clearing, security services, Janitorial services, alarm and fire suppression systems, Tug operations. All others are on an as needed basis and efforts are continuing to identify further reduction opportunities.
- Maintenance work is reprioritized to focus on safety/immediate reliability items only and avoid contractors use.
- Other measures (other than hygiene and social distancing) - not an exhaustive list:
  - IOC has suspended access to all visitors and suppliers to its operations.
  - IOC has suspended all air travel between Sept-Iles and Wabush where the company's train loading facilities are located. This represents typically 15-25 people that travel back and forth for 1 day or more every week to support the rail or the mine operations. Only essential maintenance crew change is still happening once a week by charter flight (6-8 employees).
  - IOC has implemented a weekly pre-access questionnaire (travel history, symptoms, exposure to covid-19) mandatory to get site access for all employees and contractors.
  - Body temperature measurement and questionnaire prior to mobilizing employees in remote camps along the railway. IOC is awaiting delivery of temperature scanners to implement daily temperature checks for entire site. This will start once they arrive on the anticipated date of March 30<sup>th</sup>.
  - IOC is reconfiguring shift schedules to spread its resources over time to increase social distancing.
  - IOC is posting on its company's App (IOC Connex) so people can easily access the latest IOC updates regarding COVID-19 from home.

**(as per letter from President and CEO dated March 19<sup>th</sup>, 2020):**

- IOC has initiated its Business Resilience Team (BRT) and is actively monitoring and managing the situation on a daily basis.
- Specific actions that IOC has taken include:
  - Asking people to follow instructions from the Public Health Agency of Canada in regards to self-isolation due to travel and health conditions
  - Paid leave for those in self-isolation
  - Offering flexible solutions, where possible, to support parents who need it due to the closure of schools and day care.
  - Link to gate questionnaire for both employees and contractors asking very specific questions about travel, health and contacts to protect employees.
  - Cancelling all non-essential travel and visitors to its sites.
  - Asking everyone to follow proper hygiene etiquette and practice social distancing.
  - Rescheduling till September a major project involving 300+ FIFO workers in Lab West.
  - Specific preventive measure on the railway including sanitary kits in case of the evacuation of an employee potentially infected at all camps
  - Increased cleaning of its facilities

- Minimizing the number of people in group settings such as staggered lunch breaks
- Moving/delaying projects and work where possible, to ensure people and resources are focused on business critical activities.

### **Kinross**

(as per [press release](#) on April 1<sup>st</sup>, 2020):

- Kinross has taken preventative actions and put contingency plans in place at all sites that prioritize and protect the health and safety of employees, their families and host communities. In late January 2020, the Company created a cross-functional COVID-19 Task Force to initiate planning and preparation, following the advice of health authorities and expert medical and travel advisers. Since then, numerous initiatives have been implemented in response to the pandemic. These include:
  - rigorous and extensive social distancing practices;
  - remote working where possible;
  - increased medical preparedness;
  - banning non-essential business travel;
  - continuous promotion of hygienic practices recommended by health authorities;
  - increased cleaning and disinfection, and;
  - increased support to employees and communities.
- Business continuity plans have been prepared and implemented for each site to mitigate operational and supply chain risk. To help mitigate operational risks, the Company has implemented screening, isolation and quarantine procedures for all employees arriving at Kinross' remote camp-based sites, adjusted rotation schedules and is limiting site access, among other measures. In the supply chain area, mitigation measures include initiating a process to increase stocks of key consumables to at least three months on hand, ordering additional critical spares, assessing potential disruptions, and identifying alternative sources of supply.
- Kinross has also continued to assess the potential impacts of the pandemic on its 2020 production and cost guidance. While the crisis has had no material impacts on the Company's operations to date, Kinross has decided to withdraw its full-year 2020 guidance. The Company believes this is the prudent approach given the pandemic's significant impact on the world economy, the implications of government-mandated constraints on financial, commercial and business activities, and the potential for further business disruptions and global health impacts. Favourable fuel prices and foreign exchange rates are expected to provide offsets to some of the incremental costs resulting from Kinross' contingency measures. The Company will continue to target the safe delivery of its operating plans, notwithstanding the potential impacts of the global crisis.

(as per [website update](#) on March 31<sup>st</sup>, 2020):

- Kinross' response is managed within the framework of preparedness protocols and contingency plans developed by its COVID-19 Task Force, with input from health authorities and the Company's expert medical and travel advisors. These plans, which are updated regularly, include:
  - a ban on all non-essential business travel
  - individual site management controls and screening to limit access to mine sites
  - isolation plans and on-site isolation facilities
  - emergency medical preparedness
  - supply chain contingency plans
  - alternative work arrangements
- Across the Company a number of precautionary steps have been taken to promote awareness of the importance of hygienic practices, such as frequent and proper handwashing. In addition, the Company is following the protective measures outlined by the World Health Organization. Strict practices and protocols have been put in place at its mine sites to help prevent exposure to COVID-19. These measures include:
  - enhanced screening process at entry point

- limiting face-to-face interactions to the extent possible
  - postponing non-essential deliveries and visits by external personnel
- At its administrative offices Kinross has adopted remote work and work from home practices. A critical part of its business continuity plan is to ensure the company has the capabilities to maintain key functions while its employees work remotely.
- Kinross is also supporting its workforce through external employee assistance programs, 24/7 emergency medical assistance, flexible work arrangements to help employees manage family commitments, and access to Human Resources specialists to ensure our employees' needs are being met.

(as per [press release](#) dated March 11<sup>th</sup>, 2020):

- Kinross Gold Corporation was informed on March 10, 2020 that an employee from its Toronto office tested positive for the COVID-19 virus. Kinross values the health and safety of its employees above all other priorities, and as a precaution, closed the Toronto office today for a thorough cleaning and disinfection.
- Kinross has asked its employees to work from home until at least March 20<sup>th</sup> when the need for the closure will be re-evaluated. The Company is working directly with Toronto Public Health (TPH) who used current evidence to carefully assess the potential health risk, identify people who may have been directly exposed to COVID-19 and actively follow up with them. TPH has also asked the Company's Toronto employees to self-monitor for any symptoms.
- The Company has activated its business continuity program to help ensure that head office functions are maintained while employees work remotely. The Company's response is being managed within the framework of preparedness protocols and contingency plans developed by Kinross' global cross-functional COVID-19 Task Force, which was established earlier this year, with input from the Company's expert medical and travel advisors. These plans include increased travel restrictions, individual site management controls and screening to control access to mine sites, emergency medical preparedness, supply chain contingency plans, and working with health authorities to closely monitor local and global developments.
- To date, COVID-19 has not impacted production or product shipments at any of the Company's sites. Nor, to date, has there been any significant negative impact on, or disruption of, the Company's supply chain. Nonetheless, Kinross is constantly monitoring the situation and is working with its critical suppliers, who the Company understands have mitigation plans in place, to minimize any potential supply chain disruptions that might emerge.

## Lundin

(as per [press release](#) dated March 25<sup>th</sup>, 2020):

- Across Lundin Mining, the company continues to identify and implement measures to protect its workforce and communities. Lundin has implemented a number of measures including, but not limited to:
  - All operations and offices have implemented travel restrictions, surveillance, monitoring and response plans to reduce the risk of COVID-19 exposure and outbreak, including health screening of contractors, visitors and employees when appropriate.
  - Employees and contractors who have had incidental contact or exposure to someone who has been diagnosed with the COVID-19 virus, as well as those who have travelled internationally, and at some operations domestically, have been instructed to stay at home for 14-days regardless of whether they are showing symptoms. Suspected cases are being closely monitored and reported to health authorities where appropriate.
  - Lundin is taking steps to limit visitors, contractors, and employees to its operations, and where necessary temporarily suspending activities. On March 15, 2020, Lundin announced that construction and commissioning of its Zinc Expansion Project at Neves-Corvo would be placed on hold to reduce the risk to our local communities, employees and contractors, as the workforce for the project includes many contract employees who travel from other

regions of Portugal and internationally. Additionally, at several of Lundin's operations, the company has identified and curtailed non-essential activities, such as waste mining and exploration to reduce exposure risk with less people at and commuting to site.

- A portion of Lundin's workforce is working from home to reduce interactions through commuting or close contact with co-workers. This group, at certain operations, includes employees that fit COVID-19 risk groups determined by public health authorities. Lundin has temporarily closed many of its community and satellite offices, while continuing to provide services virtually.
- Across all operations Lundin has limited access and implemented new procedures for areas where large groups congregate like canteens, cafeterias, and change rooms. The company has also enacted measures to promote social distancing including modifying transportation and shift change routines. Awareness campaigns are being carried out actively with its employees and contractors.

(as per [letter from President and CEO dated March 21<sup>st</sup>, 2020](#)):

- Across all of Lundin's Operations and offices, Crisis Management teams are following the company's Pandemic Response Plan and activating measures to address COVID-19 according to the guidance of local health authorities and the World Health Organization. All non-business critical travel has been curtailed since March 2<sup>nd</sup>, 2020. Employees and contractors who have had incidental contact or exposure to someone who has been diagnosed with the COVID-19 virus, as well as those who have travelled internationally, and in some instances domestically, have been instructed to stay at home for 14-days regardless of whether they are showing symptoms. A portion of Lundin's workforce has been asked to work from home to reduce interactions through commuting or close contact with co-workers. The company has limited access and implemented new procedures for areas where large groups congregate like canteens and cafeterias and have enacted measures to promote social distancing including modifying transportation and shift change routines. Lundin will continue to assess these actions and others while it identifies potential additional steps to further reduce the risk of infection.

(as per [press release dated March 15<sup>th</sup>, 2020](#)):

- Lundin Mining has been actively monitoring COVID-19 since early January 2020. All operations and offices have implemented travel restrictions, surveillance, monitoring and response plans to reduce the risk of COVID-19 exposure and outbreak, including health screening of contractors, visitors and employees when appropriate. In addition, operations continually assess the situation as it evolves and have limited external visitors to only those who are considered to be business critical.
- Construction and commissioning activities directly related to the Zinc Expansion Project at the Neves-Corvo operation in Portugal have been temporarily suspended until further notice.
- All non-business critical travel has been curtailed since March 2<sup>nd</sup>, 2020. Employees or contractors who have had incidental contact or exposure to someone who has been diagnosed with the COVID-19 virus, as well as those who have travelled internationally, have been instructed to stay at home for 14-days regardless of whether they are showing symptoms.
- Lundin Mining was informed on March 14<sup>th</sup>, 2020 that an employee of its Candelaria operation in Chile tested positive for the COVID-19 virus. The employee, who had returned to the Atacama Region after vacationing abroad, has not been to work nor site since returning to Chile. To date, no other Lundin Mining employee or contractor is known to have contracted the virus.

### **New Gold**

(as per [press release dated April 3<sup>rd</sup>, 2020](#)):

- New Gold reports that the Rainy River mine has begun a systematic ramp-up of operations following the completion of a voluntary 14-day suspension to adhere to provincial and federal

COVID-19 guidelines related to out-of-country travel that impacted a significant portion of the local workforce. As the health and safety of New Gold's employees and communities remains the company's number one priority, operations will steadily ramp-up over the coming weeks with the overarching priority of ensuring we provide the safest possible environment for its employees.

- Rainy River Mine management will continue to work with surrounding Indigenous and local communities to implement and coordinate actions that will reduce the risk of the spread of COVID-19. Enhanced precautionary measures relating to COVID-19 have been implemented throughout the operation. For further information see [www.newgold.com/covid-19/Rainy-River-Mine/](http://www.newgold.com/covid-19/Rainy-River-Mine/)
- New Gold will initially utilize the local workforce during a progressive ramp-up of operations. This initial phase will be followed by the gradual reintroduction of the rotational workforce. To ensure the safety of its workforce and its local communities, extra measures have been implemented in accordance with the recommendations of the Ontario Department of Public Health and will be overseen by New Gold's onsite Nurse Practitioner. Throughout this period, the company remain in constant contact with the Northwestern Health Unit, a division of the Ontario Department of Public Health, to ensure New Gold's ongoing compliance with all provincial regulations and measures related to COVID-19.

**(as per website update focused on specific projects on April 1<sup>st</sup>, 2020):**

- Mine site specific websites for [Rainy River](#), [New Afton](#) and the [Blackwater Project](#) have been created to share information on action plans and preventative measures being implemented.

**(as per [website](#) update on March 27<sup>th</sup>, 2020):**

- New Gold has established a Pandemic Response and Business Plan Committee comprised of leadership from all locations that meets regularly and has developed and implemented pre-screening and business continuity plans. The Committee is established to ensure that the company is assessing all potential risks and develop viable contingency plans that enable New Gold to stay ahead of any potential safety and health risks for its employees and members of its host communities. Designated teams from relevant functions are proactively planning for various contingencies and responding to daily changes and circumstances. New Gold is proactively preparing for the potential spread of COVID-19 to any of the company's locations, with specific business continuity plans in place. The company has also instituted a number preventative measures (updates on Rainy River Mine site and New Afton Mine site are included in full on the website) including:
  - Eliminating all business travel (international and otherwise, except for travel to and from the work site) that is not business critical, which may only occur with the express approval of a Senior Leadership Team member.
  - Instituting self-quarantine measures for anyone who has been in close contact with a confirmed case of COVID-19, or who has travelled to a location with high or moderate risk of COVID-19.
  - With the exception of individuals required to run critical office based systems (e.g., IT server maintenance, security) New Gold's corporate offices will be temporarily closed.
  - The company has provided regular COVID-19 company-wide communications including posters and emails about COVID-19, symptoms, and health and hygiene best practices.
  - The company is conducting ongoing monitoring of the status of COVID-19 through reliable sources such as the World Health Organization (WHO), the Public Health Agency of Canada (PHAC), the Centers for Disease Control (CDC), and local public health agencies and have directed leaders and employees to advise and track any presumptive or confirmed COVID-19 cases that could potentially put employee at risk, along with how each case was handled.
  - New Gold has implemented increased cleaning on frequently touched surfaces at all locations and where possible, have provided hand sanitizer dispensers in common areas.

- New Gold has confirmed that suppliers and contractors have also implemented preventative practices and have a business continuity plan in place.
- The New Gold's Employee Assistance Program offered through LifeWorks is available to support all our employees and their families related to mental, physical, emotional and financial well-being.

(as per [press release](#) dated March 20<sup>th</sup>, 2020):

- New Gold's Rainy River Mine, which is close to the United States border, has temporarily suspended operations for a period of two weeks so that its local workforce can follow the fourteen day period of self-isolation as recommended by federal and provincial authorities relating to travel outside Canada as frequent border crossing is a common practice in the region. The requirement to self-isolate is consistent with our company-wide policy currently in place for all New Gold operations and projects.
- The suspension will continue to be assessed over the fourteen day period to determine when full or partial operations can be resumed in the safest possible environment for its employees.
- During the next two weeks, the Rainy River Mine will maintain a minimum crew to monitor and maintain essential activities, ensure there is no impact to the environment and fully sanitize the mine site, camp, and mobile and fixed equipment to ensure the safest possible environment for its employees when operations resume.

### **Newmont**

(as per [press release](#) dated April 1<sup>st</sup>, 2020):

- Newmont announced today that following new, Coronavirus-related restrictions by the government of Mexico, the Company is taking steps towards a safe and orderly ramp down of operations at the Peñasquito mine in the state of Zacatecas.
- Yesterday, Mexico's federal government published a decree mandating the temporary suspension of all non-essential activities until April 30 as part of a nationwide effort to help slow the global pandemic. At this time, mining has not been deemed an essential activity under the decree and the Company is engaging with the government to understand the intended impacts of the decree on operations. Peñasquito will work closely with local governments, neighboring communities, employees, unions and contractors to ensure a safe and orderly ramp down that complies with the federal government's directives.
- Over the last several weeks at Peñasquito, Newmont has implemented a number of protective measures including:
  - Temperature and other screening before entering the site
  - Interpersonal distancing at work and during transport
  - Critical workers, only, allowed at site; remote work from home
  - Closing offices in Mexico City, Monterrey and Zacatecas
  - Higher-risk employees (over 60, pregnant, chronic health conditions) remaining at home
  - Education campaigns with communities and employees about preventing transmission
  - Donating protective equipment and 500 COVID-19 detection tests to Zacatecas authorities
  - Donating sanitation kits to local communities to prevent infection

(as per [website](#) update dated April 1<sup>st</sup>, 2020):

- Newmont is proactively preparing for the potential spread of COVID-19 to any of Newmont's locations, with specific business continuity plans in place.
- Newmont has also instituted a number of global preventative measures including:
  - Enhancing temperature and questionnaire screening at entry points to sites
  - Establishing flexible and remote working plans for employees
  - Establishing screening for fly-in-fly-out employees prior to their departures from their home communities
  - Providing logistical and health care support to nearby communities where needed



- Strict social distancing protocols and suspension of large in-door gatherings
- Cancelling all non-essential travel
- Staggered start times for pre start meetings
- Restricting entrance to sites to business-critical visits, essential deliveries and critical contract workers
- Mandatory self-quarantine for anyone who has travelled internationally, has any flu-like symptoms, or has had direct contact with a person known to have COVID-19
- Increased frequency of deep cleaning and sanitization of surfaces

(as per [blog post](#) dated March 26<sup>th</sup>, 2020):

- Newmont's long-term value proposition remains unchanged, despite these shorter-term disruptions, as the Company continues to have the industry's largest gold Mineral Reserves of 95.7 million ounces.
- In order to protect nearby communities and align with travel restrictions or health considerations in Argentina, Canada and Peru, four Newmont operations are being temporarily put into care and maintenance. They will be positioned so that they can safely and quickly resume normal operations once protective measures have been lifted. Operations being put into care and maintenance are Musselwhite, Eléonore, Cerro Negro and Yanacochoa.

(as per [press release](#) dated March 23<sup>rd</sup>, 2020):

- The company is withdrawing only its full-year 2020 guidance as some production could be deferred into 2021, potentially impacting costs in 2020 if some operations are on care and maintenance for an extended period. Newmont is well positioned to safely and efficiently ramp-up mining operations in a timely manner once the worst of this global pandemic passes.
- In order to protect nearby communities and align with travel restrictions or health considerations in Argentina, Canada and Peru, four Newmont operations are being temporarily put into care and maintenance. The operations will be positioned so they can safely and quickly resume normal operations once protective measures have been lifted. Operations being put into care and maintenance include:
  - Musselwhite: Newmont has decided to limit personnel on site to minimize fly-in/fly-out activity to prevent the possible transmission of the virus into communities, including nearby First Nations communities in northern Ontario – essential personnel to maintain infrastructure, continue environmental management and provide security
  - Eléonore: Newmont has decided to limit personnel on site to comply with the Quebec government's restriction on non-essential travel within the province and to prevent the possible transmission of the virus into communities, including nearby First Nations communities – essential personnel to maintain infrastructure, continue environmental management and provide security
  - Cerro Negro: Newmont will have to limit personnel on site due to the halt of all domestic flights and mass transportation in Argentina through March 31 – remaining on site will be essential personnel to maintain infrastructure, continue environmental management, provide security and continue ground control activities
  - Yanacochoa: As previously disclosed, mining operations were in the process of safely ramping down due to government travel restrictions in-country, while gold production from leach pads and critical safety, security and environmental management activities continue

(as per [company website](#) update dated March 17<sup>th</sup>, 2020):

- Aside from Yanacochoa in Peru, Newmont has not yet had any major disruptions at its sites or to its planned production at this time; however, the company continues to monitor the situation and will ensure that it keep the safety of our workforce front and center.
- Newmont has established a global Supply Chain task force to ensure that it can assess all potential

risks and develop viable contingency plans that enable us to stay ahead of any potential disruptions to our supply base and corresponding risks to our projects and production.

- With the exception of individuals required to run critical office based systems (e.g., IT server maintenance, security, etc...) Newmont's corporate and regional offices will be temporarily closed for an initial period of two weeks.
- Newmont has activated its Rapid Response system at site, region and corporate levels. This means that designated teams from relevant functions are proactively planning for various contingencies and responding to the daily changes in circumstances.
- Newmont has established a health, human resources and communications 'Global Pandemic Team' providing advice and support to all of its rapid response teams.
- Newmont has instituted a number of global preventative measures including:
  - The prohibition of all travel to highly impacted areas, i.e. China, South Korea, Italy and Iran;
  - Eliminating all business travel (international and otherwise, except for travel to and from the work site) that is not business critical, which may only occur with the express approval of a Senior Leadership Team member working on the advice of the VP HS&S; and
  - Instituting self-quarantine measures for anyone who has been in close contact with a confirmed case of COVID-19, or who has travelled to a location with high or moderate risk of COVID-19.

### **NexGen**

(as per [press release](#) dated March 25<sup>th</sup>, 2020):

- With the current and forecasted impacts due to COVID-19, NexGen has conducted a detailed review of all corporate, operational and community aspects including the planned work programs on the Feasibility Study ("FS") and Environmental Assessment ("EA"). It is clear the working environments and practices of the Company and its key consultants, for an indeterminate period of time, are impacted in terms of the ability, collectively, to safely complete certain work programs.
- As a consequence, the Company has postponed "yet to commence" work programs associated with both the FS and EA. Previously commenced "in progress" work programs (including environmental monitoring and community programs) are continuing where it has been assessed the function is not impacted by the current Health Authority guidelines. A rescheduled timeline for the FS and filing of the Environmental Impact Statement will be communicated once the Company and its consultants establish a return to normalized working conditions. In the interim, all workflows will continue to be optimized in light of the current health and economic climate.
- In the interim, the Company will continue to focus on the communities with regular consultation and engagement through video and conference call facilities to advance the solid foundation that has defined NexGen's culture and approach since prior to drilling commencing in July 2013.

### **Noront**

(as per [press release](#) dated March 19<sup>th</sup>, 2020):

- Noront Resources has closed its remote Esker Site in the Ring of Fire. The company's offices in Toronto and Thunder Bay remain open with staff working from home until further notice.

### **Nyrstar**

(as per [online statement](#) dated March 20<sup>th</sup>, 2020):

- Following Nyrstar's business continuity plan and advice from governments, its locations worldwide have put in place preventative measures on hygiene, social distancing and restricted travel and meeting frequency.

### **Pan American Silver**

(as per [press release](#) dated April 2<sup>nd</sup>, 2020):

- Pan American announced today that Mexico's Ministry of Health has issued an Executive Order for

the immediate suspension of non-essential activities until April 30, 2020 in response to the COVID-19 pandemic. Following an initiative of reducing the number of people on site to increase physical distancing, Pan American will now expand this program in order to bring its La Colorada and Dolores operations into compliance with the Executive Order. Pan American has also begun to voluntarily reduce throughput by approximately 10% to 20% at its Timmins operation in Canada in order to further enhance physical distancing throughout the operation, offices and personnel transport systems.

(as per [website update](#) dated March 25<sup>th</sup>, 2020):

- Pan American has engaged its crisis response team to proactively plan and manage issues related to the COVID-19 pandemic. Our primary concern is the health and safety of our people and the communities in which they live and work. We are monitoring information provided by governments and health authorities to determine the current situation regarding COVID-19 in the communities in and near where we work and following the recommended measures for prevention and containment. Steps we have taken to protect health and safety include:
  - Informing employees, contractors and the communities where Pan American operates of the recommended actions they should take to prevent the spread of COVID-19, following the advice provided by the WORLD HEALTH ORGANIZATION.
  - Encouraging its employees and contractors to comply with the public health instructions mandated by their respective national and local governments.
  - Enhancing the screening of people entering our mine sites; in most cases, these measures include pre-screening before arrival at site, temperature checks and completion of personal health questionnaires.
  - Promoting physical distancing by reducing the number of personnel permitted at one time in areas such as meeting rooms or company provided transport.
  - Instituting work from home protocols for employees and contractors in its corporate and country offices, where possible.
  - Suspending non-essential domestic and international company travel.
  - Demobilizing potential at-risk personnel from certain remote sites where intensive medical care facilities are not readily accessible.
  - Requiring employees and contractors to stay home if they are not feeling well.
  - Requiring employees or contractors who may have been exposed to the COVID-19 virus or have recently completed international travel to stay at home for 14 days, regardless of whether they are showing symptoms.

(as per [press release](#) dated March 23<sup>rd</sup>, 2020):

- Pan American Silver today announced that it is temporarily suspending its operations in Argentina, including the Manantial Espejo mine, in order to comply with a mandatory national quarantine. The government of Argentina imposed the quarantine in response to COVID-19 and stated that it will be in effect until March 31, 2020. Pan American is also suspending supply deliveries and personnel transport at its San Vicente operations in Bolivia to comply with a mandatory national quarantine that is stated to be in effect until March 31, 2020.

(as per [press release](#) dated March 17<sup>th</sup>, 2020):

- Operations at its four mines in Peru: Shahuindo, La Arena, Huaron and Morococha, are temporarily suspended, in accordance with government-mandated restrictions in response to COVID-19.
- On March 16, 2020, the government of Peru declared a National State of Emergency requiring a 15-day national quarantine. Pan American will conduct care and maintenance activities during the suspension to sustain the appropriate safety and environmental systems, and ensure operational readiness when the suspension is lifted. As the situation is dynamic, Pan American is currently unable to determine the impact on our Peruvian operations for 2020.

## **Rio Tinto**

**(as per [website update](#) dated March 30<sup>th</sup>, 2020):**

- The majority of Rio Tinto's employees work at its operations and cannot work from home, so the company has implemented a number of controls to support them, which include but are not limited to:
  - Introducing travel restrictions: restricting the amount of Fly-In, Fly-Out (FIFO) people at sites and implementing changes to rosters where possible; implementing temperature and other rapid screening tests of workforce at airports, in alignment with local regulation and guidance; reducing the number of flights to our FIFO sites due to roster changes; and implementing screening questionnaires and hotlines that provide employees with health assessments by medical advisors on fitness for work, including fatigue management. Rio Tinto is also working with local towns, governments and community agencies to build on the existing protocols for social distancing.
  - Implementing social distancing protocols: reducing the number of people attending pre-start meetings; keeping at least two metres (six feet) apart; closure of all bars, gyms and pools at mining camp sites to limit social interaction; bus, light vehicle and flight configurations changed to extend the distance between passengers. Site meeting rooms are also marked to indicate the maximum number of participants admissible.
  - Increasing personal hygiene: implementing controls for personal hygiene including hand washing prior to entering dining rooms; increased frequency of cleaning at high touch areas; and providing extra hand sanitiser and work station cleaning areas. Buffet-style food services in some operations have been eliminated or modified.
  - Increasing support for its employees: providing an on-call service for employees to return home for health or family emergencies and supporting employees' mental health through our employee assistance programme. Isolation areas have also been identified and site protocols established; medical teams in place with temporary clinics prepared.
- BC Works, Rio Tinto's aluminium operation in British Columbia, has donated \$50,000 to the Kitimat General Hospital Foundation to help support during the COVID-19 crisis. BC Works has also donated gowns to local healthcare facilities and half masks with filters to the Royal Canadian Mounted Police.

**(as per [press release](#) dated March 30<sup>th</sup>, 2020):**

- Rio Tinto pledged to invest a further \$25 million to support global grassroots community COVID-19 preparedness and recovery. This additional investment to support COVID-19 community resilience includes:
  - Supplying masks and protective equipment to support energy and health professionals
  - Donating to national and local communities, hospitals and international agencies
  - Providing ventilation units and temporary medical units in communities
  - Investing more in education and financial literacy programmes, as remote learning becomes the global norm, like our Alloprof programme in Canada
  - Manufacturing hand sanitizer at our sites in Sorel-Tracy, Kennecott, and Rio Tinto Aluminium in Australia in New Zealand
- Specific to Canada:
  - Rio Tinto is manufacturing hand sanitizer at its site in Sorel-Tracy to help supply local communities, and is investing more money into its Alloprof education programme to support students learning remotely.
- Late last week, Rio Tinto BC Works operations donated \$50,000 to the Kitimat General Hospital Foundation to support the hospital during the COVID-19 crisis.

**(as per Facebook updates on [March 27<sup>th</sup>](#), 2020 and [March 28<sup>th</sup>](#), 2020):**

- Rio Tinto has donated 25 high grade respirators to the RCMP, and gowns to the Kitimat General

Hospital from B.C. Works.

(as per [press release](#) dated March 24<sup>th</sup>, 2020):

- In Canada, because of the threat of COVID-19, the Premier of Quebec has announced the closure of all non-essential businesses from midnight on 24 March 2020 to 13 April. Rio Tinto understands that the Quebec government has designated industrial complexes including the aluminium sector and the mining industry as essential industries but instructed that they must reduce their business activity to the minimum. Rio Tinto will work with the government to comply with its directive in relation to our Quebec operations. Any impacts to operations or production guidance will be reported to the market in due course

(from [company website](#) update dated March 13<sup>th</sup>, 2020):

- **Travel** – Rio Tinto has asked that its employees who fly to work to our operations, including our FIFO employees, follow the guidance of their leadership teams. For everyone else, the company has for the most part halted all work-related travel, and are asking teams to instead connect in other ways, such as WebEx or Skype, and most of the office-based teams are working from home.
- **Childcare and family responsibilities** – Rio Tinto is providing flexible work arrangements to support our affected employees and their families.
- **Medical care** – Rio Tinto is partnering with medical providers to ensure employees and contractors have resources available. The company is also offering mental health support, including through its employee assistance program.
- **Clean work areas** – Rio Tinto has intensified its focus on cleaning at its operations and offices, including on hand-washing and disinfecting.
- Each of Rio Tinto's sites and offices also have action plans in place that they can activate if the situation escalates.

#### **Royal Canadian Mint**

(from [company website](#) on March 20<sup>th</sup>, 2020):

- Following advice and guidance from health authorities to help limit the spread of COVID-19, the Mint has suspended tours and closed our boutiques in Ottawa and Winnipeg.

#### **Suncor - (French language COVID-19 resources can be found [here](#))**

(from [Twitter post](#) dated March 31<sup>st</sup>, 2020):

- In support of national efforts to fight COVID-19, Suncor donated 40,000 N95 masks to the Federal Government and distributed them to communities the government identified as critically in need

(from [letter to the community](#) dated March 27<sup>th</sup>, 2020-put together with Syncrude Canada):

- Syncrude Canada and Suncor have had dedicated teams in place since the early beginnings of the crisis; they are actively managing our plans to help keep people and facilities safe, and responding daily to the ever-evolving situation. We've limited our on-site workforce to only those essential to maintaining the integrity of our operations – a reduction of well over 50 per cent and representing thousands less people than there were prior to the onset of these extraordinary circumstances. The remainder of our employees are working remotely from home.
- Syncrude Canada and Suncor are following and expect our employees to follow recommended and mandated government measures such as keeping workers at physical distances in the workplace and on commuter buses, implemented health screening, and enhanced workplace hygiene and cleaning. In addition, we have extensive measures in place and are well prepared to respond if anyone begins to exhibit symptoms while at work, including immediate isolation and deep cleaning of their work space.
- Also, to further limit the number of people on our sites, only critical work is proceeding at this time. This has resulted in the deferral or cancellation of a number of projects that would have

otherwise required skilled tradespeople to travel here from outside the region. While this does have implications to our business it was the right decision to make as we stay true to our core values of keeping people safe. Both companies have also restricted corporate travel to only essential business and have encouraged our employees to follow directions from health authorities regarding personal travel.

(from [press release](#) dated March 23<sup>rd</sup>, 2020):

- Across the company, Suncor remains committed to the health and safety of all personnel, and on the safety and continuity of the operations. To limit the risk and transmission of COVID-19, only location essential personnel are working at Suncor sites and offices.
- It is evident that as a result of significant efforts to limit the impact of COVID-19 through social distancing and having non-essential personnel stay home across many countries around the world, petroleum demand has declined. This is particularly true for jet fuel and gasoline. Product demand in Canada is starting to decline and is expected to continue over the next few quarters. Suncor has begun to adjust refinery utilizations as a result. Due to significant uncertainty, the company has not yet updated its guidance in this area, although it anticipates it will be lower. An update will be provided on the first quarter earnings call in early May.
- Suncor's updated upstream production guidance includes the best estimate, at this time, of the impact on crude markets of lower global product demand and industry wide lower refinery utilizations. Global upstream production will need to be reduced or remain in storage unsold. However, this is highly uncertain and is directly related to how long it will take to significantly reduce the global threat of COVID-19.
- The impact of COVID-19 on Suncor's planned maintenance schedules is currently being assessed. This includes evaluating alternate options for the Terra Nova Asset Life Extension, as Spain is no longer able to accommodate the dry dock slot due to that country's COVID-19 response. MacKay River's return to operations has been intentionally extended to May due to COVID-19 concerns and low bitumen prices.

(from [website update](#) on March 23<sup>rd</sup>, 2020):

- Suncor has chosen to take the following additional steps re COVID-19:
  - Suncor has transitioned staffing levels to essential personnel only until further notice at all its operations and offices. What Suncor is trying to ensure is that the only people on site or in the offices are those who absolutely need to be there to do their job and keep critical operations running safely and reliably. These are the roles Suncor is calling "essential." Employees who are able to work from home have been asked to do so, and all employees are receiving guidance from their leaders as to how this change affects them and their work.
  - Suncor has tightened its travel restrictions even further with additional screening measures and compulsory self-isolation measures for employees who have traveled outside their country of residence or been exposed to confirmed COVID-19 cases.
  - Precautions are being taken to ensure health and safety on all transportation to Suncor sites, including increased cleaning and sanitization protocols and reducing the number of passengers on buses and charter flights.
  - In lodges, Suncor has worked with its service providers to increase the frequency and intensity of cleaning and have moved to full service cafeterias and individually packaged items to reduce touchpoints and interactions.
  - At Petro-Canada stations Suncor has increased cleaning and sanitizing procedures, especially in high touch areas, has reduced contact points in its stores by closing all fountain pop and slush machines, and is supporting its partners, like A&W, as they move to take-out service only.

(from Facebook post on March 16<sup>th</sup>, 2020):

- Suncor is transitioning staffing levels to essential personnel only until further notice at all its operations and offices. What Suncor is trying to ensure is that the only people on site or in the offices are those who absolutely need to be there to do their job and keep critical operations running safely and reliably. These are the roles Suncor is calling “essential.” Employees who are able to work from home have been asked to do so, and all employees are receiving guidance from their leaders as to how this change affects them and their work.
- Suncor is tightening its travel restrictions even further with additional screening measures and compulsory self-isolation measures for employees who have traveled outside their country of residence or been exposed to potential or confirmed COVID-19 cases.

### **Syncrude Canada**

(from [letter to the community](#) dated March 27<sup>th</sup>, 2020-put together with Suncor):

- Syncrude Canada and Suncor have had dedicated teams in place since the early beginnings of the crisis; they are actively managing our plans to help keep people and facilities safe, and responding daily to the ever-evolving situation. We’ve limited our on-site workforce to only those essential to maintaining the integrity of our operations – a reduction of well over 50 per cent and representing thousands less people than there were prior to the onset of these extraordinary circumstances. The remainder of our employees are working remotely from home.
- Syncrude Canada and Suncor are following and expect our employees to follow recommended and mandated government measures such as keeping workers at physical distances in the workplace and on commuter buses, implemented health screening, and enhanced workplace hygiene and cleaning. In addition, we have extensive measures in place and are well prepared to respond if anyone begins to exhibit symptoms while at work, including immediate isolation and deep cleaning of their work space.
- Also, to further limit the number of people on our sites, only critical work is proceeding at this time. This has resulted in the deferral or cancellation of a number of projects that would have otherwise required skilled tradespeople to travel here from outside the region. While this does have implications to our business it was the right decision to make as we stay true to our core values of keeping people safe. Both companies have also restricted corporate travel to only essential business and have encouraged our employees to follow directions from health authorities regarding personal travel.

### **Teck Resources**

(as per [news article](#) dated April 1<sup>st</sup>, 2020):

- Teck Resources Ltd. says it has temporarily slowed operations and reduced its crews by up to 50 per cent at its steelmaking coal and Highland Valley Copper operations in response to the COVID-19 pandemic.
- The company says the steps taken on March 25 will be in place for an initial period of two weeks and then be re-evaluated. It says all employees available for work will continue to be paid as normal during the initial two-week period.
- Total production at its steelmaking coal and Highland Valley operations is expected to be reduced on average to about 80 to 85 per cent of normal levels during the initial two-week period.
- Teck says it has also temporarily reduced the number of employees at its Trail, B.C., operations by one third while continuing to operate at planned production levels.

(as per [press release](#) dated March 27<sup>th</sup>, 2020):

- Teck Trail Operations is sharing information with its local community to ensure it is kept informed of what Teck is doing to reduce potential health risks related to COVID-19. At Trail Operations, Teck’s core value is protecting the health and safety of our employees and the community.
- Building on that response, additional safeguards have been implemented including:
  - Enhancing cleaning and disinfecting protocols – Custodians are focusing on high-touch point areas including door handles, hand railings, metal surfaces, personnel access gates,

etc. These activities are monitored and signed off through daily checklists. Hospital-grade disinfectant solutions are available for use in all meeting rooms, common areas, offices, etc. Everyone is asked to make a conscious effort to assist in cleaning their work areas, including lunchrooms, as break times are staggered.

- Restricting the number of people in plant control rooms and other key areas to support physical distancing.
- Meeting rooms in which critical physical distancing is a challenge have been closed.
- Promoting and educating employees on personal preventative measures – this includes physical distancing, frequent handwashing, handwashing instructions posted in bathrooms, etc.
- Implementing regular checks to ensure everyone is complying with protocols.
- Reducing the number of employees on site, with a number of employees working remotely from home and staggering shifts for others: this has resulted in a 33% reduction in the number of employees on site during a typical Monday to Friday dayshift.
- Teck continues to work with its union partners and follow the guidance of government and public health authorities, and will adapt its response as necessary as this situation continues to evolve.
- Trail Operations produces a number of products that are used directly in essential applications such as production of medical equipment, including instrument panels, thermal scan thermometers, food sterilization, and municipal water treatment processes. In many cases, Trail Operations is one of a few, and in some cases the only, North American suppliers.

(as per [website update](#) dated March 23<sup>rd</sup>, 2020):

- Teck is implementing further measures to reduce the risk of transmission and support efforts to combat COVID-19.
- These measures will consist of temporarily slowing down operations and further reducing our crews by up to 50% of regular levels across all B.C. and Alberta mining operations. This will be for an initial period of approximately 2 weeks, after which we will re-evaluate in light of the evolving situation. Impacts will vary by operation, but production will continue at sites on a reduced basis, in addition to essential services such as safety and environmental management.
- This slowdown and crew reduction will affect the following operations:
  - Cardinal River
  - Elkview
  - Fording River
  - Greenhills
  - Highland Valley Copper
  - Line Creek
- Teck has committed \$1 million dollars to support efforts to contain and mitigate the impacts of COVID-19. The funding will support the provision of urgently needed medical supplies, equipment and training for healthcare and social workers in China and the East Asia region, as well as longer-term care for some of the most vulnerable people in Hubei Province.
- Additionally, Teck is a participant in the World Economic Forum's COVID-19 Response Platform, which is working under the support and direction of the World Health Organization, to coordinate a global private sector response.

(as per [press release](#) dated March 18<sup>th</sup>, 2020):

- Teck has announced a temporary suspension of construction activities at its Quebrada Blanca Phase 2 (QB2) project to ensure employee safety and support Chilean efforts to limit transmission of COVID-19.
- This suspension will be for an initial two-week period, at which point Teck will re-assess the status of the project in light of the rapidly evolving COVID-19 situation. The suspension will affect a total of approximately 15,000 workers on the QB2 project.



(as per [press release](#) dated March 17<sup>th</sup>, 2020):

- All Teck corporate offices have been closed and remote work implemented for all employees able to do so. Other measures being put into place at Teck's operations include:
  - Reducing or eliminating in person meetings and other large gatherings
  - Enhanced cleaning and disinfecting protocols, including frequent disinfecting of employee buses and work areas
  - Promoting personal preventative measures, such as frequent handwashing
  - Screening all contractors and external visitors to site for risk factors and symptoms
  - Increasing social distancing practices at site, such as reducing the number of passengers on buses; separating groups of employees at work; cancelling large group meetings; changing meetings from in-person to electronic, e.g. holding crew meetings by radio
  - Requiring employees who show symptoms or are in close contact with someone with symptoms to stay home from work
  - Requiring employees returning from travel outside of Canada to self isolate
  - Reducing the number of on-site staff as much as possible; implementing work from home where feasible
  - Working on expanding sick leave coverage for affected employees

(as per [press release](#) dated March 13<sup>th</sup>, 2020):

- Teck is encouraging shareholders and others not to attend in person Teck's annual meeting to be held on Tuesday, April 21, 2020. Shareholders are encouraged to vote on the matters before the meeting by proxy, and to view the annual meeting online by way of a live webcast that will be available on Teck's website.

### Trevali

(as per [press release](#) dated April 3<sup>rd</sup>, 2020):

- Trevali adopted early COVID-19 management practices, which have been recognized by the governments in Peru, Burkina Faso and in Namibia and have enabled the company to continue operating. Actions include stopping all non-essential travel and all employees who can work remotely are doing this. At all of Trevali's operations, the company has implemented testing, social distancing and greatly increased cleaning and disinfection. Trevali will continue to demonstrate organizational agility using its technology platform and will continue to invest in healthcare support for its local communities and countries where the company operates.
- Trevali's actions in response to COVID-19 are guided by a priority on the health and well-being of our team and the communities in which it operates, and are based on guidance and directives from public health officials.
- With enhanced safety measures in place at Trevali's mines, the governments of Burkina Faso, Namibia, and Peru have provided special dispensations to allow for their continued operation. As of today, Perkoa and Rosh Pinah are operating at full capacity while at Santander, mining continues but processing activities have been impacted due to supply chain constraints under the extension to the National Emergency.
- On March 26, 2020, Trevali withdrew its 2020 guidance due to the suspension of operations at Caribou as well as the resulting uncertainty caused by COVID-19. While Trevali has outlined an accelerated T90 program and cost reductions, the situation remains dynamic and the impacts of COVID-19 continue to evolve. Revised 2020 guidance will be issued when the effects on the Company's operations can be evaluated with greater accuracy.

(as per [press release](#) dated March 26<sup>th</sup>, 2020):

- Trevali today announced the temporary suspension of operating activities at its Caribou mine near Bathurst, New Brunswick.
- The global zinc market has deteriorated, and this has been exacerbated by the continued challenges presented by COVID-19. These market conditions, combined with high concentrate

treatment charges, make mine operations at Caribou uneconomic at this time. The mine will be put on a care and maintenance program immediately to preserve the value of the mineral resource and mine assets. No timeline for a potential restart of operations has been defined. Trevali's operations centre in Bathurst, which serves the Company's global mine portfolio, will continue to operate.

(as per [website post](#) dated March 17<sup>th</sup>, 2020):

- Trevali has taken a number of enhanced safety precautions across its operations. The company has activated its Crisis Management Team and are implementing safety protocols, including travel restrictions, health screenings and increased hygiene controls in efforts to minimize the spread of COVID-19. Under the priority outlined by health authorities of social distancing, our office personnel have been instructed to work from home where possible.
- The company has staffed critical functions and has encouraged those in non-essential roles to work from home. Trevali has suspended all non-essential travel. Further, anyone who has recently returned from travel is instructed to remain in self-isolation for a full 14 day.
- Travel restrictions will continue to influence operations, in particular at locations such as the Perkoa Mine in Burkina Faso where the workforce mix consists of workers from nearby countries and abroad.

#### Vale

(as per [press release](#) on April 4<sup>th</sup>, 2020):

- Vale is joining the fight against COVID-19 by launching the Vale COVID-19 Challenge, offering up to USD \$1 million to propel innovative COVID-19 solutions into the marketplace. The challenge is open in Canada and Brazil with each selected solution eligible to receive up to USD \$200,000.
- Companies, startups, institutions, universities and professionals with innovative solutions to help our communities and lessen the impact of COVID-19 are invited to participate.
- Vale has proudly partnered with experts from the healthcare sector who will assist in the technical evaluation of the submissions. Dr. Ken Jenkins (Horizon Occupational Health Solutions), Dr. Farrell Cahill (Medisys), Dr. Greg Ross (Health Sciences North Sudbury) and Don Duval (NORCAT) will join members of Vale's leadership team to evaluate the solutions submitted in Canada.
- The Vale COVID-19 Challenge is accepting submission in three categories:
  - Risk Monitoring and Prevention
  - Patient Monitoring
  - Open Challenge

(as per [news item](#) on March 31<sup>st</sup>, 2020):

- Nickel miner Vale has donated \$100,000 to the Sudbury Food Bank to help address community demand, which is expected to increase as the COVID-19 pandemic continues.

(as per [press release](#) dated March 26<sup>th</sup>, 2020):

- In the coming weeks, Vale will install 81 thermal cameras at the entrance of its facilities in Brazil to identify people with high body temperature, one of the symptoms of the new coronavirus (Covid-19). Employees or visitors in this condition will not be allowed to enter and will be contacted by a trained professional from Vale, who will provide information about the disease and send them home or to a health center.

(from [press release](#) dated March 24<sup>th</sup>, 2020):

- Vale has announced a series of support initiatives for its suppliers during the crisis caused by the coronavirus epidemic. The estimate is that, through these measures, the company will inject about R\$ 160 million into the Brazilian economy in the coming days with the anticipation

of payments to small and medium-sized companies.

(from [press release](#) dated March 22<sup>nd</sup>, 2020):

- Vale has closed the purchase of 5 million new coronavirus (Covid-19) rapid test kits to help the Brazilian government combat the spread of the illness in the country.

(from [press release](#) dated March 20<sup>th</sup>, 2020):

- Vale is globally implementing several measures to support the prevention of the COVID-19 and the business continuity at its sites:
  - Established since January 2020 a Crisis Management structure and governance to manage and deploy the actions defined on Vale's global COVID-19 Pandemic Preparedness and Response Plan following each Local Risk Classification;
  - Organized critical operational leadership and staff in physically isolated teams, with the adoption of the minimal contingent for safe operation, backup team and movement restriction;
  - Is implementing screening points on company operation sites, limiting access to essential visitors and suppliers and preventive actions at restaurants to reduce exposure and sources of contamination
  - Is planning for essential supplies, business continuity and shielding of critical sites.
  - Cancelled or postponed all non-essential business trips and events;
  - Instructed all Vale's employees returning from international travels to contact the company's health department by telephone before returning to activities, even if they do not present any of the symptoms;
  - Implemented a home-office regime where no social contact is mandatory;
  - Is communicating through corporate-wide webcasts and internal channels on the response plan to the Coronavirus Pandemic and necessary prevention procedures; and
  - Is supporting and monitoring employees with symptoms.
  - The company also informs that it is complying with the health and safety protocols established by the authorities and agencies of each country it operates and is monitoring the developments of the situation closely.

(from [website update](#) on March 18<sup>th</sup>, 2020):

- Vale could temporarily halt, starting on Saturday, its distribution center in Malaysia, Teluk Rubiah Maritime Terminal (TRMT) - 23.7 Mt of iron ore shipped in 2019 -, until March 31st. Vale is communicating with the authorities to clarify supposed restrictions imposed by the local government on transportation between cities, what could limit the access of workers to TRMT.

(from [website](#) update on March 16<sup>th</sup>, 2020):

- Vale took the decision to ramp down its Voisey's Bay mining operation and place it on care and maintenance for a period of four weeks, as a precaution to help protect the health and well-being of Nunatsiavut and Innu indigenous communities in Labrador in face of the COVID-19 pandemic.
- The Long Harbour Processing Plant (LHPP) continues to operate and nickel and cobalt production should not be affected, given the availability of stockpiled concentrates to feed the LHPP well past the four-week care and maintenance period, while the copper concentrate production at site will be reduced proportionally to the period of mine stoppage (Voisey's Bay produced 25.0kt of copper in concentrate in 2019). The decision also impacts Voisey's Bay Mine Expansion project currently underway to transition to underground operations.
- The great majority of Vale's and third-party employees based in our corporate offices will work in home-office regime starting today. The measure aims to safeguard our employees, reducing the number of people in the same workspace and the exposure to public spaces, such as busses, subways and elevators.

## **Yamana Gold**

**(as per [press release](#) dated April 6<sup>th</sup>, 2020):**

- Yamana continues to take every precaution to ensure the health and safety of its employees, families, and communities, and it is working closely with its host communities to support their needs through this difficult period.
- The Company has implemented heightened levels of health screening, precautionary measures, and support services at all of its operations. These actions include: temporarily restricting all employee travel; temporarily shifting to remote work arrangements at our corporate and regional offices; enhanced medical screening of all individuals entering mine sites; enhanced sanitization and disinfecting at our mines and offices; mandatory social distancing at our operations; staggered work schedules and meal times to support social distancing; and increased levels of busing to minimize the number of people on each vehicle in support of social distancing.
- The Company is in regular contact with medical experts and government authorities in every country where it operates. If at any point the Company determines that continuing operations poses an increased risk to our workforce or local communities, the Company will reduce operational activities up to and including care and maintenance and management of critical environmental systems.
- There are currently no suspected or confirmed cases of COVID-19 at any of Yamana's operations.

**(as per [second press release](#) dated March 24<sup>th</sup>, 2020):**

- Pursuant to the order by the Government of Quebec in relation to COVID-19 to temporarily restrict all non-essential business until April 13, 2020, Yamana Gold has made the decision to ramp down operations at its Canadian Malartic mine. The decision follows discussions held today with representatives of the Government of Quebec to obtain additional clarity in regard to the order. The operation will be on care and maintenance and minimal work will be taking place until the date specified in the order.
- Canadian Malartic, a 50-50 joint venture with Agnico Eagle Mines Ltd., is demobilizing employees and contractors in a safe and orderly manner leaving a small number of employees on site to maintain property and equipment and oversee all environmental responsibilities and obligations. The operation remains in close communication with the workforce and local communities, and it is taking all necessary steps to ensure that all safety and environmental protocols and procedures will be followed during the care and maintenance period. The Company is supportive of the province's action and hopes to work with the province in managing this process effectively.
- A return to full capacity at Canadian Malartic is expected to occur in an expedited manner as soon as the temporary restriction is lifted.
- Yamana has implemented heightened levels of health screening, along with support services at all of its mines. These actions include temporarily restricting all employee travel, temporarily shifting to remote work arrangements at our corporate and regional offices, enhanced sanitization and disinfecting at our mines and offices, and implementing rigid requirements around social distancing.
- The Company is in regular contact with medical experts and government authorities in every country where it operates. If at any point the Company determines that continuing operations poses an increased risk to our workforce or local communities, the Company will reduce operational activities up to and including care and maintenance and management of critical environmental systems. There are currently no suspected or confirmed cases of COVID-19 at Canadian Malartic or any Yamana operation. The Company continues to take every precaution to ensure the safety of its employees, families, and communities, and it is working closely with its host communities to support their needs through this difficult period.

**(from [press release](#) dated March 24<sup>th</sup>, 2020):**

- Herein provides the following update on Yamana Gold's Canadian Malartic operation in response

to an order of the Government of Quebec in relation to COVID-19 to temporarily suspend all non-essential business until April 13, 2020.

- Yamana Gold intends to work with the Quebec government to comply with the order in relation to Canadian Malartic (a 50-50 joint venture with Agnico Eagle Mines Ltd.). Any further impact to operations, which may include suspension of operations or placing the mine on care and maintenance, will be updated in due course. The operation is in close communication with local communities and its workforce to apprise them of the situation and assure them that all safety and environmental protocols and procedures will be followed. There are currently no suspected or confirmed cases of COVID-19 at Canadian Malartic or any Yamana operation. The Company continues to take every precaution to ensure the safety of its employees, families, and communities, and it is working closely with its host communities to support their needs through this difficult period.

(from [website update](#) on March 18<sup>th</sup>, 2020):

- Yamana formed a crisis response committee in the early phases of the outbreak consisting of the company's senior business and operational leaders to ensure the company is in a position to take quick and decisive action in what remains a fluid and fast-moving environment. The committee is in constant communication and consulting regularly with medical experts, its employees, governmental representatives, and other stakeholders to ensure the right plans and protocols are in place.
- Some of the decisions and actions the committee has undertaken include: temporarily restricting all employee travel; temporarily shifting to remote work arrangements at its corporate and regional offices; increasing screening procedures at its mines, including implementing rigid requirements around social distancing, restricting visitors, temperature checks of all employees entering Yamana's mines, staggered meal times; increased cleaning and disinfecting at all of sites; and increasing staffing and support at existing on-site medical clinics as a precautionary measure.
- In addition to its normal contingency and redundancy business planning, Yamana began reviewing its entire supply chain as part of its crisis committee activities to ensure continuity of its supply chain, taking steps to ensure the company has sufficient supply of materials, in some cases setting up alternative supply of key materials from in-country suppliers. Yamana has also reviewed and updated its business continuity planning to minimize disruptions, in certain cases stockpiling additional ore to ensure continuity of operations in the event of an interruption.

- Yamana is aware that the Chilean government has decreed a state of emergency that restricts certain activities. It does not presently have an impact on Yamana's operations and the company will comply with all requirements.