

BUILDING FOREVER

2023 STAKEHOLDER ACCOUNTABILITY
& SOCIO-ECONOMIC REPORT
GAHCHO KUÉ MINE & SNAP LAKE MINE

DE BEERS GROUP

 MOUNTAIN
PROVINCE DIAMONDS

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An aerial photograph of Gahcho Kué mine taken in June 2023.

ON THE COVER

A group of snow-covered trees stand on the short of frozen Lake N11, just north of the Gahcho Kué mine site, during a colourful winter sunrise.

ABOUT THIS REPORT

Under the terms of the Socio-Economic Agreement (SEA) between the Government of the Northwest Territories (GNWT) and Gahcho Kué mine, a joint venture between De Beers Group and Mountain Province Diamonds, a report is issued each year to outline the mine's performance against the targets and requirements set out under the SEA. In addition, as a requirement under the Social Way Framework initiated by De Beers

Group's parent company Anglo American plc group, a Stakeholder Accountability Report (SAR) is included in this report to provide an overview of steps taken and progress made by the operation in terms of social performance management and to highlight long-term social performance objectives and priorities. This report also includes a section on Snap Lake mine, which began active closure in March 2022.



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Yellowknife resident Mason Elwood was appointed Environmental Superintendent at Gahcho Kué mine in November 2023.

INTRODUCTION FROM DE BEERS GROUP



AVISCHEN MOODLEY

Country President - De Beers Canada

It is my pleasure to introduce the Gahcho Kué and Snap Lake mine Stakeholder Accountability and Socio-Economic Report for 2023.

Although I only assumed my current role as Country President – De Beers Canada in November 2023, I had previously served four and a half years as Chief Financial Officer for De Beers Group Managed Operations, which has been responsible for our Canadian operations since 2019.

We also welcomed a new General Manager to Gahcho Kué late in the year. Gerald (Gerry) Rogers has more than 30 years of mining experience in Canada and around the world. We want to thank Lyndon Clark for his contributions as the General Manager from August 2019 until November 2023 and wish him well in his retirement.

Gahcho Kué has a life of mine to 2031, and we take our commitments to maximizing benefits for the territory very seriously.

Last year, we saw a tremendous improvement in safety performance and we continue to strive towards zero harm.

We also saw an increase in tonnes mined with the best annual mining output since 2019 as production performance stabilized after the pandemic and unprecedented employee turnover over this period.

We continue to work closely with the NWT business community, with whom we spent more than \$228 million to purchase goods and services for the mine, representing 69 per cent of the total procurement for Gahcho Kué during 2023.

Social investment also hit a record high, of \$1.73 million, including more than \$270,000 in cash plus additional in-kind contributions to support NWT communities through the worst NWT wildfire season on record. We were humbled to be recognized alongside other NWT mining companies with the 2023 NWT MAX Award for ESG for these contributions.

One area we continue to focus on is NWT employment. It was great to see the number of NWT residents working at Gahcho Kué increase in 2023 to 245 full-time equivalent jobs. Unfortunately that increase did not keep pace with the

overall growth in employment at the mine and consequently our NWT employment dropped from 39% to 37%.

To address this, the mine's management and human resources teams are continuously working to identify ways to improve NWT employment towards the 55% commitment in our socio-economic agreement with the Government of the NWT.

Gahcho Kué remains an important contributor to the NWT economy and to Canada's diamond industry. However, it is important to recognize that following tough market conditions in the second half of 2023, the diamond industry is expected to remain challenged in the short term.

As a result of this, we have had to take some tough decisions including pausing the Gahcho Kué mine underground studies.

We need to ensure operational excellence and prudent cost and capital management to withstand the current market conditions. This will ensure that we sustain operations at Gahcho Kué in order to continue to provide well-paying jobs, business opportunities and community investments until the end-of-life of mine.

INTRODUCTION FROM MOUNTAIN PROVINCE DIAMONDS



MARK WALL
President & CEO

Mountain Province Diamonds continues to believe in the future of the Gahcho Kué diamond mine, and the ability of this asset to contribute to the economy of Canada's north for years to come.

Since the mine began, Gahcho Kué has had an impressive track record of socio-economic contributions, and environmental stewardship in Canada's north. That track record continues to strengthen, with Gahcho Kué recording the highest level ever of operational spending with NWT businesses in 2023.

Economic benefits for employees and the communities we rely on are only valuable if those benefits can be derived safely.

After some challenging years, I'm pleased to report that safety at site is showing signs of year-on-year improvement, with key safety performance indicators showing a 43% improvement over 2022.

This excellent performance is a credit to the excellent team at site, despite some of the immense challenges we saw in 2023. The severe wildfires which devastated communities in the NWT, and displaced thousands of people, required immense efforts from many areas to limit the impacts

on the communities which our operation depends upon.

Gahcho Kué remains a large contributor to the economy of the North, and Mountain Province Diamond's main asset. We will continue to assess, along with our joint venture partner De Beers Group, ways to enhance the value generated for all stakeholders from the Gahcho Kué mine.

This includes tough decisions like pausing work on progressing underground studies at Gahcho Kué in order to best weather the current challenges seen in the rough diamond market.

At present, the team's focus must be on optimizing operations in order to maintain optionality for future growth, to allow the maximum benefits to flow to all stakeholders for years to come.

2023 AT A GLANCE

Our commitment to leave a lasting positive legacy is integral to everything we do.

SAFETY AND HEALTH

5.52
Total Recordable Injury Frequency Rate
2022: 9.64
43% improvement

10,003
Hazard Observations
2022: 8,097
24% improvement

4,199
Visible Felt Leadership interactions
2022: 2,283
84% improvement

9
Medical aid injuries
2022: 12

3
NWT/Nunavut Mine Rescue trophies won by the Emergency Response Team

PEOPLE

663
Person years of employment (full-time equivalent jobs)
2022: 589

245
NWT employment in full-time equivalent positions
2022: 232 (+13)

47
Number of NWT residents hired in 2023

13
Number of De Beers Group and Contractor apprentices

48%
Percentage of contractor partner employees who reside in the NWT

COMMUNITIES

\$1.73m
Corporate Social Investment
2022: \$1.68m

\$270k
Contributions to wildfire relief from De Beers Canada and the Anglo American Foundation

14
Scholarships to women in STEM
Total value: \$66,500

69%
Percentage of mine procurement with NWT companies
2022: 69%

17
Number of NWT communities home to Gahcho Kué employees

HIGHLIGHTS

5.6m
Carats recovered
2022: 5.5m

37.1m
Tonnes mined
2022: 33.9M
Best year since 2019

\$228m¹
Spent with NWT companies
2022: \$213M

1,719
Total Loads on 2023 Winter Road
2022: 1,879

23
Areas that achieved 'AAA' standing in Towards Sustainable Mining

1. All spending stated in this report is in Canadian dollars unless otherwise stated.

LAND ACKNOWLEDGMENT

In the spirit of respect and partnership, we acknowledge that Gahcho Kué mine is located on the traditional territories of many peoples, including the Yellowknives Dene First Nation, **Tłı̨chǫ** Government, Łútsel K'é Dene First Nation, Deninu **Kúé** First Nation, North Slave Métis Alliance and the NWT Métis Nation.

EXTERNAL CONTEXT

The Northwest Territories (NWT) is the second largest, and most populous of Canada's three northern territories, encompassing 1.144 million square kilometres and home to an estimated 44,760 people at the end of 2023.

About half of the total population of the NWT lives in Yellowknife, which includes the Yellowknives Dene First Nation communities of Dettah and Ndilo, and just over 50% of the everyone living in the NWT identifies as Indigenous.

Gahcho Kué mine, a joint venture between De Beers Group (51% - the operator) and Mountain Province Diamonds (49%), is located approximately 280km northeast of Yellowknife, and the mine's primary communities are home to a little more than 32,000 NWT residents, or 71.4% of the NWT population.

The nearest community to the mine is Łútsel K'é, approximately 140 kilometres to the southwest. Other communities in the region include Fort Resolution, Yellowknife, Fort Smith, Hay River, **Behchokò**, Gamèti, Wekweèti, Whati, N'dilo and Dettah.

Gahcho Kué has Impact Benefit Agreements (IBAs)

with Indigenous groups in each of these communities, including: Łútsel K'é Dene First Nation, Yellowknives Dene First Nation, **Tłı̨chǫ** Government, Deninu **Kúé** First Nation, North Slave Métis Alliance and the NWT Métis Nation.

The mine also has a Socio-Economic Agreement with the Government of the NWT.

Employment Opportunities

In 2023, the average employment rate in the NWT was 69.9% an approximately two per cent decline in employment compared to 2022.

This was largely due to a decline in the number of part-time jobs, self-employment and jobs in the private sector. The average unemployment rate for the NWT in 2023 was 5.9%.

Employment rates vary by region and by community, with employment rates significantly higher in larger communities than in the smaller communities.

For example, in Yellowknife the 2023 employment rate was 78%, compared to 47.9% average for the four

communities in the **Tłı̨chǫ** region.

In smaller communities, many of which are fly-in only, employment opportunities are generally restricted to retail, local government, and traditional activities such as hunting, fishing and trapping.

Gahcho Kué mine continues to prioritize NWT employment and during the year the company's recruitment team focused on maximizing the number of northern applications, including hosting a recruitment fair in Yellowknife in mid-October.

The mine's recruitment team continues to work with Indigenous partners and communities to support in-community career fairs aimed to raise awareness around employment opportunities at Gahcho Kué and within De Beers Canada.

The NWT economy is driven by two major sectors, Public Administration and Diamond Mining. Public Administration, which includes Territorial, Federal, Municipal and Indigenous government authorities, contributes an estimated \$836 million to the Gross Domestic Product¹ of the NWT. Diamond mining and its direct support industries contribute an estimated

\$655 million to the territorial GDP.

The three operating diamond mines in the NWT are Ekati, Diavik, and Gahcho Kué. Gahcho Kué's life of mine is currently forecast to 2031.

Diavik, owned by Rio Tinto, has a life of mine to 2026 and is planning to enter active closure at that time. Ekati, purchased by Burgundy Diamond Mines in 2023, has a planned life of mine to 2028, and is actively working on projects to extend the life of mine.

De Beers Group owns Snap Lake mine, which began active closure in March 2022 after going into care and maintenance in December 2015.

Active closure at Snap Lake is expected to be substantially complete in late 2024 with a final winter road in early 2025 to remove equipment and the temporary closure camp, followed by long-term monitoring.

EXTERNAL CONTEXT

Significant events during 2023

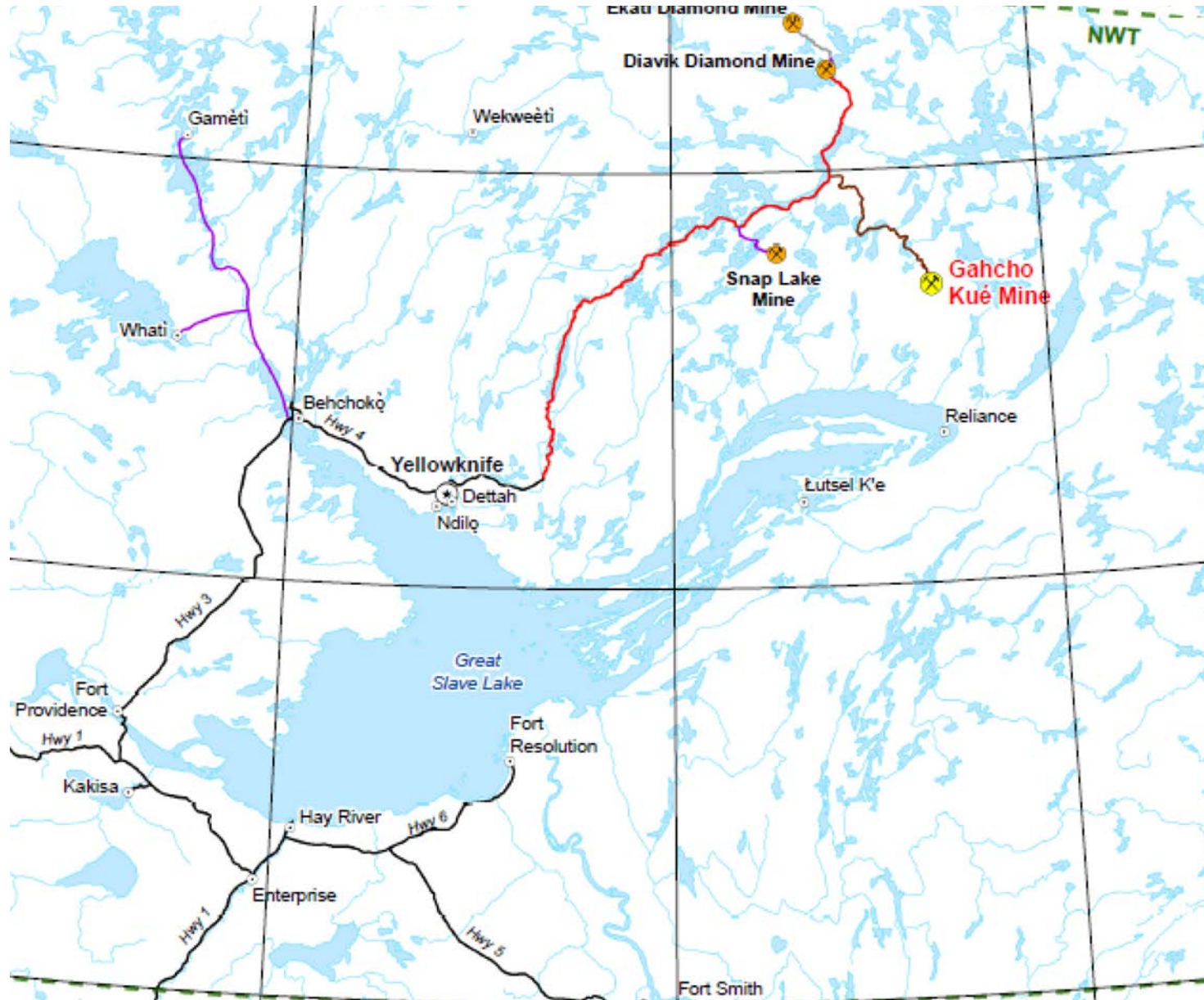
Following more than two years of disruption due to the Covid-19 pandemic, the Northwest Territories economy stabilized in 2022 and into 2023. Likewise, the diamond mines were also impacted by the pandemic but saw a significant recovery in diamond sales and prices during 2022 and the early part of 2023.

In May 2023, the NWT experienced a series of wildfires that led to the evacuation of 10 communities.

The largest evacuation, which was ordered in August, resulted in nearly 30,000 people being ordered to evacuate their homes in nine NWT communities. At the height of the crisis, nearly two-thirds of the total population of the NWT were forced from their homes.

Although the worst was over by the third week of September, most buildings in the community of Enterprise and several homes and other structures in K'atlo'deeche were destroyed. The Government of the NWT estimated that it spent \$100 million to fight the fires.

During the second half of 2023, the global diamond market began to experience difficulties of its own, largely due to widespread macroeconomic uncertainty which impacted consumer demand for diamond jewellery in key markets and, as a result, wholesale demand for rough diamonds.



Areas of Cultural Significance

Gahcho Kué and Snap Lake mines are located on the traditional territories of several Indigenous groups and both take great care to minimize the impact of operations and activities on the natural environment. Both sites have undergone extensive archaeological exploration and significant sites near each have been identified and mapped to ensure they are not impacted by development.

The operations also acknowledge that there are a number of locations near the mine that are of cultural importance to Indigenous peoples:

- Artillery Lake (Aedacho Tue)
- Aylmer Lake (Tla Gai Tue)
- The Old Lady of the Falls (Ts'anTui Theda)
- Hagoche's Shovel

These areas of significance are downstream of Gahcho Kué and Snap Lake and the impact of the mines were assessed during the environmental review process. It was determined that activities will not be heard or seen at culturally important areas.

INTERNAL CONTEXT

Gahcho Kué mine is a remote fly-in/fly-out operation located approximately 280 kilometers northeast of Yellowknife. The mine is a joint venture between De Beers Group (51% as the Operator) and Mountain Province Diamonds (49%).

Mountain Province discovered the 5034 kimberlite in 1995 and De Beers Group joined the joint venture in 1997. After several years of exploration, planning, and permitting the joint venture received permits to build and operate the mine in 2014.

The mine provided the equivalent of 663 jobs (counted as person-years of employment) in 2023 including contractors, and 245 positions were filled by NWT residents. Further information about employment at the mine is available in the Employment section on pages 24-28.

Due to its remote location, the mine has short-term access by winter road during February and March for the essential annual bulk freight/equipment and commodity deliveries.

One of the remarkable stories from 2023 was the collective work by the mine to respond to the historic wildfires in the NWT. Read more on page 33.

Operations

The mine began production in early August 2016 and was officially opened on 20 September 2016. The mine commenced commercial production in March 2017 and has an estimated Life of Mine to 2031.

During 2023, 5.6 million carats were recovered, with 3.25 million tonnes of ore treated. A total of 37 million tonnes of rock and kimberlite were mined, the best result since 2019.

On-site exploration discovered the NEX and Wilson kimberlites, which have been incorporated into the mine plan. Key milestones ahead in 2024 include the planned end of mining the Hearne and 5034 kimberlites during the second half of the year.



A haul truck carries a load of mine rock to the west mine rock pile at Gahcho Kué mine.

STAKEHOLDER RELATIONSHIPS

Gahcho Kué is committed to building and maintaining positive, respectful, and meaningful relationships with Indigenous organizations and other stakeholders in the communities close to the mine. These relationships are managed by following our internal policies and procedures and a set of guiding principles, as outlined on page 12.

To categorize stakeholders by level of interest, influence as well as degree of impact, we have developed a map of influence through qualitative analysis including feedback, observations, and surveys.

Stakeholder mapping is an ongoing process. New stakeholders are identified as operations evolve and the business progresses through the various transitions.

The following stakeholders are integrated into the engagement plan.

Key Stakeholders

- Local leadership (Chiefs and band council members)
- Indigenous community development corporations
- Community governments and elected leadership
- Community government Senior Administrative Officers (or equivalent)
- Government of the Northwest Territories and its departments
- NWT Premier and Cabinet Ministers

- Regular Members of the Legislative Assembly (MLAs)
- Deputy Ministers of various departments and their staff
- NWT-Nunavut Chamber of Mines
- NWT Mine Training Society
- Yellowknife Chamber of Commerce
- Ní Hadi Xa
- Canadian Northern Economic Development Association (CanNor)
- NWT Native Women's Association
- Status of Women Council of the NWT
- NWT Housing Corporation
- NWT Teachers Association
- Community Employment Development Officers
- School Districts
- Mackenzie Valley Land and Water Board
- NWT Health and Social Services Authority
- Aurora College
- NWT Council for Persons with Disabilities
- Salvation Army
- YWCA of the NWT
- RCMP



A Feed the Fire Ceremony involving representatives from the community and Gahcho Kué employees was held on National Indigenous Peoples Day on June 21, 2023. This is one of the ways the mine shows respect for local communities.

MAP OF INFLUENCE

The Stakeholder Map of Influence is a form of risk management used by the business to identify stakeholders with high influence and interest in the business that are located within the identified zone of influence or deemed affected by the operations of the business.

The graphic at right shows the engagement activities appropriate for each influence group.

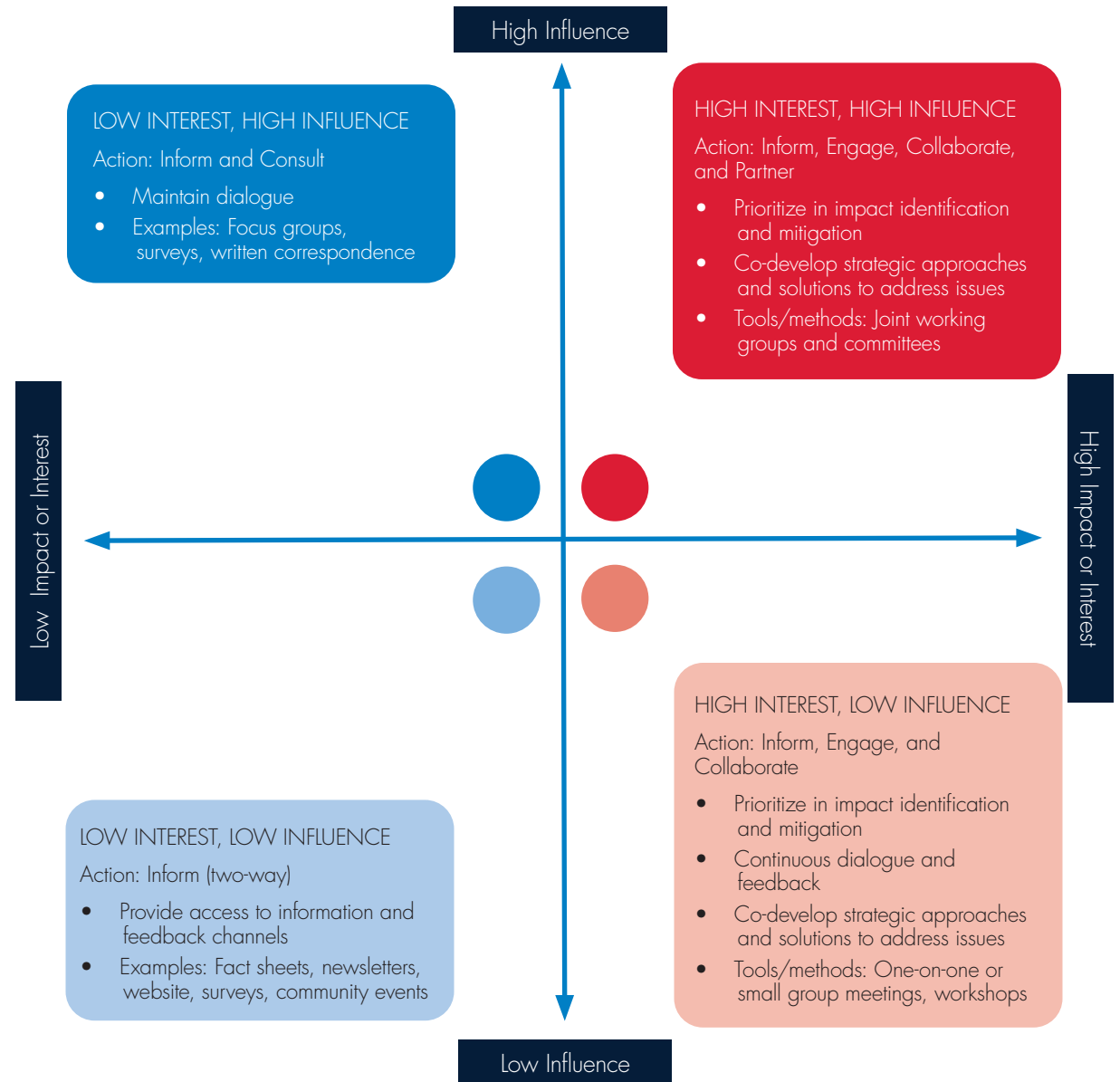
In 2023, De Beers Group improved its Accountability Framework. This provided improved accountability for De Beers Group to track its progress, and ensure our activities put our stakeholders in a position where they can hold our activities to account.

As a result we have undertaken a review of the Stakeholder Engagement Plan and other key documents to understand what activities we undertake and the current ability of stakeholders to hold each of

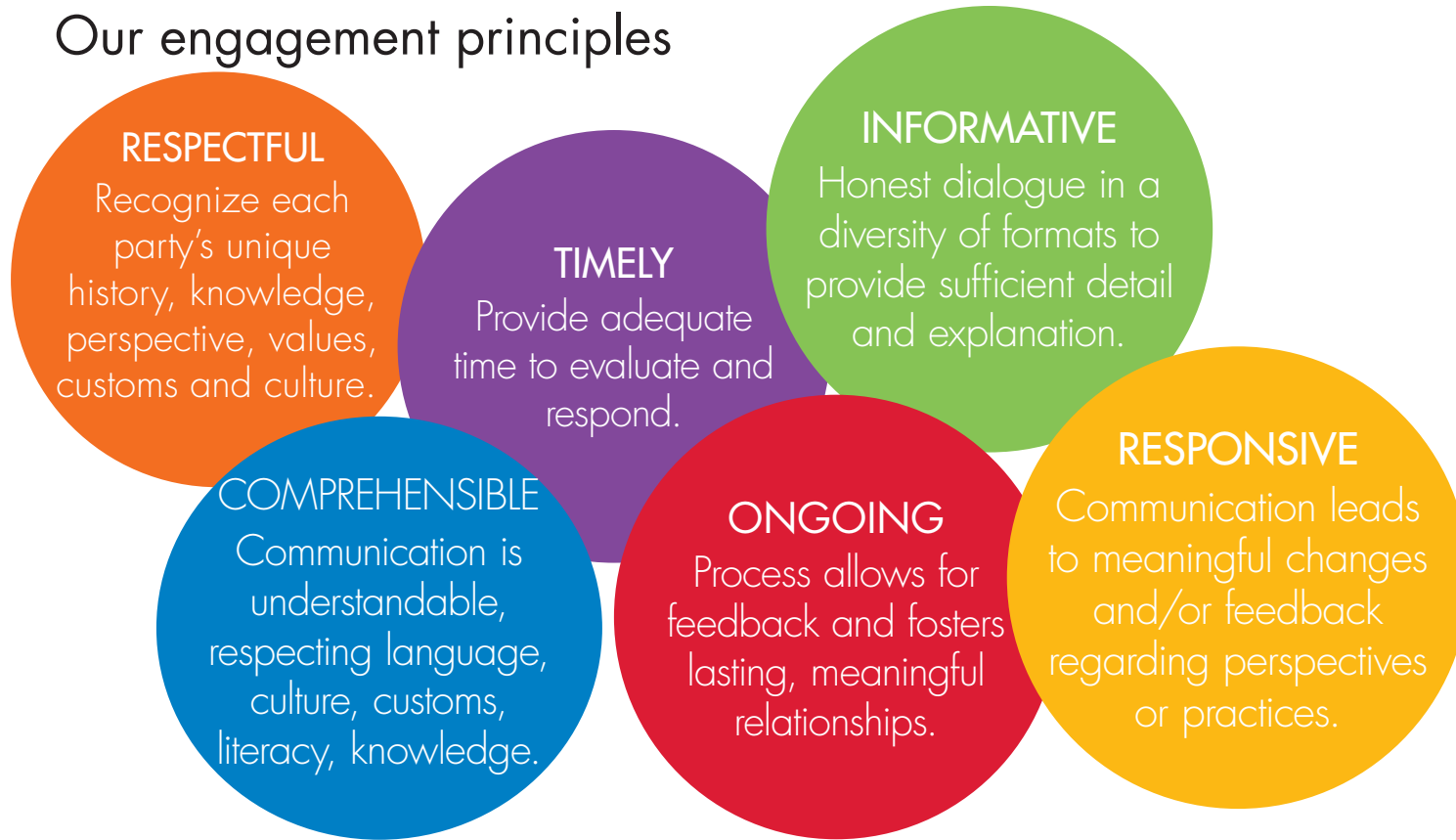
these mechanisms to account.

In 2024, further efforts will be taken to embed and improve further metrics on the topic of Accountability to foster a culture of purposeful leadership in the areas of engagement to demonstrate:

- an understanding of shared goals across our activities
- have set mutually acknowledged expectations (what do we want/what do they want)
- capability to achieve the expectations
- understand metrics being used to evaluate achievement of goals
- robust feedback mechanisms, and
- develop mutually acceptable consequences of achieving our goals and objectives.



Our engagement principles



COMMUNITY ENGAGEMENT

Community engagement meetings are conducted to discuss changes to the key issues and impacts and to develop action plans to address a change in the priorities or the need for additional controls.

As one of the tools we use to determine the effectiveness of community engagement activities, Gahcho Kué mine participates in the Towards Sustainable Mining initiative of the Mining Association of Canada.

This is an internationally recognized sustainability program that

supports mining companies in managing environmental and social risks. For 2023, Gahcho Kué mine achieved 'AAA' status, the highest possible rating, for Indigenous and Community Relationships in all five areas listed in Towards Sustainable Mining:

- Community of Interest Identification
- Effective Community of Interest Engagement and Dialogue
- Effective Indigenous Engagement and Dialogue
- Community Impact and Benefit Management
- Community of Interest Response Mechanism

In 2023, Gahcho Kué mine implemented 90% of the planned engagements.

VULNERABLE GROUPS

Through the Social Way framework, Gahcho Kué mine assesses which groups may be considered vulnerable.

Vulnerable populations are groups of people who require more protection than others against the impacts of mining. These groups may have limited access to information or participation in engagement sessions, or/and a reduced ability to access economic benefits resulting from the operation due to the vulnerabilities.

Gahcho Kué undertook a vulnerability assessment to identify communities, groups and individuals as particularly vulnerable:

- Indigenous peoples
- Indigenous women
- Persons with disabilities
- Persons experiencing homelessness
- Remote communities where there are multiple categories of vulnerability

Information from the assessment is used to identify and deliver collaborative programs that address the needs of vulnerable members of the community as part of efforts to contribute to the overall health and wellbeing of communities close to the mine.

During 2023, some of these programs and activities influenced by the assessment included:

- Money management programs in three Indigenous communities
- Baby Bundle program
- Support for on the land healing activities
- A sewing empowerment program
- Suicide prevention workshops
- Early childhood education scholarships
- Low Earth Orbit (LEO) Internet access for three remote communities
- Hide tanning camp
- Youth engagement to promote employment, entrepreneurship and skill development (Drone Training)



TRADITION IN ACTION

A young girl watches while elders prepare birch bark baskets during a traditional knowledge workshop hosted by Łútsel K'è Dene First Nation. The workshop was funded by Heritage Canada as part of a language preservation program. Gahcho Kué provided administrative support to access the funding grant.

RISKS, IMPACT & OPPORTUNITIES

Gahcho Kué conducts regular assessments involving both internal and external parties to help identify risks and issues facing both the mine and local communities.

Information from these assessments is used to determine the best way of managing the impacts and to identify opportunities. The risk and impact management processes are aligned with the company hierarchy of controls that indicates the first mitigation is the elimination and avoidance of risks and impacts.

Collaborative Approach

The risk management process is conducted through a collaborative approach. Social risks were identified during the Environmental Impact Assessment and permitting process, and between Gahcho Kué, the GNWT and local Indigenous communities during negotiations to establish IBAs, the SEA, and with Ní Hadi Xa. Every five years a social impact assessment (SIA) is conducted to validate and identify any changes in the impact profile that requires attention including the cumulative impacts in the region.

During the mine development process, local Indigenous communities and other stakeholders were asked to provide input and feedback on the proposed project including identifying potential impacts.

Those consultations identified that stakeholders wanted to address preferential hiring practices for local and Indigenous workers, educational and apprenticeship opportunities, social, cultural and community support programs, as well as economic development and business opportunities.

Actions to address these issues were built into IBAs with each community as well as the Socio-Economic Agreement with the GNWT.

The last SIA was conducted in 2022 and findings from the assessment were incorporated into our risk management plan.

A Social Impact Assessment is conducted every five years, most recently in 2022.

SOCIAL WAY RISK ASSESSMENT

As part of the Anglo American plc group, Gahcho Kué mine is required to follow the Social Way framework.

Under this framework, social impacts for Gahcho Kué mine are regularly analyzed, with consideration given to a number of categories. Note that not all are relevant for the Canadian context, but the applicable impacts are considered. These risks are then rated as either Beneficial or Adverse. By rating a potential risk as Adverse, we are able to implement actions to hopefully prevent them from occurring or apply mitigations to eliminate or minimize any potential adverse impact.

Beneficial (green) G

Adverse (red) R

Former Mine General Manager Lyndon Clark, centre, meets with three of the five participants of the Women in Mining Pre-Trades Program. Each participant spent 11 days at the mine to experience different trades.



Economic

This includes potential impacts on economic livelihoods, such as:

- G Provision of jobs and employment income through employment at the mine
- G Provision of business contracts and supporting the growth of local business capacity as a result of procurement and business activities
- G Increase in funding to achieve economic development priorities in communities within the area of influence
- R Unequal access to employment opportunities
- R Lack of diversity in training, jobs and livelihoods
- R Unequal access to business opportunities for local businesses
- R Dependence on mining sector; lack of economic diversity

Community Health and Safety

This includes potential impacts on community health and safety, such as:

- G Contributions to individual and community well-being through funding and employment income
- R Increase in social problems attributed to higher income and fly-in/fly-out mine operation

Infrastructure and Services

This includes potential impacts on infrastructure and services, such as:

- G Increased financing for community infrastructure and services through community investment and other payments

Personal and Political Security

This includes potential impacts on the following, where applicable:

- None identified through the SIA

Socio-Cultural Networks

This includes, but is not limited to, potential impacts on socio-cultural networks, such as:

- R Delay in planning and decision-making for interest holders due to a lack of timely information sharing regarding current mine benefits and activities

Cultural Heritage

This includes, but is not limited to, potential impacts on cultural heritage, such as:

- G Addition of new archaeological knowledge about the mine area as a result of systematic archaeological survey programs and the implementation of the Natural Heritage Resource Discoveries Protocol
- G Continuity of Traditional Knowledge, cultural continuity as a result of the Ní Hadi Xa Agreement and programs that facilitate ongoing and regular involvement of Indigenous people in the region
- R Delay in planning and decision-making for interest holders due to a lack of timely information sharing regarding current mine benefits and activities
- R Loss of Tangible Cultural Heritage resources as a result of development activities at the mine and winter road
- R Loss of information of heritage value as a result of mining activities (eg vibration and physical disturbances) impacting the contextual associations of archaeological resources
- R Decrease in access to traditional land use sites
- R Reduced quality of experience in use of traditional land use sites



TRADITIONAL GATHERING LOCATION

Every summer, members of the Lútsel K'é Dene First Nation gather at this traditional campsite near Reliance, on Great Slave Lake, for their annual gathering.

AUCTION ACTION

Kelly Brenton, right, De Beers Social Performance Manager, shows an Inuit carving donated by the company to the fundraising auction held as part of the NWT MAX Awards in November 2023.



HEALTH IMPACT ACTION PLAN

During 2022, a health impact assessment (HIA) was undertaken to identify Community Health and Safety Areas (CHSAs) of concern and to complete a gap analysis of available data and information against these areas. The mine's social performance team reviewed the recommendations from the assessment to develop an action plan that was rolled out during 2023:

- Offer Sexually Transmitted Infection (STI) testing on site with self-tests, rapid tests and point of care tests to reduce the delay between testing and treatment.
- Identify ability to extend the hours of operation and flexibility of testing services at the mine's medic station so they are available in the evening/after work on a drop-in basis.
- Identify collaboration opportunities to offer basic and advanced first aid training, first response and fire extinguisher training in local communities through a train-the-trainer methodology.
- Develop strategies to improve recruitment and retention of Indigenous workers.
- Identify and assess barriers preventing residents of Indigenous communities from gaining employment at Gahcho Kué.
- Develop culturally appropriate orientation programs for Indigenous employees.
- Continue to implement the Baby Bundle Program to provide an equal start for each child and to reduce infant mortality rates and positively impact the relationship between parents and health care workers.
- Implement the Northern Brotherhood of Men program in another community.

PERMITS AND POLICIES

Gahcho Kué mine operates in compliance with regulatory requirements in addition to the company's internal policies and commitments.

Impact Benefit Agreements

In Canada, IBAs are considered a formal negotiated contract outlining the impacts of the project, the commitment, and responsibilities of both parties, and how the associated Indigenous groups and communities will share in benefits of the operation. Objectives are set for training, employment, and business and economic development. IBAs have been concluded with six impacted Indigenous groups.

Socio-Economic Agreement

A SEA was signed with the Government of the NWT in 2013, which requires Gahcho Kué mine to track and report annually on training, local employment, community spend, and local procurement spend.

Ní Hadi Xa Agreement

The Ní Hadi Xa Agreement was signed in December 2014, and amended in January 2019. It is administered by a governance committee comprised of seven land and environmental specialists appointed by each party to the agreement: six Indigenous party members representing the Łútsel K'édé Dene First Nation, Thı̄chq̄ Government, Deninu Kué First Nation,

Yellowknives Dene First Nation, North Slave Métis Alliance and the NWT Métis Nation, and one member representing De Beers Canada. The agreement remains in effect until one year after the active closure of the Gahcho Kué mine.

Socio-Economic Development Strategy

One of the requirements under the Anglo American Social Way Framework is to develop a Socio-Economic Development (SED) Strategy. The SED Strategy has five pillars: Local Procurement, Local Employment Corporate Social Investment, Enterprise Development and Employee Volunteering.

Please see page 21 for more details on these pillars.

The IBAs and the SEA are aligned with the requirements of the Social Way Framework and the objective of the SED Strategy.

De Beers Group also has several internal policy statements that set standards for how the company operates, ranging from the Code of Conduct, Safety and Health, and working with Host Communities to Equality, Sustainability, and working with suppliers and customers.

The permits and licenses include, among others:

- Land Use Permit
- Water Licence
- Quarry Permit

- Surface Leases
- Mining Leases
- Fisheries Authorization
- Navigation Canada Approval – Airstrip
- Wildlife Research Permit
- Archaeological Investigation Permit

Agreements and Policies

- Impact Benefit Agreements
- Socio-Economic Agreement
- Ní Hadi Xa Agreement
- Anglo American Social Way Framework
- Best Practice Principles (De Beers Group)
- Towards Sustainable Mining (Mining Association of Canada)
- Anglo American Operational Risk Review
- Regulatory Audits
- Human Rights Assessments
- De Beers Group Business Integrity Principles
- Building Forever commitments
- ISO 14001 Environmental Management Certificate
- ISO 45001 Occupational Health and Safety Management System
- IFC Standards
- FPIC
- UNDRIP
- CIMM
- United Nations Declaration of Human Rights
- Responsible Jewelry Council



SOCIAL AND HUMAN RIGHTS IMPACT AND RISK ANALYSIS SUMMARY




Using information from the Social Impact Assessment (SIA), which analyzes potential direct and indirect impacts on communities that may result from the mine’s operations, in combination with internal risk management processes, and using input from potentially affected stakeholders, a number of risks and potential impacts have been identified using the mine’s internal risk management process, including human rights impacts.






To address these risks, various controls have been implemented as we aim to address risks and potential impacts and develop and implement management plans. These plans are regularly reviewed and updated to address new impacts, including cumulative impacts on the region.

The most significant risks to the business and impacts on the communities are summarized in the following table, along with the associated mitigations and controls.

The final column indicates the effectiveness of the controls and mitigations to aim to manage the risks and impacts.

BUSINESS RISK	COMMUNITY IMPACT	CONTROLS & MITIGATIONS	EFFECTIVENESS
<p>Limited pool of local technical skills available in the region to support business needs.</p>	<p>Economic: Inability of community members to access skilled and technical roles (higher paying jobs) due to limited skills development.</p>	<p>Collaborate with local governments to identify and develop training strategies to address the skills gap to meet current and future needs of the region.</p> <p>Work with communities to develop training strategies to increase education and skills development for Indigenous communities.</p>	<p>Effective </p>
<p>Human rights complaints resulting in reputational damage.</p>	<p>Political and Personal Security: Potential for lack of trust if community members’ concerns, incidents, and grievances are not addressed.</p>	<p>Ensure human rights policies and procedures are in place, including mandatory human rights training for all staff and contractors.</p> <p>Ensure social incident and grievance processes are in place that include investigations and corrective action procedures.</p> <p>Continue to fund cultural events in the communities.</p> <p>Contribute to gender-based violence programs to prevent and support victims of violence.</p> <p>Ongoing engagement with external stakeholders such as RCMP, NWT Status of Women Council, and Native Women’s Association.</p> <p>YourVoice reporting mechanism available for anonymous lodging of human rights violation complaints.</p>	<p>Effective </p>

BUSINESS RISK	COMMUNITY IMPACT	CONTROLS & MITIGATIONS	EFFECTIVENESS
<p>High turnover of Indigenous personnel working at the mine.</p>	<p>Economic: Lack of opportunity for Indigenous peoples.</p>	<p>Establish cultural awareness training to promote and understand cultural sensitivities.</p> <p>Ensure visible felt leadership by Indigenous leaders to promote employment and provide support mechanisms.</p> <p>Implement regular cultural heritage events at the site.</p> <p>Social performance liaison presence increased at site.</p> <p>Complaints and Grievance policy translated into Dogrib and Chipewyan.</p> <p>Ensure visibility and communication of community visits.</p> <p>Undertake pay equity study.</p>	<p>Partially effective </p> <p>(It may not be possible to design controls and mitigations that address all reasons that people choose to leave employment.)</p>
<p>Closure planning delayed due to lack of support or approval.</p>	<p>Economic: Community members not benefiting from closure activities.</p> <p>Cultural Heritage: Limited access to site for community members due to delays in closure and rehabilitation activities.</p>	<p>Ensure closure plans are in place following engagement with affected stakeholders to address concerns, issues and impacts.</p> <p>Ensure closure plans include success criteria that promote benefits for local communities such as employment, training and procurement.</p> <p>Provide access to community members to visit the site to monitor closure activities.</p> <p>Continual engagement with all stakeholders.</p> <p>Collaborative approach with industry partners around effective closure that aligns with current economic situation.</p>	<p>Partially effective </p> <p>(It may not be possible to design controls and mitigations that effectively address all community concerns related to closure planning.)</p>
<p>Perception of decreased quality of traditional resources near the site, limiting or preventing consumption by local Indigenous communities.</p>	<p>Community Health and Safety: Decrease in usage of traditional resources harms the Traditional Knowledge of Indigenous groups.</p>	<p>Effective implementation of environmental mitigation and monitoring plans.</p>	<p>Effective </p>

BUSINESS RISK	COMMUNITY IMPACT	CONTROLS & MITIGATIONS	EFFECTIVENESS
<p>Indigenous people are exposed to negative disturbances (eg noise/visual pollution) when hunting, fishing, harvesting within the site's area of influence. Increased access to hunting/fishing grounds obtained on ice road.</p>	<p>Community Health and Safety: Disturbances have negative impact on traditional activities, which harms Traditional Knowledge.</p>	<p>Environmental team conducts monitoring on fish, vegetation, weather and air quality and provides reports.</p> <p>Aim to hold annual fish tasting by Indigenous community representatives.</p> <p>Ni Hadi Xa monitors wildlife activity in the region by having personnel stationed regularly at the monitoring cabin at Fletcher Lake, about 30 kilometres from the mine.</p>	<p>Effective </p>
<p>Increased income related to mining operations results in harmful behaviour in local communities (eg sex trade work, illegal substance use, gang activity, violence).</p>	<p>Community Health and Safety: Leads to increase in addictions, suicide, crime rates, and gender-based violence.</p>	<p>Training provided by De Beers Group and Employee Assistance Program (EAP), such as financial management planning, and learning plans for employees.</p> <p>Addictions counselling services provided by EAP.</p> <p>Random on-site drug testing.</p> <p>Investments in community initiatives and organizations.</p>	<p>Effective </p>
<p>Local workforce experiences increased stress and other mental health conditions related to shift work.</p>	<p>Community Health and Safety: Decline in mental health, leading to higher rates of addiction and suicide.</p>	<p>Programs put in place by the mine, such as the Mental Health Program, EAP counselling program, in Community Mental Health Program, and a Mental Health Awareness campaign.</p> <p>Contributions to community events to promote health and wellness.</p>	<p>Effective </p>
<p>Local workforce from Indigenous communities not able to participate in cultural activities due to shift rotations.</p>	<p>Community Health and Safety: Leads to a lack of connection with culture causing harm to Indigenous communities and people.</p>	<p>Cultural activities facilitated on site at various times throughout the year.</p> <p>Funding provided to support cultural initiatives within communities.</p> <p>Grievance mechanism.</p> <p>Discretion provide to supervisors to accommodate as may be appropriate.</p>	<p>Effective </p>
<p>A work-related health event (eg injury, mental health) requires a worker (local or non-local) to access community health services that are not available on site, causing additional pressure on local community health services.</p>	<p>Community Health and Safety: Local community health services are overwhelmed and unable to provide adequate care.</p>	<p>Workers are encouraged to obtain support from on-site medical team.</p> <p>Assistance with medical care is provided by EAP Lifeworks.</p> <p>Medivac procedures.</p>	<p>Effective </p>

OPPORTUNITIES

Similar to the risks and impacts, opportunities to provide socio-economic benefits to local communities have been highlighted through a collaborative process.

Opportunities are available through regional development forums, community capacity building, community development projects, partnering on innovative projects such as renewable energy, and re-imagining closure activities.

2023 PERFORMANCE

The performance on the objectives for 2023 are covered in detail in this report. The top level results are:

Local Procurement

- Target: 60%
- Actual: 69%

Local Employment

- Target: 55%
- Actual: 37%

Community Contributions

- CAD\$1.73 million in 2023
- CAD\$7.21 million overall since 2015

SHORT TERM

2024-2025

- Increase collaboration with GNWT
- Community skills development opportunities
- Local procurement: Increase spend with Indigenous businesses
- Local procurement: Ongoing development of Indigenous partners through enterprise development (ie energy, recycling, logistics alternatives)
- Reduce reliance on southern workforce

MEDIUM TERM

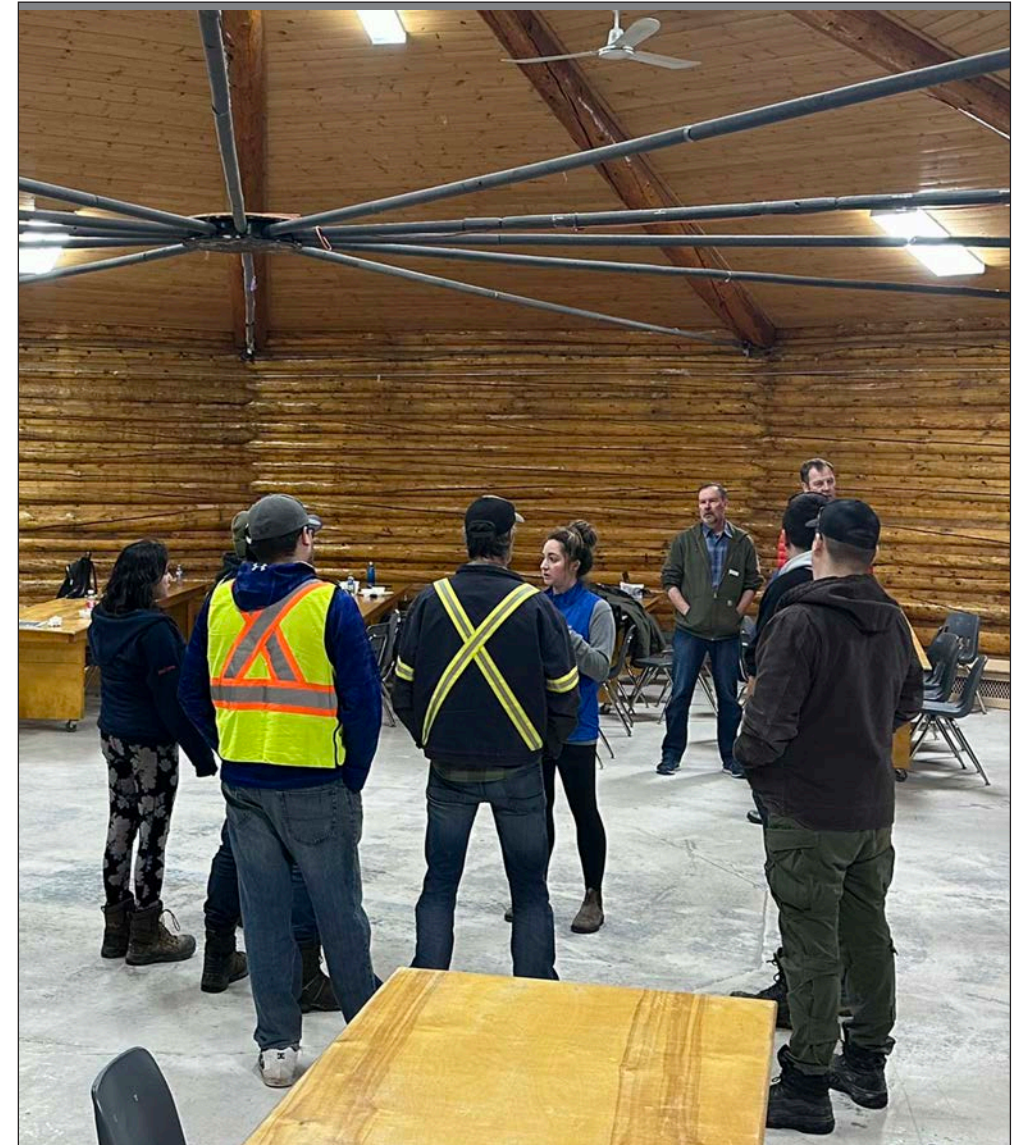
2026-2031

- Local procurement: Goods and services required for potential growth opportunities
- Local employment: New skills required for the mine; potential life of mine extension and closure work
- Potential contracting opportunities associated with growth projects
- Training for skills for the future
- Community resilience: Implementation of Building Forever and SED programs to support community capacity building

LONG TERM

Post Closure

- Continued opportunities associated with possible growth
- Continued development of Indigenous communities to support closure
- Local procurement: Reclamation contract opportunities, including long-term monitoring
- Implementation of re-imagining asset closure initiatives
- Take advantage of learnings and skills development from closures of Snap Lake, Victor and Diavik diamond mines



FORT SMITH OPEN HOUSE

Members of the De Beers Group recruitment team from Calgary, social performance team from Yellowknife, and representatives from our contractor companies hosted an open house in Fort Smith in April 2023. The event was attended by 42 people, including the mayor and members of the NWT Métis Nation. The Gahcho Kué delegation also toured the trades training facility at the Aurora College facility as part of the community visit.

SOCIO-ECONOMIC DEVELOPMENT PRIORITIES

The Social Way is the framework used by Gahcho Kué to manage social impact, and it applies across the whole life cycle of operations, from exploration to mine closure.

The SED Strategy under the Social Way, as introduced on page 14, involves supporting stakeholders to bring about

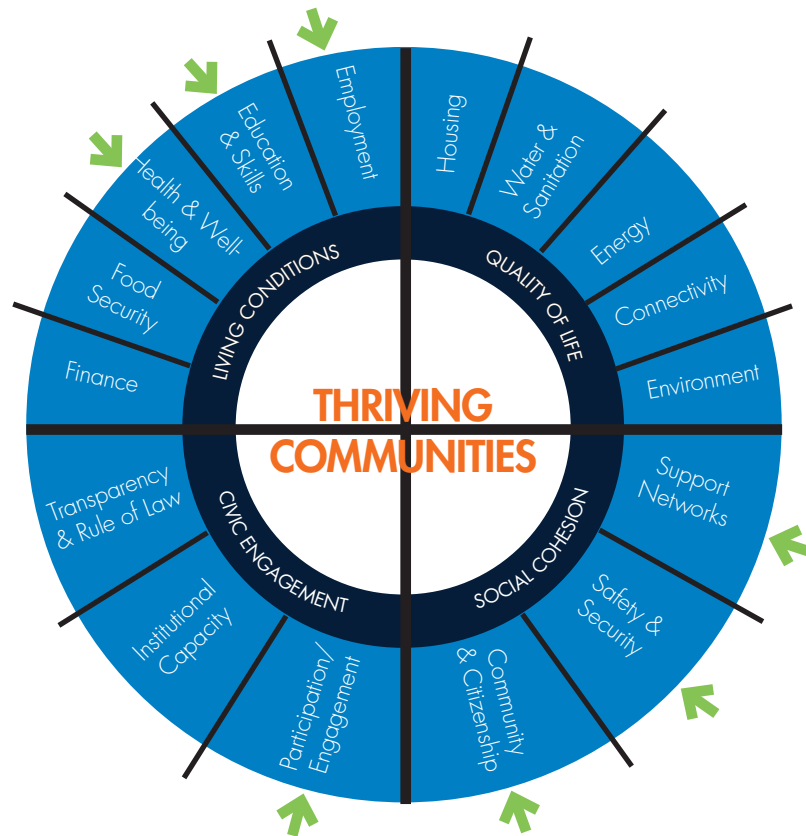
sustainable improvements in wellbeing at the individual, household and community level. The SED Strategy encompasses programs to maximize value for the communities, address risks to the business, and analyze the impacts on the community.

Sixteen elements have been identified through the Social Way as being

determinants of a 'good' life. These elements have been grouped into four broad themes (see the wheel below). The seven elements marked with green arrows are the focus areas for Gahcho Kué to address the impacts that have been identified through the SIA.

These seven elements are covered under the following SED pillars, which outline the commitments and achievements for each area:

- Local Procurement (Business Spend)
- Local Employment
- Community Investment (Corporate Social Investment)
- Enterprise Development
- Employee Volunteering



SATELLITE INTERNET CONNECTION

A technician connects one of the satellite receivers installed at Gahcho Kué mine. The mine uses Low Earth Orbit (LEO) satellite systems to provide business and employee internet data and voice connections.

PROCUREMENT

GAHCHO KUÉ SPENDING WITH NWT BUSINESSES AT HIGHEST LEVEL SINCE 2015

NWT businesses received 69% of the amount spent by the mine during 2023, well exceeding the 60% target.

The value of contracts awarded to NWT and Indigenous companies hit the highest level since 2015, the mine's first full year of construction, topping \$228m in 2023.

Spending with NWT companies during 2023 represented 69% of the total \$331m spend to operate the mine for the year, once again exceeding the 60% commitment made in the Socio-Economic Agreement with the Government of the NWT.

Since 2015, \$3bn has been spent to build and operate Gahcho Kué, of which \$1.89bn (61.5% of the total) went to NWT companies and joint ventures.

BUSINESS OPPORTUNITIES

During 2023, two business summits were held with NWT-based companies, one in the spring and a second in November, timed to coincide with the annual Yellowknife Geoscience Forum.

These events are an opportunity to highlight upcoming contract opportunities at Gahcho Kué and Snap Lake mines and for members of the mine and supply chain teams to engage with local business leaders.



Truck carrying spare haul truck tires to Gahcho Kué mine.

WINTER ROAD 2023

The 2023 winter road resupply to Gahcho Kué began on February 6 when the winter roads opened to light traffic, and by the time the season ended on March 30, 1,719 truckloads of fuel, freight, mining supplies and spare parts, and heavy equipment were transported to the mine.

A fire rescue truck and water pumps from Victor mine in Ontario were also brought to Gahcho Kué for use in the pits.

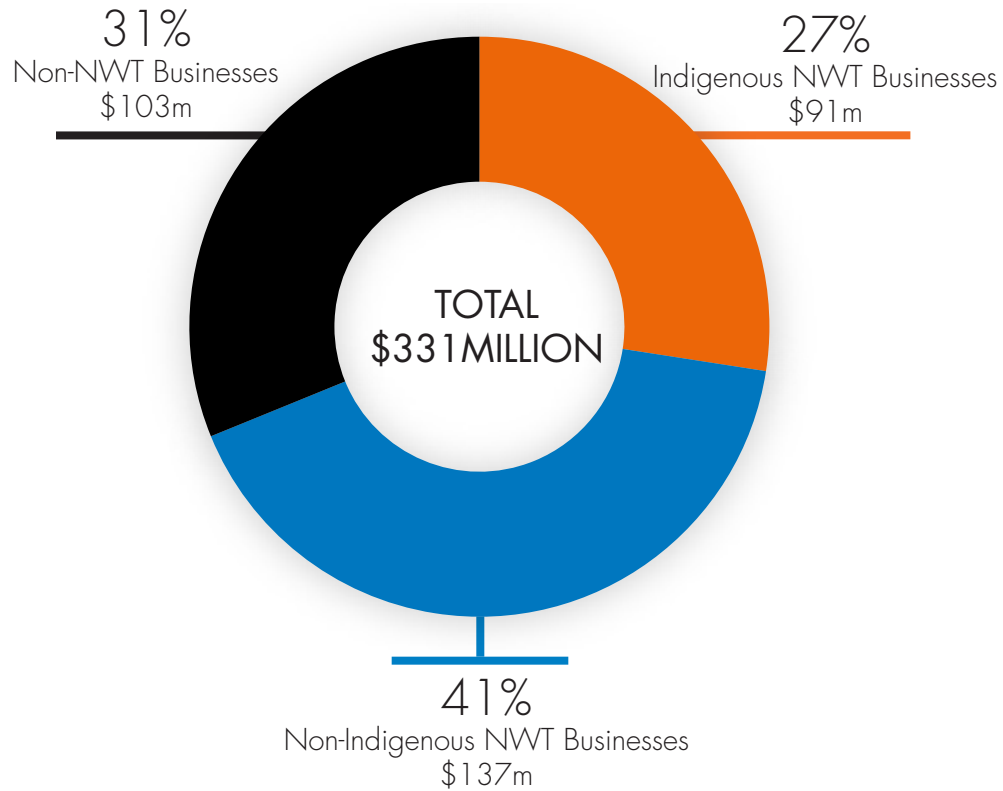
There was also a small winter road program to Snap Lake mine saw 14,500 tonnes of material and fuel hauled to and from the site by Met/NUNA, the site closure contractor.

De Beers Group is a member of the joint venture that builds and operates the main Tibbitt to Contwoyto Winter Road and is also responsible for building and maintaining the 120 km spur road to Gahcho Kué.

GK WINTER ROAD STATS

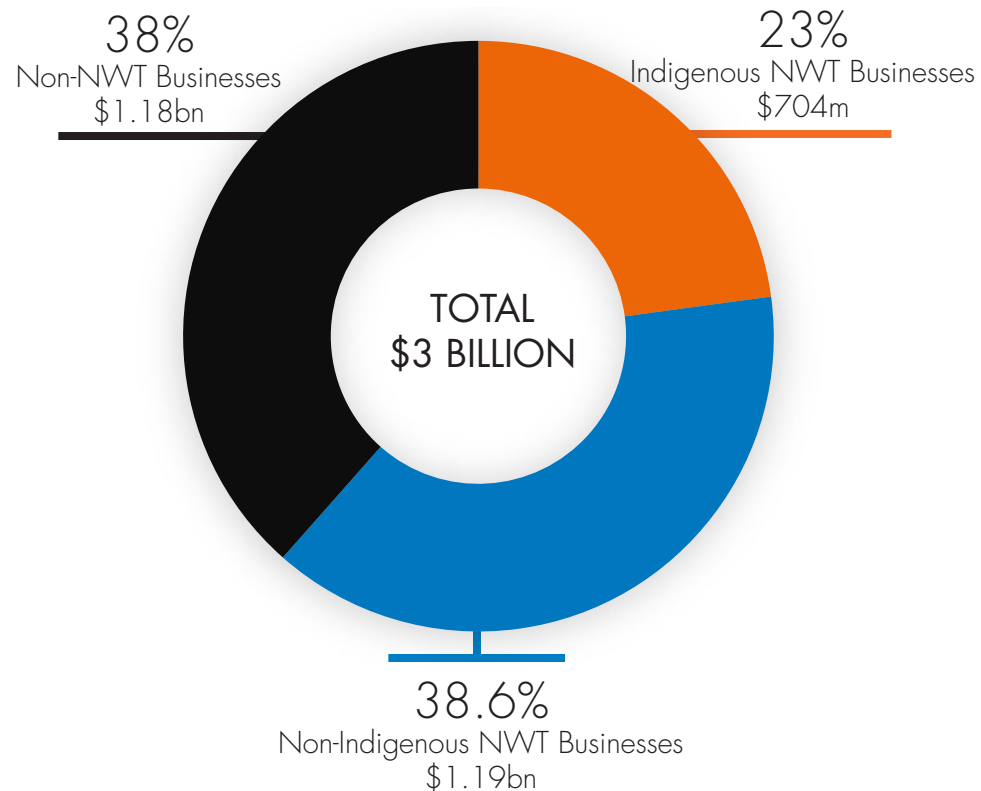
- 1,719 total truckloads
- 1,034 loads of fuel and lubricants
- 685 loads of mining supplies, freight and perishables

GAHCHO KUÉ SPENDING 2023



**TOTAL NWT SPEND
\$228m/69% OF TOTAL**

GAHCHO KUÉ SPENDING 2015-2023



**TOTAL NWT SPEND
\$1.89bn/61.5% OF TOTAL**

CATEGORIES FOR AWARDING CONTRACTS

A tiered ranking structure is used to evaluate proposals from companies seeking to do business at Gahcho Kué mine. This helps the operation work to meet its commitment to maximizing the value of goods and services purchased from NWT and Indigenous companies.

TIER 1: A company that is 100% Indigenous owned/equity and is associated with an Impact Benefit Agreement (IBA) partner.

TIER 2: A joint venture or partnership company that has >70% Indigenous ownership/equity contractor and is associated with an IBA partner or an NWT company that is a 100% Indigenous-owned contractor.

TIER 3A: A Joint Venture or Partnership that has 51% or greater ownership/equity by an Indigenous contractor associated with an IBA partner and is 49% or less owned by another contractor.

TIER 3B: Non-Indigenous 100% owned/equity NWT contractor that works closely or partners with IBA related companies and/or other Indigenous or Northern companies.

TIER 4: Non-Indigenous 100% owned/equity NWT contractor that operates in the area of the mine's operations.

TIER 5: A specialized contractor that provides specialized services to the mine site that may not be based in the NWT or is not available in the NWT.

TIER 6: A Southern contractor with <50% Indigenous ownership.



Darcy Sinclair, left, is the Mobile Maintenance Superintendent at Gahcho Kué mine. He is a resident of Fort Smith, NT.

EMPLOYMENT ANALYSIS

Total employment grew by 13 per cent over the past year at the Gahcho Kué mine, from 589 jobs in 2022 to 663 jobs in 2023, when measured in person years of employment or full-time equivalency (FTE).

This is the first substantive increase in the mine’s workforce in four years, with higher employment recorded for NWT Indigenous, NWT non-Indigenous, and non-NWT labour.

The job growth was divided between De Beers Group’s overall labour force (+41) and contractor employment (+33). The increase reflects a need from the operation for more consistent production from within its workforce, with the higher on-site staff ensuring that need is met.

While total employment at the mine increased over the year, the percentage of NWT residents working there decreased to 37%, two percentage points from 2022.

Looking at the trends in total employment and workforce participation over the past few years, Gahcho Kué has observed that growth in the NWT’s labour supply is not keeping up with the pace of growing labour demand. More people are working in absolute terms, but not relative to the overall size of the workforce.

The number of NWT residents working at the mine reached 245 in 2023, while non-resident workers totalled 418.

From this resident workforce, 138 self-identified as

TABLE 1: EMPLOYMENT BY HIRING PRIORITY, TO THE END OF 2023

	2015	2016	2017	2018	2019	2020	2021	2022	2023
	PERSON YEARS/FULL TIME EQUIVALENT POSITIONS								
NWT Indigenous	47	70	119	135	151	168	142	136	138
Other NWT Residents	94	102	117	131	133	128	103	96	107
Subtotal NWT Residents	142	172	236	265	284	296	244	232	245
Non-NWT	762	455	247	262	290	301	339	357	418
Grand Total	903	628	483	527	574	597	583	589	663
	percent of total								
NWT Indigenous	5%	11%	25%	26%	26%	28%	24%	23%	21%
Other NWT Residents	10%	16%	24%	25%	23%	21%	18%	16%	16%
Subtotal NWT Residents	16%	27%	49%	50%	49%	50%	42%	39%	37%
Non-NWT	84%	73%	51%	50%	51%	50%	58%	61%	63%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Note: NWT Indigenous employees who were identified as residing outside the NWT are recorded as Non-NWT Residents in this table. Any employee whose Indigenous status could not be established was identified as non-Indigenous in this table. Figures may not add up due to rounding.

**Table 2: EMPLOYMENT BY HIRING PRIORITY
- DE BEERS GROUP AND CONTRACTORS, 2023**

	DE BEERS	CONTRACTOR	TOTAL
	PERSON YEARS		
NWT Indigenous	81	58	138
Other NWT Residents	70	37	107
Subtotal NWT Residents	151	95	245
Non-NWT Indigenous	37	5	42
Other Non-NWT Residents	281	96	377
Subtotal Non-NWT Residents	317	101	418
TOTAL	468	195	663
	PERCENT OF TOTAL		
NWT Indigenous	17%	30%	21%
Other NWT Residents	15%	19%	16%
Subtotal NWT Residents	32%	48%	37%
Non-NWT Indigenous	8%	2%	6%
Other Non-NWT Residents	60%	49%	57%
Subtotal Non-NWT Residents	68%	52%	63%
TOTAL	100%	100%	100%

Note: Figures may not add up due to rounding.

NWT Indigenous, while the remaining 107 self-identified as non-Indigenous or chose not to identify with any group.

The greatest changes in the mine’s workforce came in the skilled and unskilled job categories. The number of skilled workers grew by 48 jobs. It is worth noting that seven of these new jobs were filled by NWT Indigenous residents, none by non-Indigenous residents, and the remaining 41 by non-resident labour. NWT resident labour filled all of the 16 new, unskilled positions created this past year.

As has been the case throughout the mine’s life, the majority of skilled jobs (82%) were filled by non-resident labour. Skilled jobs include positions that require a professional designation such as a journeyman electrician or mechanic.

There was a slight shift in the participation rates within Semi-skilled jobs, which include most equipment operators and process plant workers, where NWT resident participation dipped to 38% from 42% in 2022. The decline is equal to 11 jobs.

55% OF INDIGENOUS LABOUR IN SEMI-SKILLED ROLES

More than half of all NWT Indigenous labour working at the mine (55%; equal to 76 jobs) were employed in jobs classified as Semi-skilled. Meanwhile, 94% of all unskilled work was completed by NWT resident labour. There was virtually no change in the participation rates of NWT residents in management positions (43%) or professional jobs (19%).

The Gahcho Kué mine attracted employees from 17 communities representing every region in the NWT. The majority (73%) live in Yellowknife, but also represented are some of the territory’s smallest communities and some that are over 1,000 km from the mine site, including residents from Deline and Fort Good Hope in the Sahtu region, Jean Marie River in the Dehcho region, Gamèti in the Tẖcẖq̱ region, Łútsel K’é in the Akaitcho region, and Inuvik in the Beaufort-Delta region.

The mine supports and encourages the participation of women in all aspects of work related to the Gahcho Kué mine and encourages similar commitments from its contractors. Women filled 113 FTE jobs at the mine this year, which represents a substantive increase from the 94 FTE jobs filled by women in 2022. There

was no change in the number of women working in management positions, however, there were more women working in all other categories, including professional jobs (+2), skilled jobs (+2), Semi-skilled jobs (+9), and unskilled jobs (+7).

1. All employment figures presented in this report are in person years or Full-Time Equivalent (FTE) terms. The majority of people working at the Gahcho Kué mine are on a two-week rotation, meaning they are at the mine site for 14 days and are then away for 14 days. A full-time equivalent job is equal to 13 rotations of 14 days, working 12 hours each day. This represents 2,184 hours of work, which is used to calculate the number of FTE jobs. De Beers Group employees who work in either the Yellowknife or Calgary office work eight-hour shifts, Monday to Friday. The FTE for these jobs is 2,080 hours.
2. NWT labour participation remains below the target employment rate of 55% established as part of the Gahcho Kué Socio-Economic Agreement. See Section 3.4.3 in the Gahcho Kué Project Socio-Economic Agreement. Section 3.4.4 of that Agreement states that the achievement of NWT Resident employment is subject to the availability of NWT residents with the required skills, training and experience and the ability to pass training program entrance requirements and that NWT residents may or may not choose to pursue employment opportunities made available by De Beers at the Gahcho Kué Project.
3. Designated pick up points for the mine include Łútsel K’é , Gamèti, Whati, Wekweèti, Yellowknife (which includes Behchokò, Dettah, Ndilo), Hay River, Fort Smith, Fort Simpson, Inuvik, and Norman Wells. De Beers provides a travel allowance to its Gahcho Kué Project employees for reside in an NWT community that is not a pick up point designated by the mine.
4. See Section 4.9 of the [Gahcho Kué Project Socio Economic Agreement](#).

This analysis is prepared by Impact Economics using data provided by Gahcho Kué mine.

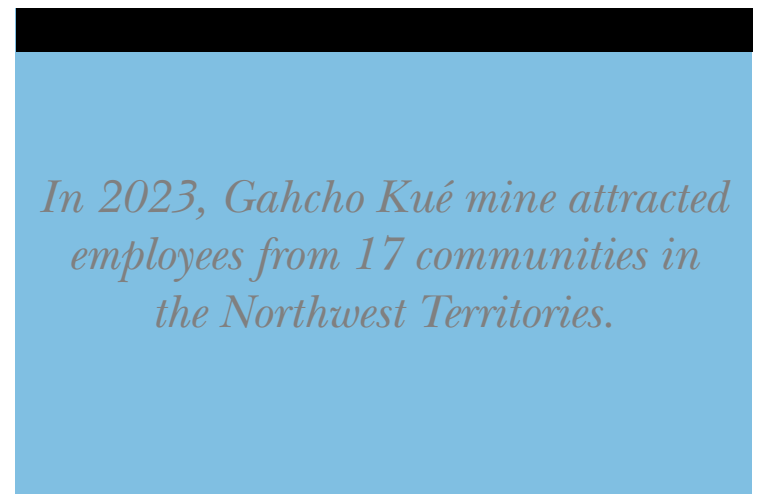


Table 3a: EMPLOYMENT BY HIRING PRIORITY AND JOB CLASSIFICATION, 2023

	NWT Indigenous	Other NWT Residents	Subtotal NWT Residents	Non-NWT Residents	GRAND TOTAL
PERSON YEARS					
Management	0.8	11.6	12.5	14.8	27.2
Professional	0.8	4.1	4.9	21.4	26.3
Skilled	20.8	21.1	41.8	186.4	228.2
Subtotal	22.4	36.8	59.2	222.6	281.8
Semi-skilled	75.8	42.3	118.2	190.9	309.1
Unskilled	40.2	27.6	67.9	4.6	72.5
Subtotal	116.1	70.0	186.1	195.5	381.6
TOTAL	138.5	106.7	245.2	418.1	663.3
PERCENT OF TOTAL BY JOB CLASSIFICATION					
Management	3%	43%	46%	54%	100%
Professional	3%	16%	19%	81%	100%
Skilled	9%	9%	18%	82%	100%
Subtotal	8%	13%	21%	79%	100%
Semi-skilled	25%	14%	38%	62%	100%
Unskilled	55%	38%	94%	6%	100%
Subtotal	30%	18%	49%	51%	100%
TOTAL	21%	16%	37%	63%	100%
PERCENT OF TOTAL BY HIRING PRIORITY					
Management	1%	11%	5%	4%	4%
Professional	1%	4%	2%	5%	4%
Skilled	15%	20%	17%	45%	34%
Subtotal	16%	34%	24%	53%	42%
Semi-skilled	55%	40%	48%	46%	47%
Unskilled	29%	26%	28%	1%	11%
Subtotal	84%	66%	76%	47%	58%
TOTAL	100%	100%	100%	100%	100%

Note: NWT Indigenous employees who were identified as residing outside the NWT are recorded as Non-NWT residents on these tables. Any employee whose Indigenous status could not be established was identified as non-Indigenous in this table. Figures may not add up due to rounding.

Table 3b: EMPLOYMENT BY HIRING PRIORITY AND JOB CLASSIFICATION (NWT AND NON-NWT INDIGENOUS), 2023

	NWT Indigenous	Non-NWT Indigenous	Total Indigenous	Other NWT Residents	Other Non-NWT Residents	GRAND TOTAL
PERSON YEARS						
Management	0.8	1.2	2.0	11.6	13.6	27.2
Professional	0.8	0.1	0.9	4.1	21.3	26.3
Skilled	20.8	12.0	32.7	21.1	174.5	228.2
Subtotal	22.4	13.2	35.6	36.8	209.4	281.8
Semi-skilled	75.8	26.9	102.8	42.3	164.0	309.1
Unskilled	40.2	1.5	41.7	27.6	3.2	72.5
Subtotal	116.1	28.4	144.5	70.0	167.1	381.6
TOTAL	138.5	41.6	180.1	106.7	376.5	663.3
PERCENT OF TOTAL BY JOB CLASSIFICATION						
Management	3%	4%	7%	43%	50%	100%
Professional	3%	0%	3%	16%	81%	100%
Skilled	9%	5%	14%	9%	76%	100%
Subtotal	8%	5%	13%	13%	74%	100%
Semi-skilled	25%	9%	33%	14%	53%	100%
Unskilled	55%	2%	58%	38%	4%	100%
Subtotal	30%	7%	38%	18%	44%	100%
TOTAL	21%	6%	27%	16%	57%	100%
PERCENT OF TOTAL BY HIRING PRIORITY						
Management	1%	3%	1%	11%	4%	4%
Professional	1%	0%	0%	4%	6%	4%
Skilled	15%	29%	18%	20%	46%	34%
Subtotal	16%	32%	20%	34%	56%	42%
Semi-skilled	55%	65%	57%	40%	44%	47%
Unskilled	29%	4%	23%	26%	1%	11%
Subtotal	84%	68%	80%	66%	44%	58%
TOTAL	100%	100%	100%	100%	100%	100%

Table 4: EMPLOYMENT BY NWT COMMUNITY, 2023

	Person Years	% of Total Employment	% of NWT Employment
Yellowknife ¹	177.9	26.8%	72.5%
Hay River	21.9	3.3%	8.9%
Behchokò	11.7	1.8%	4.8%
Łútsel K'é	0.8	0.1%	0.3%
Whatì	1.9	0.3%	0.8%
Wekweèti	0.6	0.1%	0.2%
Fort Resolution	1.6	0.2%	0.7%
Fort Simpson	1.2	0.2%	0.5%
Fort Smith	16.6	2%	6.8%
Fort Good Hope	0.8	0.1%	0.3%
Fort Providence	3.3	0.5%	1.3%
Gamèti	0.2	0.0%	0.1%
Inuvik	1.7	0.3%	0.7%
Enterprise	0.0	0.0%	0.0%
Déłıne	1.0	0.2%	0.4%
Fort Liard	3.0	0.4%	1.2%
Jean Marie River	1.0	0.2%	0.4%
TOTAL NWT	245.2	37.0%	100.0%
Non-NWT	418.1	63.0%	n/a
TOTAL	663	100%	n/a

1. Yellowknife includes residents of the YKDFN communities of Ndilo and Dettah.

Table 5: EMPLOYMENT BY GENDER, 2023

	PERSON YEARS	PERCENT
Men	551	83%
Women	113	17%
TOTAL	663	100%

Note: Figures may not add up due to rounding.

Table 6: EMPLOYMENT BY JOB CLASSIFICATION FOR WOMEN, 2023

	PERSON YEARS	PERCENT
Management	2.3	<1%
Professional	6.5	1%
Skilled	12.5	11%
Subtotal	21.3	19%
Semi-skilled	59.6	65%
Unskilled	31.7	35%
Subtotal	91.3	81%
GRAND TOTAL	112.6	100%

Note: Figures may not add up due to rounding.



Gahcho Kué mine employees Iqbal Bhatti, Haroon Bhatti, Leonel Menendez, Adam Mercredi and Yves-Andre LeBlanc volunteered their time to help assist the fight against wildfires threatening Yellowknife in August 2023.

PICKUP POINTS

Gahcho Kué mine provides travel to and from 10 pick up points for mine employees who live in the NWT.

Employees are also eligible to receive travel allowances to help them get to and from the pickup points from their community, with the aim of eliminating any travel barriers for Northerners who want to work at Gahcho Kué.

- Fort Simpson
- Fort Smith
- Gamèti
- Hay River
- Inuvik
- Łútsel K'é
- Norman Wells
- Wekweèti
- Whatì
- Yellowknife (includes residents of Behchokò, Dettah, N'dilo)

Non-NWT resident employees and contractors fly to the mine from Calgary.

The current flight schedule includes Monday charters for NWT resident managers and professional staff, Tuesday and Wednesday flights for operational employees working a 2x2 rotation and a Thursday flight that brings managers and professional staff who work a 4-days-in-3-days out schedule back to Yellowknife.

Table 7: NEW HIRES BY EMPLOYER, 2023

	DE BEERS GROUP	CONTRACTOR	TOTAL
NWT Indigenous	7.0	18.9	25.9
Other NWT Residents	5.0	9.9	14.9
Subtotal NWT Residents	12.0	28.8	40.8
Non-NWT Resident	49.1	21.9	71.0
TOTAL	61.1	50.7	111.8

Note: The system of reporting does not distinguish between new hires and rehires; figures may not add up due to rounding.

Table 8: NEW HIRES BY SKILL CATEGORY, 2023

	PERSON YEARS	PERCENT
Management	2.1	9%
Professional	3.8	16%
Skilled	44.2	186%
Subtotal	50.1	45%
Semi-skilled	37.9	159%
Unskilled	23.8	100%
Subtotal	61.7	55%
GRAND TOTAL	111.8	100%

Note: Figures may not add up due to rounding.

EMPLOYEE SUPPORTS

EMPLOYEE ASSISTANCE PROGRAM

De Beers Group employees at Gahcho Kué mine have access to an Employee Assistance Program (EAP) that offers a range of counselling and support services.

The EAP program is available for use by spouses and dependents, providing valuable resources to the whole family.

The company regularly promotes the program to raise employee awareness, particularly during significant events at the mine or in the local community, and provides information on how to access the program in regular internal communications. During 2023, online and in-person presentations about the EAP service were hosted for employees.

Employees also have access to telemedicine providers, provided by TelusHealth.

In 2023, there were 61 participants of the EAP program which represents an annualized utilization rate of 8.68% among employees. Although the utilization is down from 10.87% in 2022 there was an increase of the employee population from the previous year. The 2023 Canadian mining industry norm is 9.33% utilization. Counselling remains to be the most commonly accessed service. There was an increase in online account registrations by 33% on the EAP web page in 2023 (88 versus 66 from the previous year). This indicates that employees opted to access self-serve resources in lieu of

other person-to-person modalities offered by the EAP program.

GENDER-BASED VIOLENCE

De Beers Group has a zero tolerance Global Policy on Domestic Violence. Under this policy, the company will provide support to De Beers employees who are victims of domestic violence and confirms that employee perpetrators of gender-based violence can be subject to disciplinary action up to and including dismissal. Counselling is also available to perpetrators.

Managers and supervisors are required to take part in training to help them support victims of violence and a toolkit is available for additional support and information. A dedicated member of the Human Resources team is assigned to manage any situations of domestic abuse.

Support available includes:

- Changes in work location, tasks or travel
- Safe emergency accommodation
- Paid leave for appointments or moving to a safe place
- Flexible working arrangements
- Financial assistance as a one-off payment
- Access to further support and guidance

HARASSMENT POLICY

Gahcho Kué mine has a zero-tolerance policy against workplace bullying and harassment which stems from the understanding that all employees should feel valued and respected.

The consequences for those found guilty of harassment or bullying range from a warning to termination of employment, depending on the seriousness of the offence.

Facilitator-led harassment and bullying training has been rolled out to frontline staff to equip them to deal with cases as they arise.

Employees and contractors can raise concerns about bullying and harassment by:

- Speaking with a manager or the Human Resources department, without fear of retaliation
- Call the YourVoice Whistleblowing Service: An independent, secure, anonymous reporting facility available 24 hours a day, 7 days a week / 1-855-303-7713 / www.yourvoice.debeersgroup.com
- Support for employees working remotely, including regular, discreet contact

In 2023, two employees accessed support available through the company's Gender Based Violence policy.



GAHCHO KUÉ MINE HIRING FAIR

Recruiter Alyssa Nadalutti, right, chats with one of the dozens of Yellowknife residents who attended a recruiting fair hosted by Gahcho Kué mine on October 16, 2023. During the year, the recruiting team filled 181 positions at the mine, including hiring 47 NWT residents. Several non-NWT residents who were hired to work at the mine also moved to the NWT.

THREE SUMMER STUDENTS FROM THE NWT SUPPORT MINE ENVIRONMENT DEPARTMENT

Gahcho Kué mine's 2023 summer employment program welcomed three Northwest Territories students, offering hands-on experience in its environment department.

Zoe Clark and Bethany Nesbitt from Yellowknife, and Jada Beck from Hay River, contributed to data management, wildlife monitoring, and hydrology projects.

This was Beck's second summer working at the mine, as she worked to complete her undergraduate degree in medical education at Queens University.

Clark, a Dalhousie University marine biology student, and Nesbitt, studying biology at the University of the Fraser Valley, also joined the program, applying their academic knowledge in a practical setting.

Additionally, Clark and Beck were

recipients of the De Beers Canada STEM Scholarship for Women, supporting their university education.

Their time at the mine allowed them to deepen their field-based skills. "Being a field-based scientist involves understanding more than just the science," said Clark, while Nesbitt highlighted "I've gained skills here that school hasn't covered, it's also provided me an opportunity to explore the opportunities presented by the mining industry for scientists."

The summer program at Gahcho Kué mine reflects the company's commitment to educational development and practical training, fostering the growth of future northern women working in professional fields.

GAHCHO KUÉ LOGISTICS EMPLOYEE DRIVES AIRCRAFT REFUELING CHANGE

A logistics team member at Gahcho Kué mine, Alex De Luca, initiated a change that significantly reduced the downtime for recertifying the mine's aircraft refueling truck, resulting in time and cost savings.

Traditionally, the truck underwent annual recertification

in Yellowknife, a three-week process causing operational delays. During this period, flights transporting workers were extended by two hours for refueling stops in Yellowknife.

De Luca, a De Beers Group employee since 2011,

proposed on-site recertification, a first for the mine. This involved bringing a technician and necessary equipment to the mine via the winter road.

Despite potential challenges, the project received full support from the contractor and mine management.

Successfully completing the recertification on-site, Alex's innovation not only saved the operation money but also reduced travel time for employees, allowing them more family time. His determination and positive attitude underscored the feasibility of accomplishing challenging projects with the right approach.

PUT SAFETY FIRST

We consider all risks to people and the environment before proceeding with any activity. We address risks before beginning any activity, even if this means stopping a task. Zero Harm is always our goal.



Emergency response team members from Ekati, left, and Diavik, right, attend to a simulated injury in October 2023, part of a mutual aid exercise hosted by the Gahcho Kué emergency response team.

MINE SAFETY PERFORMANCE IMPROVED IN 2023

The Gahcho Kué mine team posted a remarkable turnaround in their safety performance during 2023, especially during the last half of the year.

The team finished the year with a Total Recordable Injury Frequency Rate (TRIFR) of 5.52, a 43% improvement over 2022 and 11% ahead of the 6.2 target for 2023.

During the first half of the year, the mine recorded six reportable injuries (medical aids) and one lost time injury (LTI) compared to just three reportable injuries during the second half. The mine also reported an 84% improvement in Visual Felt Leadership (VFL) interactions during the year.

This remarkable improvement is a credit to the team despite the challenges created by unprecedented wildfires in the Northwest Territories in August and September.

Turn to page 31 for a table showing overall safety performance at Gahcho Kué from 2018–2023.



Members of the Gahcho Kué mine rescue team are joined by colleagues to celebrate winning three trophies during the 2023 NWT/NU Mine Rescue competition.

SAFETY PERFORMANCE

	2018	2019	2020	2021	2022	2023
First Aid	44	27	43	38	70	68
Medial Aid	14	10	8	12	12	9
Lost Time Injury	2	0	0	0	3	1
Property Damage	90	115	121	92	93	116
Hazard Reports ¹	5,695	6,601	5,446	7,110	8,097	10,003
TRIFR ²	9.33	6.51	4.79	7.5	9.64	5.52

¹ A Hazard Report is a proactive report of a potential hazard that could, if not addressed, result in an incident or injury.

² Total Recordable Injury Frequency Rate (TRIFR) is calculated to 1,000,000 hours

TRADITION OF EXCELLENCE

The Gahcho Kué Mine Rescue Team continued its history of success in competition, winning three trophies at the 2023 NWT/Nunavut Mine Rescue Competition, held in Yellowknife June 16-17.

The team of five men and two women claimed top awards in the Surface Mine Rescue First Aid, Fire, and Rope tasks. Six teams, three from the NWT and three from Nunavut, took part in the event, the first one since 2019. The title of overall surface champion was won by the team from Ekati Diamond Mine.

Patrick Kramers, Manager of Safety, Health, Environment, Risk and Training, said: "It was heartening to witness the high level of professionalism, skill, and resilience demonstrated by all of the teams during this challenging competition."

This latest achievement brings Gahcho Kué's total mine rescue award count to an impressive 24 since 2016, including four National Western Region Mine Rescue Competition trophies and 20 NWT/Nunavut Mine Rescue awards. The mine was named overall Surface Mine Rescue Team at the 2019 National Western event and was the overall NWT/NU Surface Mine Rescue team in 2017, 2018 and 2019.

With a diverse team composed of volunteers from across the mine's operations, Gahcho Kué's commitment

to safety and operational success shines through. In spite of formidable competition, the team consistently demonstrates an unwavering resolve to strive for excellence, exemplifying their commitment to safety.

Kramers added: "The dedication, hard work, and teamwork exhibited by Gahcho Kué's Mine Rescue Team exemplifies De Beers Group's values and serves as a testament to the safety and success that defines Gahcho Kué. I'd like to thank the members of the team for their hard work and dedication during both the training leading up to the competition as well as during the competition itself. We are all truly proud!"

"It was a heartening to witness the high level of professionalism, skill, and resilience."

- Patrick Kramers, Manager of Safety, Health, Environment, Risk & Training

TRAINING

Training is a key foundation for all employees at Gahcho Kué mine, whether it is the mandatory site orientation required for all employees and visitors or specialized training like working at heights or in confined spaces.

In 2023, training was provided to a total of 1,653 individuals who completed an average of 34 hours of training each, totalling 56,747 total hours.

FRONT LINE SUPERVISORS

The newest addition to the training roster was a Frontline Supervisor Training Program, rolled out in December. It was developed in partnership between Gahcho Kué, Aurora College and the Mining Industry Human Resources Council. It is aimed at improving the overall skills and abilities of frontline supervisors at the mine, and 31 individuals took the course in 2023. Another 24 participants are scheduled to complete the program during 2024.

During 2023, six trainees were employed at Gahcho Kué mine, including five heavy equipment operator trainees and one process plant trainee. Of these, five were Indigenous and one was non-Indigenous. All were NWT residents.

De Beers Group employed eight apprentices at the mine during 2023 and one apprentice completed their program to earn Red Seal designation. Contractor companies employed five

apprentices at Gahcho Kué during 2023. Two apprentices were appointed during the year, both female, including one participant who completed the Women in Mining Pre-Trades Program.

A total of 80 employees progressed to higher levels in their respective departments during the year. Of these, 27 for Indigenous NWT residents from Gahcho Kué's Impact Benefit Agreement communities.

The mine has also continued to support participation in the Northern Leadership Development Program (NLDP) offered by Aurora College. Two participants, both NWT Indigenous employees, completed the 2022–2023 program and three were enrolled in the NLDP for 2023–2024, including one in the Level 1 program and two in Level 2.



SUMMER JOB FUNDING

Seven summer jobs were funded for members of the Yellowknives Dene First Nation, Łútsel K'é Dene First Nation, North Slave Métis Alliance and Thı̄chq̄ Government during 2023. Total funding provided was \$75,950. Pictured here are youth participating in the Thı̄chq̄ Imbe program, which received funding for four student summer jobs.

2023 GAHCHO KUÉ MINE TRAINING

	Life of Mine Commitment	# of 2023 Trainees ¹	Total Trainees to end of 2023	Cumulative Program Grads
Trades ¹	16	1	17	16
Apprenticeships	10	13 ²	15 ³	2
Professional Development Sponsorship	4	0	0	0
TOTAL	30	14	32	18

1. Trades trainees are positions eligible for trades certification as defined by the GNWT's Apprenticeship, Trade and Occupation Certification Act. At Gahcho Kué this only includes Processing and Protective Services.
2. Includes 5 apprentices working for a site-based contractor
3. One apprentice left the mine prior to completing their apprenticeship.

SUPPORT FOR COMMUNITIES

Wildfire donations combined with other activities resulted in \$1,732,000 going to support community projects during 2023

When a series of communities underwent evacuations due to unprecedented wildfires in the Northwest Territories, culminating in the one of the largest natural disasters in NWT history, Gahcho Kué mine stepped up to help people and communities.

During 2023, the mine and its majority owner, De Beers Group, provided close to \$270,000 in financial and close to \$10,000 worth of in-kind support. The bulk of that came in September with \$250,000 in donations from De Beers Group and the Anglo American Foundation for the United Way NWT Emergency Response Fund.

In May, De Beers Group provided \$10,000 to the United Way to support people affected by the evacuation of Hay River/K'atlo'deeche First Nation, and another \$10,000 to the **Tẖcẖo** Government when **Behchoḵ** was evacuated in July.

During the summer, Snap Lake mine donated \$4,500 worth of firefighting gear,

water pump backpacks and coveralls, to the Łútsel K'é Dene First Nation.

And in September, the Gahcho Kué team coordinated delivery of food to Fort Resolution and Łútsel K'é when regular food shipments were cut off while the Yellowknife airport was shut down. The mine paid \$6,400 to charter two flights.

These donations, combined with other activities pushed the total provided to support communities in the NWT to \$1,732,000 for 2023.

The funding included more than \$250,000 for year two of the successful Baby Bundle partnership with the GNWT Department of Health and Social Services, \$40,000 to support literacy development, \$15,000 on behalf of Gahcho Kué mine employees to Lynn's Place in Yellowknife, and \$75,000 to support summer employment programs by the **Tẖcẖo** Government, Yellowknives Dene First Nation, Łútsel K'é Dene First Nation and the North Slave Métis Alliance.

CASE STUDY

SUPPORT FOR BUSHKIDS PROGRAM

Eight Yellowknife youths between the ages of 5–11 were able to participate in a BushKids experience thanks to a \$7,000 donation from Gahcho Kué mine in 2023.

BushKids NWT is a Yellowknife-based on-the-land initiative that is designed to help youths develop health relationships with themselves, each other and the land.

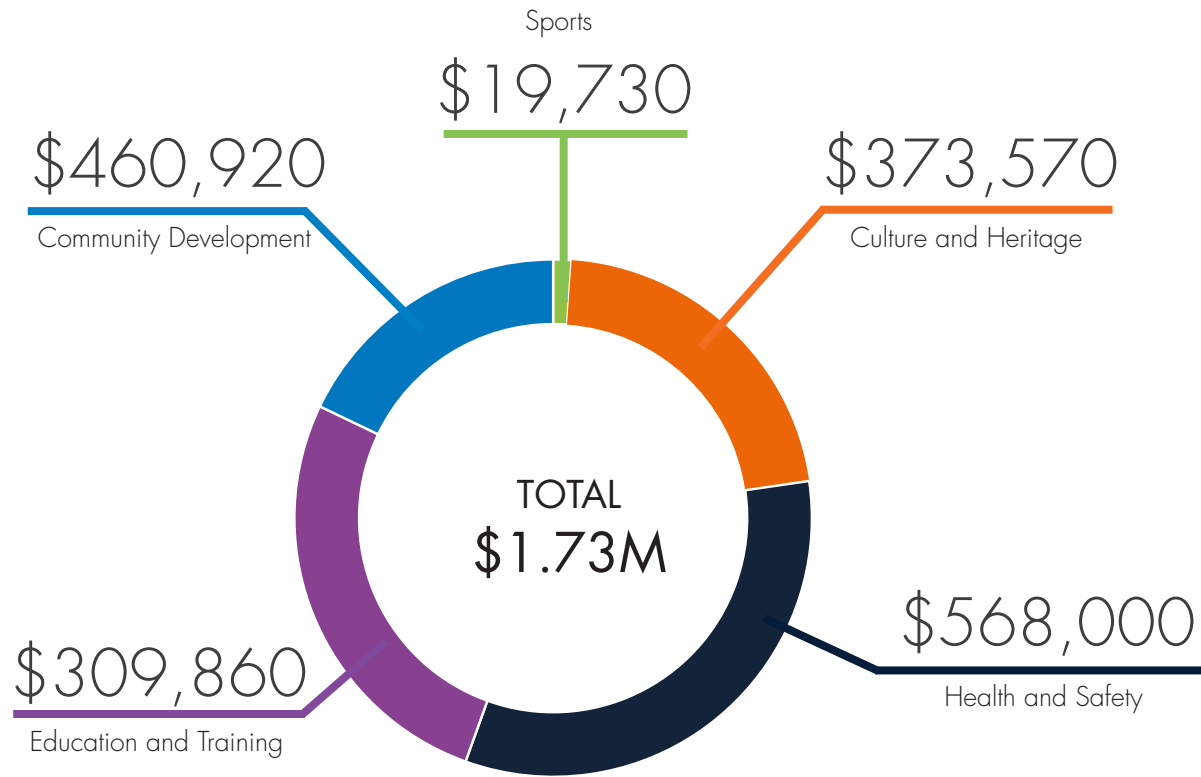
In 2023, the organization hosted two 12-week programs involving 16 participants.

The young participants took part in a variety of activities, including setting muskrat traps, creating fish scale art, ice fishing, learning to clean and fillet fish, and searching for aquatic insects.

BushKids also provides mentorship for educators to help them get their students active in the outdoors.



Youths taking part in the Bushkids program use nets to search for aquatic insects.



FOOD DONATION FOR COMMUNITIES

An Air Tindi forklift operator removes a pallet of food donated by Gahcho Kué mine for the community of Fort Resolution. The South Slave community was cut off from regular food supplies due to the wildfires in the Northwest Territories in August and September 2023. Gahcho Kué also provided food to Łútsel K'è during the wildfire emergency.

Scholarships for women in STEM

In September, De Beers Group congratulated the recipients of its 2023 Scholarships for Canadian Women in STEM.

Ten students, including five from the Northwest Territories, one from Nunavut, and the rest from Alberta and Northern Ontario received \$4,500 each, supporting their diverse academic pursuits in fields such as neuroscience, veterinary

medicine, and environmental engineering.

The scholarships came through the De Beers Group Scholarships for Canadian Women.

Since De Beers Group launched the STEM scholarship program in Canada in 2018, 98 scholarships have been awarded to Canadian women through the De Beers Group/UN Women partnership to students attending the University of Waterloo and

the University of Calgary and through a partnership with Scholarships Canada.

The scholarship program is one of the programs that underpins the Accelerating Equal Opportunity pillar of De Beers Group's Building Forever initiative. Launched in 2020, the company has set a goal of engaging 5,000 women and girls in STEM by 2025.

2023 NWT STEM Scholarship Recipients

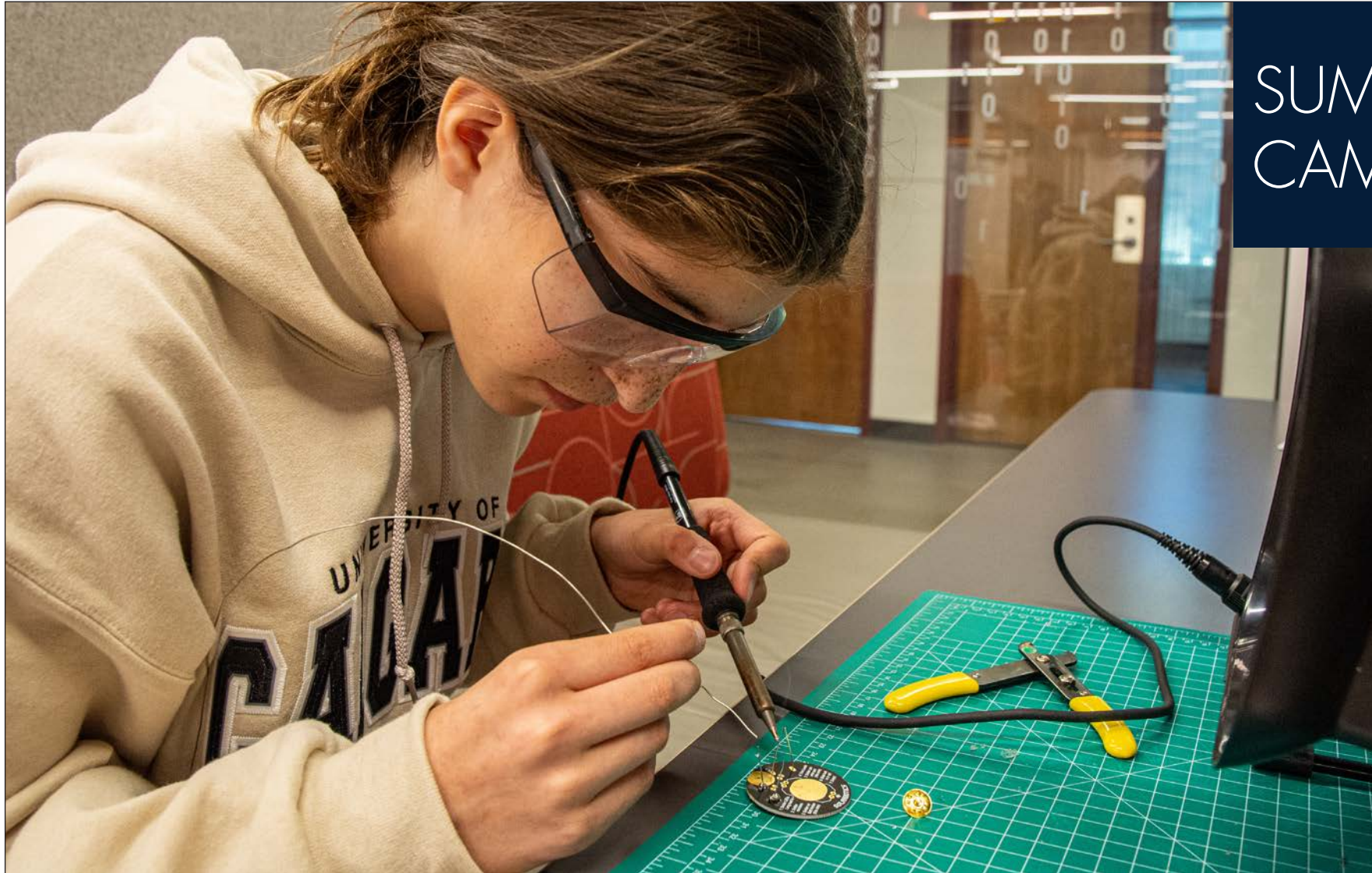
Sophie Mahon, Yellowknife, NT - Cellular, Molecular and Developmental Biology, University of Alberta

Tamara Mathison, Yellowknife, NT - Health Sciences, University of Manitoba

Giselle Penney, Yellowknife, NT - Biomedical Sciences, University of Calgary

Cassie Rogers, Yellowknife, NT - Environmental Engineering, University of Waterloo

Josee Touesnard, Hay River, NT - Science, Queens University



SUMMER SCIENCE CAMP FOR GIRLS

Eight Indigenous girls from the Northwest Territories built robots, created electrical circuits, learned about the stars, the mathematics of origami, and gemstones during a four-day STEM camp hosted by De Beers Group and the University of Calgary July 24–28, 2023.

The camp was the fourth one held by De Beers Group in Canada since 2018 and the first in partnership with UCalgary. De Beers Group paid all costs to attend the camp, including transportation with support from Summit Air, accommodations, and meals. Participants were from Deline, Behchokǫ, Yellowknife, and Hay River.

The intent of the camp was to allow participants to experience various aspects of STEM fields.

The event included a Robot PowWow, an opportunity to build electrical circuits and solder wires, an evening at the Rothney Astrophysical Observatory, learning about cryptography, the mathematics of origami, and gemstones.

Hay River participant Payton Larocque-Lafferty, 13, said, "Attending the STEM camp has been so much fun. I learned lots about robotics, and getting to build a robot was a highlight. Plus, the visit to the observatory was really cool - I got to learn about space."

This program is part of De Beers Group's Building Forever sustainability framework, which includes 12 ambitious goals to achieve by 2030 in four key pillar areas where we believe we can make a meaningful impact – leading ethical practices, partnering for thriving communities, protecting the natural world and accelerating equal opportunity.

Lauren Tordiff, of Yellowknife, uses a soldering iron to connect a circuit during one of STEM Camp for Teen Girls sessions held at the University of Calgary. Eight girls from the NWT took part in the camp, co-sponsored by De Beers Group and the University in July 2023.



CHRISTMAS EVENT FOR EMPLOYEES

A puzzle-making contest was one of the events held for employees working at Gahcho Kué during the Christmas holiday season.

EMPLOYEE VOLUNTEERING

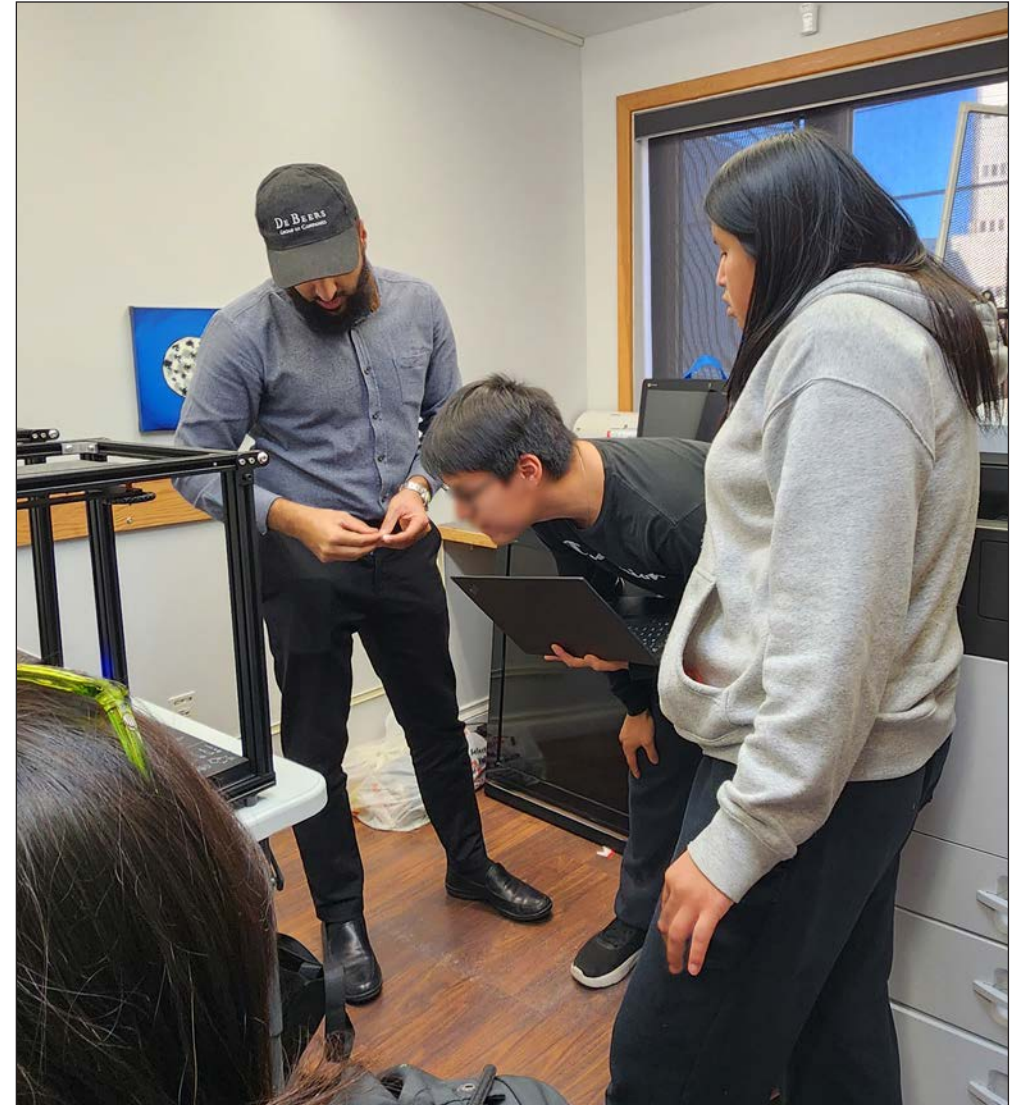
A De Beers Group employee volunteer, through the company's skills-based volunteer program, Ambassadors for Good, successfully launched a 3D printing workshop for underprivileged and at-risk youths in Yellowknife. Close to \$4,000 went to purchase two 3D printers and essential supplies for Home Base YK, which provides housing and support to youths in Yellowknife.

In collaboration with Home Base YK, the workshops were led by social performance specialist Haroon Bhatti to engage Indigenous and at-risk youths. These sessions provide a unique learning experience that combines science and art, fostering innovation and critical thinking.

Aligned with the De Beers Group Building Forever sustainability framework, this project exemplifies a commitment to innovation, digitalization, and sustainability. It represents an effective blend of technology with social responsibility, underlining De Beers Group's dedication to thriving communities and fostering equal opportunity.

Workshops were held twice a month and have been attended by a diverse group of youths, most of whom are Indigenous, including many not currently attending school.

A second project, to help build a playground in Fort Smith, was delayed until 2024 due to the wildfire evacuations in August and September 2023.



Haroon Bhatti, left, a social performance specialist based in Yellowknife, works with youths at HomeBase YK during a 3D printing workshop held in October 2023. The project was enabled thanks to a grant from De Beers Group's Ambassadors for Good program that went to purchase two 3D printers and supplies.



EMERGENCY RESPONSE TEAM IN ACTION

Members of the Gahcho Kué mine Emergency Response Team (ERT) take part in the fire fighting event held during the NWT/Nunavut Mine Rescue Competition in Yellowknife in June 2023. The team won the fire event and two others during the annual competition.

SCHOLARSHIP PROGRAM SUPPORTS NINE YKDFN MEMBERS

Since 2006, De Beers Group, through Snap Lake and Gahcho Kué mines have provided annual funding to support post-secondary scholarships for members of the Yellowknives Dene First Nation (YKDFN).

In 2023, nine members of the YKDFN received funding from this program, each receiving \$2,000 to support their education.

The recipients were enrolled in a variety of programs:

- Professional counsellor diploma
- Bachelor of Arts, Indigenous Studies,
- Business administration
- Office assistant
- Studio fine arts
- Bachelor of Arts, Sociology

TOWARDS SUSTAINABLE MINING

MINE EARNS HIGH SCORES DURING 2023 AUDIT

Gahcho Kué mine continues to score high marks in the externally audited Towards Sustainable Mining (TSM) program of the Mining Association of Canada, demonstrating the operation's strong track record on safety and environmental performance, tailings management and community relations.

For 2023, the mine received 'AAA' scores in 23 out of 25 categories and ranked 'AA' in the other two.

The scores were an improvement over 2022, especially in safety performance which climbed to 'AA' from a 'C' ranking.

The mine was also marked to be in compliance with 19 additional national and international standards on sustainability, reporting, disclosure

and transparency initiatives and social responsibility, and other areas.

The TSM standard is a globally recognized sustainability program that supports mining companies in managing key environmental and social risks.

TSM protocols focus on three key areas: Communities and People, Environmental Stewardship and Energy Efficiency.



STATUS OF COMMITMENTS

Under the SEA, Gahcho Kué mine has committed to meeting the objectives of the agreement and undertaking the following activities. Here is a summary of the status of the commitments for 2023.

- G Commitment achieved
- Y Commitment in progress
- R Commitment not achieved

Employment

- G **Hiring Priorities**
Make best efforts to apply the hiring priorities across the entire spectrum of employment, including managerial, professional, skilled, Semi-skilled and unskilled job categories.
- R **Employment Objectives**
Achieve at least 55% employment on average of NWT Residents, including contractors.
- G **Employment Objectives with Contractors**
Through the tendering and contracting process, influence contractors to establish the same hiring priorities.
- G **Employment Incentives**
Offer incentives to assist employees who live in the NWT, including Northern benefits and relocation packages.
Accommodate traditional pursuits of Indigenous employees.
Establish pickup points in the NWT; provide travel allowance to NWT employees who do not reside at a pickup point.
- G **Employment Requirements and Standards**
Establish Grade 10 as a minimum standard for trainable positions, consider equivalencies on a case-by-case basis to encourage recruitment and employment of NWT residents.
Where employees are required to have specific skills to operate equipment at the mine, training will be provided.

Training

- Y **Recruitment and Training Strategies**
Make best efforts to hire as many Indigenous persons and NWT residents as possible.
Require all contractors to outline in their bids a plan to hire, train and develop Indigenous persons and NWT resident employees.
Work with contractors to maximize the training of Indigenous persons and NWT residents.
Establish a mine orientation program for all new employees.
Establish a strategy for school students that encourages and promotes completion of secondary school.
Offer a summer student employment program and aim to have at least half of summer placements filled by women.
- Y **Training and Apprenticeships**
Develop apprentice positions for Indigenous persons and NWT residents.
Establish a trades training, apprenticeship and professional training sponsorship program and provide a minimum of 30 positions for Indigenous persons and NWT residents.
- G **Literacy Programs**
In the communities, collaborate with agencies that deliver literacy programs so that participants may further improve their qualifications towards employment.
Establish and maintain a learning centre at the mine with equipment and resources with suitable computers and a resource library.
- G **Promoting Equal Opportunity**
Support and encourage the participation of women on an equal basis with men in all aspects of work related to Gahcho Kué mine.

Procurement

- G **Purchasing Objectives**
Purchase at least 60% of goods and services through or from NWT businesses.
- G **Purchasing Priority**
Develop business opportunities with businesses in the following order and ensure contractors do the same:
 1. Indigenous businesses in the local area
 2. NWT businesses
 3. Other Canadian businesses
- G **Business Opportunities Management**
Prepare a business development strategy for Indigenous authorities.
Communicate the scope and scale of business opportunities in a timely and effective manner.
Identify possible opportunities for joint ventures with NWT and Indigenous businesses.
Ensure broad communication of business opportunities.

Cultural Well-being

- G **Working Together**
Work with local communities and the GNWT to promote cultural preservation, sustainability and to address cultural issues.
- G **Promoting Cultural Preservation**
Support the traditional cultural practices of the communities.
Promote use of resources in local schools regarding the culture and traditions of local communities.
Provide cross-cultural training to all staff on site.

Social Well-being



Health System

Ensure that all non-NWT employees carry health care insurance from their home province or territory. Reimburse the GNWT for any medical costs, including inter-community medical transportation costs. Verify that everyone working at the mine has completed a mandatory vaccination schedule prior to starting work.



Wellness Initiatives

To promote a healthy and stable workforce, assist employees living in the NWT to perform well in their jobs and help them address potential effects and issues of individual and family wellness. Provide an EAP program, maintain a list of alternative services and programs to enable the inclusion of culturally sensitive services. Provide recreation activities, facilities and equipment at the mine. Maintain a harassment policy and an alcohol-free and drug-free workplace policy.

Reporting



Reporting

Prepare an annual report outlining efforts to fulfill the commitments under this agreement.



Employee Survey

Provide the GNWT access to employees to conduct a survey for the purpose of measuring socio-economic impacts.

Engagement



Engagement Between Parties

The GNWT and De Beers Group shall meet regularly to review the results of activities and programs and to identify challenges and opportunities for collaboration to improve socio-economic performance.



Community Engagement

After providing this SEA report to the IBA communities, invite comments, concerns and recommendations respecting the socio-economic impacts of the mine. Provide the opportunity to meet at least once per year with representatives of each community.



DRONE WORKSHOP

Participants in a drone workshop hosted by Gahcho Kué in Fort Resolution are photographed from a drone.

LONG-TERM OBJECTIVES

Gahcho Kué mine's production strategy is to create value by:

- Recovering diamonds according to the mine plan
- Ensuring production is cost effective
- Remaining flexible to respond to market conditions
- Extending the LoM when and if appropriate

The following information provides an outline of the mine's business objectives, with information drawn from the Life of Mine plan.

LICENCE TO OPERATE/SOCIAL OBJECTIVES

Continue to provide long-term, sustainable socio-economic benefits to local communities in employment, training and business opportunities; support community-led social and cultural initiatives; and maximize opportunities where appropriate.

PRODUCTION

Maximize the value of the operation through cost-effective production that positions the operation for long-term success.

PERSONNEL

The core business functions of the operations are to be carried out by the company (mining, processing, site services, safety and environment), while non-core functions may be outsourced (catering, housekeeping, medic services, water and sewer, mobile maintenance, and welding).

STRATEGIC STOCKPILES

Stockpile kimberlite sources separately to allow for specific grade and revenue estimates and to support the efficient operation of the process plant through blending of ore types.

KEY MINING EQUIPMENT

Continue to use the equipment and infrastructure that was purchased during construction for the operation.

MAINTENANCE

Put in place preventative maintenance systems and self-perform maintenance functions while providing opportunities to outsource certain maintenance functions to Indigenous-owned businesses.

RISK MANAGEMENT

Create a culture of appropriate risk awareness and risk ownership while encouraging proactive risk management and improved decision-making.

ENVIRONMENT

Maintain social and legal license to operate through a robust monitoring program, by effectively anticipating and addressing environmental concerns and issues when they arise and maintaining compliance with all legislation, regulations, permits and licenses; explore opportunities to reduce carbon emissions to zero over time.

SUPPLY CHAIN

Identify supply chain opportunities to maximize value through collaboration with industry partners and the implementation of the contractor social management plans aimed at increasing local employment and training opportunities.

MINE CLOSURE & REHABILITATION

Implement progressive reclamation of the operation while identifying additional ore bodies to extend the mine life; re-imagine asset retirement options.



DONATION SUPPORTS COMMUNITY GARDEN

Gahcho Kué donated \$5,000 to the North Slave Métis Alliance (NSMA) Community Garden project during 2023. The funding was used to purchase garden tools, compost bins, a water tank, picnic tables, and a barbecue, helping transform

the garden into a community hub for learning, outdoor enjoyment.

Shirley Coumont, the NSMA's head gardener, had a full summer. In June, she hosted a barbecue and taught everyone

about composting. In July, she shared a salad using Swiss chard from the garden. Additionally, produce from the garden supported people from Behchokǫ who were evacuated to Yellowknife during the July wildfires.

The sun sets in the west over a snow-covered Gahcho Kué mine.



BUILDING FOREVER

Building Forever is De Beers Group’s comprehensive sustainability framework, focused on creating a positive and sustainable impact in our partner countries and host communities.

To build forever we need to challenge ourselves to do better and push further.

In 2023, the Gahcho Kué team achieved 93% of their Building Forever deliverables.



RESPONSIBLE SOURCING

100% complete

PROVENANCE

Not Applicable

ARTISINAL MINING

Not Applicable

- 69% of Gahcho Kué procurement was with NWT and Indigenous companies
- 2 supplier summits held during the year (1 cancelled due to wildfire evacuation)



HEALTH & WELLBEING

99% complete

SKILLS & EDUCATION

94% complete

LIVELIHOODS

97% complete

- \$248,000 spent to support year-2 of the Baby Bundle Program
- Partnership with NWT Literacy Council to expand Dolly Parton Imagination Library in the NWT as part of continued Books in Homes program
- Wilderness First Aid program for 3 Indigenous groups
- 5 HEO training positions



CLIMATE CHANGE

76% complete

WATER

91% complete

BIODIVERSITY

89% complete

- Specifications developed for a future test trial of synthetic fuel use on site
- Low nitrate emulsion pilot project successful, reduced levels by ~50%
- Kennady Lake refilling strategy complete, awaiting final report in Q1 2024
- Enhanced caribou monitoring along winter road



INCLUSIVE WORKPLACE

100% complete

WOMEN IN BUSINESS & TECH

100% complete

DIVERSE TALENT IN DIAMOND JEWELLERY

Not Applicable

- 5 women enrolled in Women in Pre-Trades, 1 hired into apprenticeship
- Awarded 14 scholarships for women in STEM, including 5 NWT residents
- Three NWT women hired into summer jobs with Gahcho Kué environment department
- 8 NWT teen girls participate in summer science camp at UCalgary

Winter road camera network keeps track of caribou

During the winter road season of 2023, Gahcho Kué mine's environmental team added new caribou monitoring programs designed to enhance knowledge about caribou interactions with the mine and winter road.

The team set up a network of 60 wildlife cameras along the 126km winter road to observe caribou movements. These motion-activated cameras, mounted on two-meter tripods, captured images of wildlife within a 30-meter range. The results of this program are now being reviewed and the cameras were not installed in 2024.

Additionally, the team conducted two types of behavioral studies daily. One involved observing a single caribou for 20 minutes to document its activities and reactions to nearby traffic. The other study focused on caribou herds, noting their numbers, genders, behaviors, and responses to road traffic.

Results from these studies, part of Gahcho Kué's commitment to understanding caribou-winter road interactions, were included in the annual wildlife report to the Mackenzie Valley Land & Water Board and shared with Ní Hadi Xa, an environmental monitoring group comprised of the mine and six Indigenous communities.

SNAP LAKE MINE 2023 UPDATE

A herd of muskox graze on the land near Snap Lake mine on November 1, 2023

SNAP LAKE MINE CLOSURE PROJECT

MINE CLOSURE ON TRACK FOR 2024 COMPLETION

YEAR-2 OF ACTIVE CLOSURE CREATES 157 JOBS

Active closure at Snap Lake mine ramped up during 2023 and the project continues to work toward a late 2024 completion.

During 2023, the closure project created 157 person years of employment, almost all with the contractor companies engaged to lead the day-to-day work on site.

The project is managed by a small De Beers Group team, including the Closure Project Manager and a social performance specialist based in Yellowknife, and several site-based staff and support team members working from De Beers Group's Calgary Support Centre.

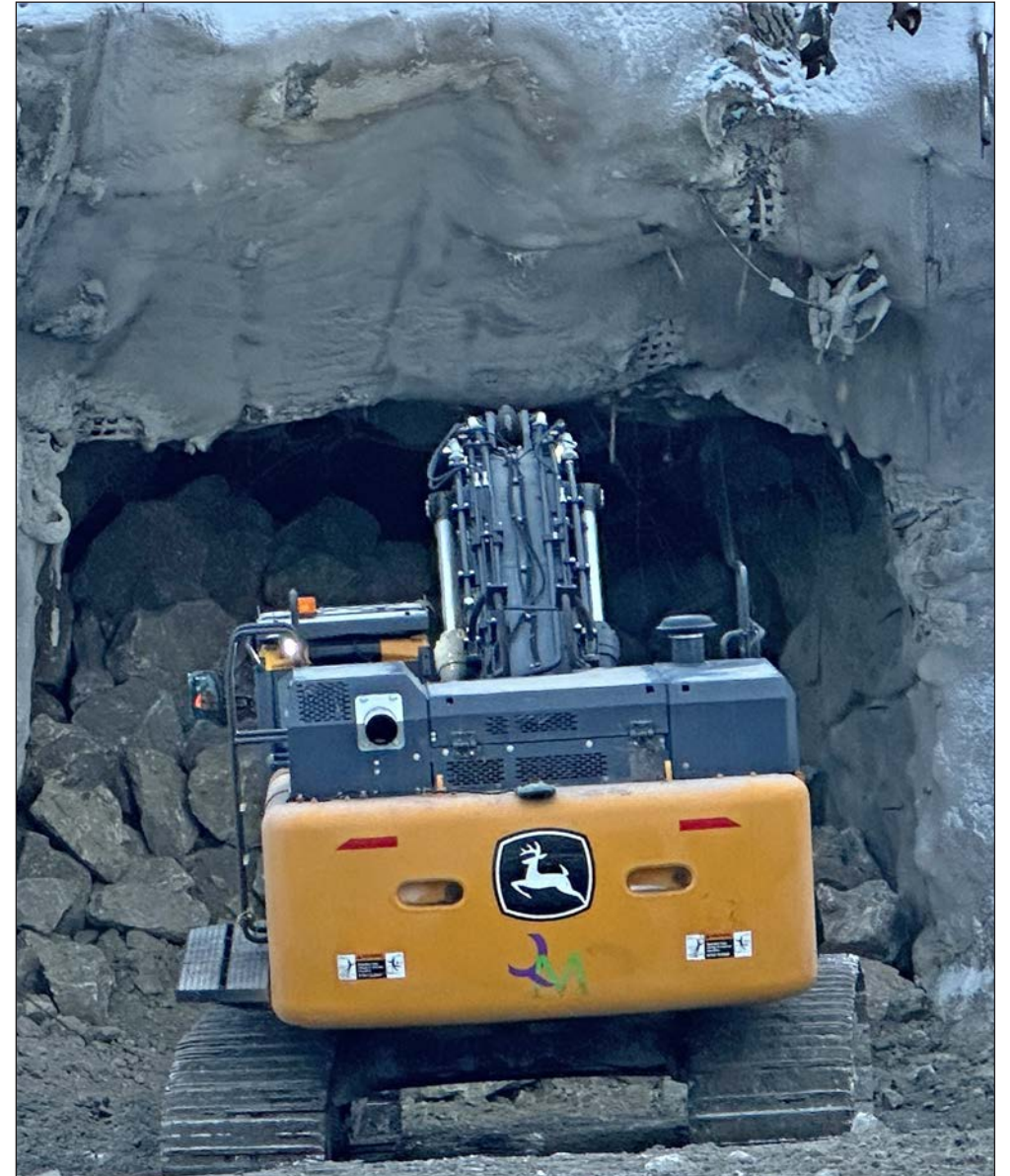
De Beers Group spent \$61.3 million on Snap Lake closure during 2023, of which 81% went to NWT/Northern companies, including \$21.5 million with Indigenous companies.

Production ceased at Snap Lake in December 2015 and the mine entered active closure in early 2022. Met/NUNA, a joint venture between the North Slave Métis Alliance and the Nuna Group of Companies, was awarded the prime closure contract in late 2021.

CLOSURE UPDATE

Most demolition of site infrastructure was completed during 2022, however, last year, the utilities building that housed the mine's water treatment facility and most of the site accommodation facility were demolished. In 2024, the remaining two wings of the accommodation are scheduled to be demolished. A temporary closure camp is being brought to site during the 2024 winter-road season, to accommodate employees during the final stage of active closure.

Most of the closure work involved earthworks and construction of the various water management features on site, including ponds



An excavator works to place large boulders inside the conveyor portal at Snap Lake mine in November 2023. All entrances to the underground mine are being permanently sealed and capped as part of mine closure.

TABLE 1: SNAP LAKE EMPLOYMENT BY HIRING PRIORITY, TO THE END OF 2023

	2021	2022	2023
PERSON YEARS			
NWT Indigenous	1.8	19.5	21.7
Other NWT residents	1.6	9.6	9.1
Subtotal NWT residents	3.4	29.1	30.8
Non-NWT	9.2	87.5	126.3
Grand Total	12.6	116.6	157.1
PERCENT OF TOTAL			
NWT Indigenous	14%	17%	14%
Other NWT residents	13%	8%	6%
Subtotal NWT residents	27%	25%	20%
Non-NWT	73%	75%	80%
Grand Total	100%	100%	100%

Employment calculations are based on a majority of people working at the mine on 2-week rotations.

A Person Year of Employment is equal to 13 rotations of 14 days, working 12 hours each day. This represents 2,184 hours of work, which is used to calculate the number of Person Years of Employment at the mine.

TABLE 2: SNAP LAKE EMPLOYMENT BY HIRING PRIORITY - DE BEERS GROUP AND CONTRACTORS, 2023

	DE BEERS	CONTRACTOR	TOTAL
PERSON YEARS			
NWT Indigenous	0.0	21.7	21.7
Other NWT residents	1.5	7.6	9.1
Subtotal NWT residents	1.5	29.3	30.8
Non-NWT Indigenous	0.0	12.2	12.2
Other Non-NWT residents	4.2	109.9	114.1
Subtotal Non-NWT residents	4.2	122.1	126.3
TOTAL	5.8	151.3	157.1
PERCENT OF TOTAL			
NWT Indigenous	0%	14%	14%
Other NWT residents	27%	5%	6%
Subtotal NWT residents	27%	19%	20%
Non-NWT Indigenous	0%	8%	8%
Other Non-NWT residents	73%	73%	73%
Subtotal Non-NWT residents	73%	81%	80%
TOTAL	100%	100%	100%

Note: NWT Indigenous employees who were identified as residing outside the NWT are recorded as non-NWT Residents in this table. Any employee whose Indigenous status could not be established was identified as non-Indigenous in this table. Figures may not add up due to rounding.

that will collect water from around the site. All openings to the underground, including the fresh air raise, return air raise, conveyor portal and main portal are also sealed. In the case of the portals, the Mackenzie Valley Land and Water Board approved a design change that saw rock and overburden approved for the final cap, instead of a concrete plug.

A small seed collection program was also held on site, from which about 2,000 native shrubs and bushes will be grown for revegetation, which is scheduled to take place during the late summer of 2024. While most of the site will be allowed to revegetate naturally, targeted areas will be seeded to promote faster regeneration.

By the third quarter of 2024, the vast majority of active closure on site will be complete, including capping the North Pile and closure landfill, all demolition and earthworks.

A small six-person monitoring camp will remain in place to support post-closure monitoring.

The closure plan calls for placement of overburden to cover the return air raise and final removal of equipment and the temporary closure camp modules during the 2025 winter-road season.

The approved closure plan calls for environmental monitoring to continue for 20 years.

TABLE 3A: SNAP LAKE EMPLOYMENT BY HIRING PRIORITY AND JOB CLASSIFICATION, 2023

	NWT Indigenous	Other NWT Residents	Subtotal NWT Residents	Non-NWT Residents	GRAND TOTAL
PERSON YEARS					
Management	0.0	0.9	0.9	13.9	14.8
Professional	1.1	2.4	3.5	20.4	23.9
Skilled	1.4	2.0	3.3	38.0	41.3
Subtotal	2.4	5.3	7.7	72.2	80.0
Semi-skilled	5.9	3.0	8.9	51.7	60.6
Unskilled	13.3	0.9	14.2	2.3	16.5
Subtotal	19.3	3.8	23.1	54.0	77.1
TOTAL	21.7	9.1	30.8	126.3	157.1
PERCENT OF TOTAL BY JOB CLASSIFICATION					
Management	0%	6%	6%	94%	100%
Professional	5%	10%	15%	85%	100%
Skilled	3%	5%	8%	92%	100%
Subtotal	3%	7%	10%	90%	100%
Semi-skilled	10%	5%	15%	85%	100%
Unskilled	81%	5%	86%	14%	100%
Subtotal	25%	5%	30%	70%	100%
TOTAL	14%	6%	20%	80%	100%
PERCENT OF TOTAL BY HIRING PRIORITY					
Management	0%	9%	3%	11%	12%
Professional	5%	27%	11%	16%	19%
Skilled	6%	22%	11%	30%	24%
Subtotal	11%	58%	25%	57%	55%
Semi-skilled	27%	33%	29%	41%	32%
Unskilled	61%	10%	46%	2%	14%
Subtotal	89%	42%	75%	43%	45%
TOTAL	100%	100%	100%	100%	100%

Note: NWT Indigenous employees who were identified as residing outside the NWT are recorded as Non-NWT Residents in this table. Any employee whose Indigenous status could not be established was identified as non-Indigenous in this table. Figures may not add up due to rounding.

TABLE 3B: SNAP LAKE EMPLOYMENT BY HIRING PRIORITY AND JOB CLASSIFICATION (NWT AND NON-NWT INDIGENOUS), 2023

	NWT Indigenous	Non-NWT Indigenous	Total Indigenous	Other NWT Residents	Other Non-NWT Residents	GRAND TOTAL
PERSON YEARS						
Management	0.0	1.4	1.4	0.9	12.6	14.8
Professional	1.1	0.0	1.1	2.4	20.4	23.9
Skilled	1.4	2.5	3.8	2.0	35.5	41.3
Subtotal	2.4	3.9	6.3	5.3	68.4	80.0
Semi-skilled	5.9	7.6	13.5	3.0	44.1	60.6
Unskilled	13.3	0.8	14.1	0.9	1.6	16.5
Subtotal	19.3	8.3	27.6	3.8	45.7	77.1
TOTAL	21.7	12.2	33.9	9.1	114.1	157.1
PERCENT OF TOTAL BY JOB CLASSIFICATION						
Management	0%	9%	9%	6%	85%	100%
Professional	5%	0%	5%	10%	85%	100%
Skilled	3%	6%	9%	5%	86%	100%
Subtotal	3%	5%	8%	7%	86%	100%
Semi-skilled	10%	12%	22%	5%	73%	100%
Unskilled	81%	5%	85%	5%	9%	100%
Subtotal	25%	11%	36%	5%	59%	100%
TOTAL	14%	8%	22%	6%	73%	100%
PERCENT OF TOTAL BY HIRING PRIORITY						
Management	0%	11%	4%	9%	11%	9%
Professional	5%	0%	3%	27%	18%	15%
Skilled	6%	20%	11%	22%	31%	26%
Subtotal	11%	32%	19%	58%	60%	51%
Semi-skilled	27%	62%	40%	33%	39%	39%
Unskilled	61%	6%	42%	10%	1%	11%
Subtotal	89%	68%	81%	42%	40%	49%
TOTAL	100%	100%	100%	100%	100%	100%

TABLE 4: SNAP LAKE EMPLOYMENT BY NWT COMMUNITY, 2023

	Person Years	% of Total Employment	% of NWT Employment
Yellowknife	16.4	10.4%	53.1%
Behchokò	3.5	2.2%	11.4%
Fort Resolution	0.6	0.4%	2.0%
łutselk'e	3.7	2.4%	12.1%
Fort Providence	0.7	0.4%	2.2%
Déłıne	0.9	0.6%	2.9%
Wekweèti	1.1	0.7%	3.6%
Hay River	0.0	0.0%	0.1%
Enterprise	0.0	0.0%	0.1%
Gamèti	0.8	0.5%	2.5%
Fort Smith	0.3	0%	0.9%
Dettah	0.5	0.3%	1.7%
Jean Marie River	1.0	0.7%	3.3%
Inuvik	0.1	0.0%	0.2%
Tuktoyaktuk	0.4	0.2%	1.2%
Fort Simpson	0.8	0.5%	2.6%
TOTAL NWT	31	19.6%	100%
Non-NWT*	126.3	80.4%	n/a
TOTAL	157.1	100%	n/a

Note: Figures may not add up due to rounding.

TABLE 5: SNAP LAKE EMPLOYMENT BY GENDER, 2023

	PERSON YEARS	PERCENT
Men	133.4	85%
Women	23.7	15%
TOTAL	157.1	100%

TABLE 6: SNAP LAKE EMPLOYMENT BY JOB CLASSIFICATION FOR WOMEN, 2023

	PERSON YEARS	PERCENT
Management	1.7	7%
Professional	4.4	19%
Skilled	3.9	16%
Subtotal	10.0	42%
Semi-skilled	10.1	43%
Unskilled	3.6	15%
Subtotal	13.7	58%
GRAND TOTAL	23.7	100%

Note: Figures may not add up due to rounding.

SUCCESSFUL SNAP LAKE SEED COLLECTION

Snap Lake mine’s seed collection program, conducted from September 12–19, 2023, saw seeds harvested to support cultivation of around 2,000 shrubs for a fall 2024 revegetation effort.

The team, led by Arktis Solutions, included an environmental student, who worked alongside one Thıchq community employee and one employee from łutsel K'ė.

The collection team focused on seeds from four shrub species: Dwarf birch, Northern Labrador tea, Lingonberry/bog cranberry; and crowberry.

The goal was to collect approximately 11 kg of berries and seeds from the plants.

The seeds were collected from five areas at the site, the west end of the airstrip, the access road to the former emulsion plant, south of the main laydown area, the area around the fresh air raise and along the lakeshore close to the accommodation facility.

The revegetation program is one of the final stages of active closure at Snap Lake mine.

In addition to the shrubs, over 600kg of grass seed will be sewn around the site, including Alpine bluegrass, Rocky Mountain fescue, spiked trisetum, and Tickle grass.

TABLE 7: SNAP LAKE NEW HIRES BY EMPLOYER, 2023

	DE BEERS	CONTRACTOR	TOTAL
NWT Indigenous	0.0	5.2	5.2
Other NWT residents	0.0	2.3	2.3
Subtotal NWT residents	0.0	7.6	7.6
Non-NWT resident	0.7	56.5	57.2
TOTAL	0.7	64.0	64.8

Note: The system of reporting does not distinguish between new hires and rehires; figures may not add up due to rounding.

TABLE 8: SNAP LAKE NEW HIRES BY SKILL CATEGORY, 2023

	PERSON YEARS	PERCENT
Management	4.8	7%
Professional	7.9	12%
Skilled	18.3	28%
Subtotal	30.9	48%
Semi-skilled	29.1	45%
Unskilled	4.8	7%
Subtotal	33.9	52%
GRAND TOTAL	64.8	100%

Note: Figures may not add up due to rounding.

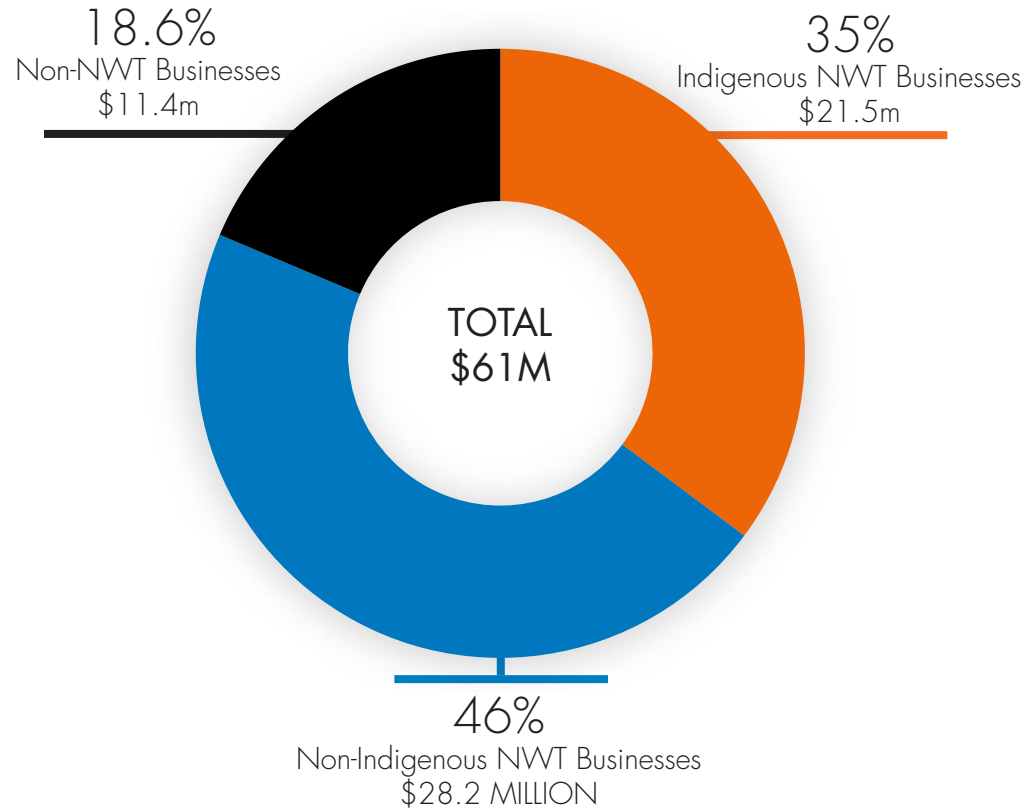


DONATION FROM SNAP LAKE MINE

The closure of Snap Lake mine resulted in donation of more than \$10,000 worth of household goods, including mattresses, televisions, chairs, a sofa, tables and bedding. These goods were provided to the YWCA of the NWT for the organization’s transitional housing units. Best Movers donated their time to transport the items from the airport to the YWCA.

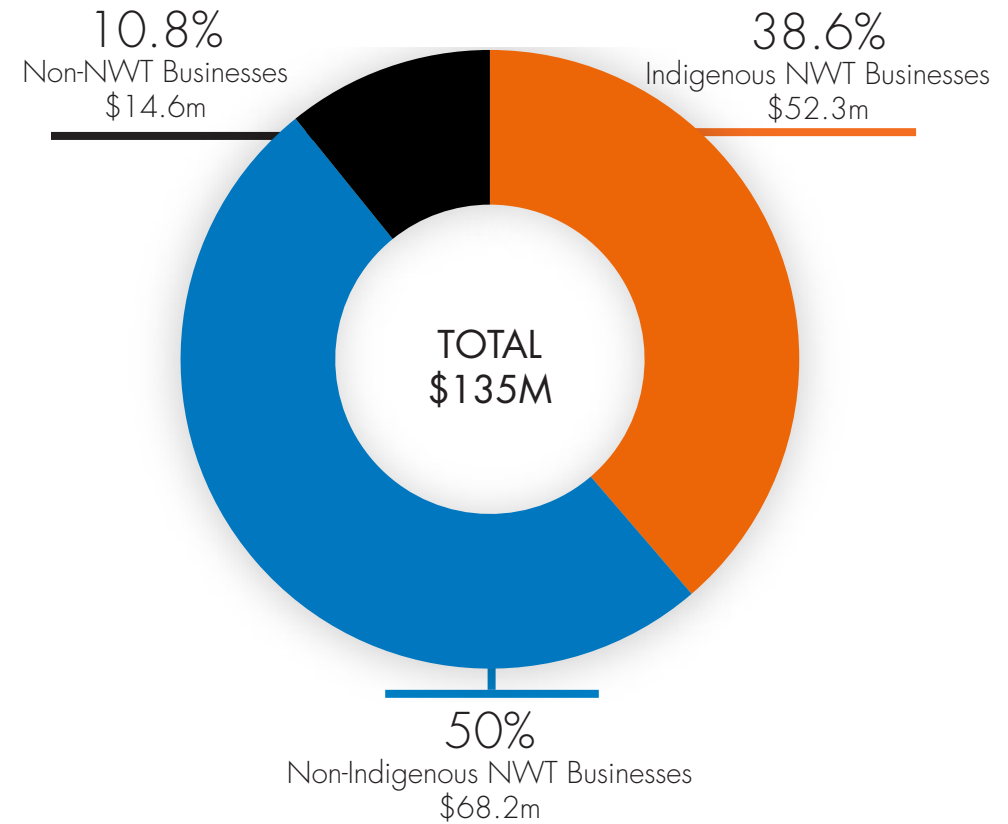
SNAP LAKE MINE CLOSURE PROCUREMENT

SNAP LAKE CLOSURE SPEND 2023



TOTAL NWT SPEND
\$49.7m/81% OF TOTAL

SNAP LAKE CLOSURE SPEND 2022-2023



TOTAL NWT SPEND
\$120.4m/89% OF TOTAL

Note: Figures may not add up due to rounding.

YOURVOICE - WHISTLEBLOWING SERVICE

Gahcho Kué mine provides a confidential and secure mechanism to encourage employees, suppliers, business partners and other stakeholders to raise concerns about any potentially unsafe, unethical or unlawful conduct. This includes, in particular, actions that are misaligned with our company values.

YourVoice is an independently managed program. Concerns can be raised about, but are not limited to, the following:

- Safety
- Bribery
- Fraud
- Violence
- Abuse
- Harassment
- Bullying

All complaints made in good faith will be fully investigated and actions taken to remedy any incidents and grievances where possible. People can raise complaints anonymously using enhanced technology to protect personal information.

Contact

Web: yourvoice.debeersgroup.com

Telephone: 1-855-303-7713

In addition, the company has a social incident and grievance policy with investigative procedures that align with the site incident management policy and procedures.

How to report a grievance

Communities and external stakeholders can report grievances through these channels:



Call our office:
867.679.6463



Formal or informal
discussions



QR Code:
feedback form



Your Voice:
yourvoice.debeersgroup.com



Email:
Info.Canada@debeersgroup.com

DE BEERS GROUP VALUES



PUT SAFETY FIRST

We consider all risks to people and the environment before proceeding with any activity. We address risks before beginning any activity, even if this means stopping a task. Zero Harm is always our goal.



BE PASSIONATE

We are exhilarated by the product we sell, the challenges we face, and the opportunities we create.



SHOW WE CARE

The people whose lives we touch, their communities, nations and the environment we share, all matter deeply to us. We will always think through the consequences of what we do so that our contribution to the world is real, lasting and makes us proud.



BUILD TRUST

We will always listen first, then act with openness, honesty and integrity so that our relationships flourish.



PULL TOGETHER

Being united in purpose and action, we will turn the diversity of our people, skills and experience into an unparalleled source of strength.



SHAPE THE FUTURE

We will find new ways. We will set demanding targets and take both tough decisions and considered risks to achieve them. We will insist on excellent execution and reward those who deliver.



DONATION TO LYNN'S PLACE

As part of Gahcho Kué's Global Safety Day event, a \$15,000 donation was provided on behalf of all employees to Lynn's Place, operated by the YWCA in Yellowknife. The donation also included sports equipment, bicycles and games. Pictured here are Darlene Powder, Family Support Worker; Janis O'Keefe, Child and Youth Assistant; Brendan Hancock, Team Lead Family and Youth Program; Sharon Pearce-Michel, Family Support Worker; and Justin Fabella, Safety Health and Risk Superintendent for Gahcho Kué mine.

photo by Bill Braden Photography

DE BEERS GROUP

DE BEERS GROUP

5120 49 STREET, SUITE 300
YELLOWKNIFE, NT X1A 1P8

E-mail: info.canada@debeersgroup.com

www.debeersgroup.com



MOUNTAIN PROVINCE DIAMONDS

151 YONGE STREET, SUITE 1100
PO BOX 216

TORONTO, ON M5C 2W7

E-mail: info@mountainprovince.com

Telephone: 1.416.361.3562

www.mountainprovince.com