

Employment:

Exploration/Permitting Phase

The levels of employment, aggregate wages and other direct expenses during the exploration and permitting phase is typically small compared to the overall project and are filled via contract/short term hires. The scope of professional services during this phase is designed to communicate with public and state stakeholders, produce communications and application submittals as well as address any comments or questions that arise throughout the permitting process. Within this phase of the project, it is typical that a series of test work is completed which include:

- Environmental baseline characterization work
- Engineering studies (health and safety, environmental management, geotechnical metallurgical, mining, financial)
- Infrastructure evaluations
- Workforce evaluations
- Detailed sequencing and scheduling

Concurrent with permitting activities, it is customary to continue conducting exploration activities to improve the knowledge of the current deposit as well as to expand known or inferred mineral resources.

Environmental baseline characterization work will be performed through the support of consultants sourced within Maine since the skillsets required for this work exist within the state. The work will be a combination of field work, desk top studies, data analysis and reporting. Typical unburdened wages for these employees are between 40-45 \$/hr as an average of experience and skillsets. Exploration positions such as geologists, drillers and drill helpers that take place at the site are typically done with similar employee rates (40-45 \$/hr) as an average across skillsets and experience. These employees oversee drilling core and other geological samples as well as logging and mapping the rocks as well as identifying resources which are then converted to potential mining areas. Employment during this phase is typically specialized and imported from larger cities. Employees supporting the property during this phase would typically stay in rented homes, apartments or hotels. Since this phase is has minimal employment, the surrounding infrastructure would not be impacted by addition to the population.

As the project becomes permitted and transitions into construction phase, Wolfden would target a transition to permanent hires for some of these technical positions. Skillsets that are based in Maine (environmental, civil & infrastructure, construction planning) would be sourced locally. Specialty skillsets such as mining and specific metallurgy will likely be outsourced to support project success. Within this phase of the project, communications with local post-secondary schools to guide interest in establishing a program to target specialty skillsets in order to replace non-local workforce with local workforce in subsequent phases of the project.

These types of programs will consist of both field and classroom learning and will target the next generation demographics. These types of programs have been very successful in other jurisdictions with high level of employment post-graduation, not only in the target project but projects abroad as this industry has a high rate of travelling workers and professionals. This type of program has worked well in various mining camps including neighboring New Brunswick, Canada which initially focused on First Nations employees. A synopsis of the short education campaign performed in New Brunswick is as follows:

- Ran three First Nation mining courses through the New Brunswick Community College (NBCC) in Miramichi and Bathurst NB
- 26 People were trained for underground miners course
- 12 people were trained for mill operators course
- 14 People are still employed underground at the Caribou Mine in New Brunswick
- 2 Mill operators are still employed at the concentrator and are proceeding through the ranks
- Several trained miners have transitioned to working at different mines via relocation or fly in fly out
- Courses were difficult to fill as they were restricted to First Nation members. Majority of the First Nation communities are greater than an hour drive from the mine site.

Based on the conceptual project economics, the anticipated spend / investment on manpower for exploration and permitting phase of the project is approximately \$1,400,000.

Construction Phase

The construction phase of the project is anticipated to last one year in duration. During the construction phase, significant civil projects are required to take place as described above. As designs will likely be completed within the permitting phase of the project, most of the workforce during this period will be engineering, procurement and construction management (EPCM), project management, and labor workforce. Typically, labor includes heavy equipment operators, concrete and civil works, logging, steel and timber construction work, millwrighting, surveying, logistics coordination etc. The amount of workforce expected during this phase is extremely variable and will be sourced significantly through contractors as majority of the skillsets required are short term. Throughout the construction phase, the manpower working onsite can range anywhere between 10 to 50 people working at any given time depending on the construction projects currently on going and at what stage they are. Majority of the workforce for this phase of the project will be contracted due to short duration, and majority of the contractors hired can potentially be sourced locally depending on skillsets available as the tasks involved are not specialized for a significant portion of the construction phase. Specialty work that is required during the mining initiation as well as construction of the concentrator will likely be sourced externally.

Based on the conceptual project economics, the anticipated spend / investment on manpower for the construction phase of the project is approximately \$49,900,000. Employment during this phase is typically specialized and imported from larger cities. Employees supporting the property during this phase would typically stay in rented homes, apartments or hotels. Since this phase has the most significant employment, additional residence would be required to stay in nearby larger towns. It is reasonable in this type of industry to commute for over an hour to a place of work. Therefore, the infrastructure from a larger radius would be able to support additional requirement.

Operating Phase

The operating phase of the project is anticipated to last for roughly 10 years which has potential to extend longer provided positive results from diamond drilling exploration throughout the mine life.

With steady state operations, comes significant opportunity to train and employ significant local workforce. As described above, it is Wolfden's strategy to establish a training program through a local college in order to facilitate organized education of the next generation of miners and mill operators within the region. While being able to offer on the job training opportunities that lead to full time employment pending posting availability and employee performance. This is extremely valuable to Wolfden, as it provides the availability of a labour "pool". Having this source of local employees helps ensure steady operation of the mine and mill complex. Shifts in both the concentrator and in the mine will be 12hours long with two shifts per day to cover the 24/7 operation. Schedules will typically be 1 week of work on and 1 week of work off. This allows employees significant rest opportunity as well as maintains similar annual cumulative hours to a standard 40-hour work week. It is very typical that employees working this schedule are able to commute over an hour away from the project site. Therefore, the requirement to move to a closure community is not necessarily required.

The roles within the Operating phase of the project include but are not limited to the following:

Mine

- Equipment operators (scoops and trucks)
- Jumbo drillers
- Long hole drillers
- Blasters
- Nippers (materials and supply delivery and retrieval)
- Grader operators
- Ground support miners

Concentrator

- Crusher operators
- Grinding operators
- Flotation operators
- Reagent mix operators
- Dewatering operators
- Tailings operators
- Concentrator loadout

Ancillary

- Health and Safety
- Mechanics
- Electricians
- General Construction/Maintenance
- Civil works
- Road grading and snow removal
- Purchasing and procurement
- Accounting
- Human resources
- Security
- Supervision/Management
- Water treatment facility operators

Technical

- Mine Engineering
- Geology
- Ventilation
- Geotechnical
- Survey
- Environmental Engineering
- Planning
- IT

Based on the conceptual project economics, the anticipated spend / investment on manpower for the construction phase of the project is approximately \$99,500,000.

Reclamation

The majority of the reclamation work would occur during the operation phase, as well as early in the reclamation phase. It is Wolfden's priority to ensure that the project is significantly de-risked at all stages of the operation. The tailings management facility (TMF) will be constructed using a staged approach.

A detailed description of the reclamation phase is discussed later in this Petition. With regard to workforce, the skillsets required for this phase of the project life will once again be short term and somewhat specialized. For that reason, it is anticipated that much of this decommissioning work will be contracted to Maine based specialists. In addition, operators to finalize closure of the TMF will be kept on as well as water treatment facility operators to continue treating and discharging water. The environmental team will be the last to remain on the site, ensuring that all discharge guidelines are being met as well as evaluate the site contact water to ensure that it is returning back to background per design.

Based on the conceptual project economics, the anticipated spend / investment on manpower for the construction phase of the project is approximately \$12,400,000.