

CANADIAN  
MALARTIC  
MINE

# 2020 SUSTAINABILITY REPORT



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## Sustainable Development



## ABOUT THIS REPORT

### Integrity and transparency

The Canadian Malartic Mine (CMM) team is responsible for preparing the 2020 Sustainability Report and ensuring the integrity of the information it contains.

The team believes that this information is a true reflection of its initiatives and its sustainability and social responsibility performance over the past year.

Company authorities responsible for sustainable development and social responsibility verified the content of this report.

### We look forward to hearing from you

Help us improve our Sustainability Report or our social, economic and environmental performance practices by sending us your ideas, questions or comments to: [relationscommunautaires@canadianmalartic.com](mailto:relationscommunautaires@canadianmalartic.com).

## CANADIAN MALARTIC PARTNERSHIP

The open-pit mine and the processing plant, built by Osisko Mining Corporation, went into commercial production in May 2011. In June 2014, Yamana Gold Inc. and Agnico Eagle Mines Limited acquired Osisko and formed Canadian Malartic GP ("Canadian Malartic Partnership") to manage and operate the mine.

The publication of this report is part of Canadian Malartic Partnership's commitment to regularly update its stakeholders on its projects, activities and achievements aimed at advancing sustainability throughout the Company.

### Vision

Canadian Malartic Partnership's vision is to build a strong organization with a business strategy that offers employees a workplace of choice, contributes to the host community's well-being and social development, and generates superior, long-term yields for its parent companies, Yamana Gold Inc. and Agnico Eagle Mines Limited, and their shareholders.

### Principles

Our priorities are to ensure employee safety, engage in respectful dialogue, and work with the communities where we operate, while respecting the environment and adopting best practices.



# OUR VALUES, WHO WE ARE

In fall 2020, we revealed the three core values that guide our day-to-day actions and decisions. These values are anchored in the way we do things and are literally WHO WE ARE.

## United

We are a team of engaged people that leverages each member's diversity and strengths in order to build and unite on shared goals.

## Committed

In order to find fulfillment and success, we share a determination to act by showing respect and dedication and by going above and beyond.

## Innovative

We move out of our comfort zones in order to excel every day and find innovative solutions to the challenges we face.

Our values were identified and defined during a rigorous multi-month exercise that included focus groups with employees in different sectors. Our values have been defined so as to foster a shared understanding. They are part and parcel of our behaviours, decisions and actions.

UNITED  
COMMITTED  
INNOVATIVE

WHO WE ARE

# OUR STEPS TO OPERATE

We make a point of enforcing compliance with the three steps that guide the daily activities of every employee at the mine site, no exceptions.



1 |  
Is it **safe** for employees?



2 |  
Does it **respect the environment and the community**?



3 |  
Once the first two steps have been confirmed, operations may **proceed**.

# 2020 SUSTAINABILITY REPORT DEVELOPMENT PROCESS

## Our inspiration: putting sustainable development policy and management tools to work

Sustainable operations are an integral part of our business strategy. We strive to create value for our parent companies and their shareholders while contributing to the prosperity of our employees and our host communities.

Our Sustainable Development Policy is implemented through the application of a management system for health and safety, the environment, and relations with our employees and host communities. It is true to our values and three steps to operate.

This report reflects our commitments and represents our accountability for the economy, health and safety, the environment, and the community, including our employees, in 2020.



The information presented in this document corresponds to numerous elements of our Sustainable Development Policy and the various management tools that guided and framed our operations in 2020, such as:

- Our Code of Ethics;
- Our Integrity Monitoring Policy;
- Our Environmental Monitoring Program;
- Our Tailings Management Policy;
- Our Concern and Complaint Resolution Policy;
- Our Good Neighbour Guide;
- The International Cyanide Management Code [www.cyanidecode.org](http://www.cyanidecode.org); and
- The *Towards Sustainable Mining* (TSM) initiative. <https://mining.ca>





# A NOTE FROM MANAGEMENT

2020 will go down in history as the year a pandemic hit us hard and turned our lives upside down. Our response and the actions we took to confront it show that the values we have long held, but only officially adopted in the fall, were already deeply entrenched in our practices.

Never before have we had to work so closely together, with commitment and innovation. Our way of being, especially during this unprecedented time, has shown once again the critical importance our Company places on all workers' health and safety.

Although our operations were cut back to a minimum for three weeks in the spring of 2020, we were privileged to be able to continue our operations and meet our commitments. With more than 2,100 full-time workers on site, we achieved 100% compliance again this year for noise, water quality and air quality. In fact, our compliance with air quality standards has remained unbroken for 2,064 consecutive days, since May 2015. My hat goes off to the entire team!

We also managed to adapt our practices with the public. Although the Community Relations Office closed for almost three months, all of the programs set out in the Good Neighbour Guide continued — including the Revitalization Program — often remotely. In addition, we continued to support a number of regional organizations that also had to deal with the new reality.

After two years of coordinated work, our sustainable development approach led us to sign a historic Collaboration Agreement with four First Nations in the region. This was a first for an active mining company in the region. We hope that this agreement will generate long-term benefits for both parties.

Finally, 2020 also confirmed Canadian Malartic Partnership's commitment to ensuring the longevity of its operations in Malartic. Excavation work began on an access ramp at the Odyssey Mine, marking the development of one of the largest underground gold mining projects in Canada.

COVID-19 has become a risk that is now part of our ongoing business management activities. The year has been an emotional one. Yet we managed to adapt and go the extra mile to hold our course. To all the workers on the job every day, I thank you. I hope you enjoy reading *your* report!

**Serge Blais, Eng.**

*Vice President, Operations*



## SUSTAINABLE DEVELOPMENT POLICY\*

Operating in a sustainable manner is an integral part of Canadian Malartic GP's (the "**Partnership**") business strategy. We strive to create value for our shareholders and partners while contributing to the prosperity of our employees and our host communities. We believe that through on-going dialogue with our employees and stakeholders, a commitment to legislative compliance and a strong focus on continuous performance improvement, we will obtain and maintain our social license to operate and ensure the sustainability of our activities. This sustainable development vision is part of our core values. It is implemented through the application of a management system for health and safety, the environment, as well as for relations with our employees and host communities. Our vision thus translates into the commitments set out on the following pages.

\* A modified version of the Sustainable Development Policy, adopted on April 8, 2021, by the Management Committee, is posted on our website. The version in this report was in force throughout 2020.





## 1. Health and safety

We are committed to creating and maintaining a safe and healthy workplace by:

- a) Assessing risks on a regular basis and investigating incidents when necessary in order to identify and minimize hazardous conditions and ensure that appropriate controls are in place;
- b) Maintaining appropriate control measures and recognizing that injuries, occupational diseases, and fatalities can be prevented and that the application of relevant control measures is the joint responsibility of the Partnership, employees, contractors, and suppliers;
- c) Promoting health and well-being and by establishing programs to protect them;
- d) Providing appropriate health and safety training to our employees and contractors;
- e) Providing adequate resources and appropriate tools to carry out the work safely and efficiently;
- f) Using sound engineering principles in the design and operation of our facilities;
- g) Ensuring that effective occupational health and industrial hygiene programs are in place;
- h) Ensuring that emergency response plans are in place to manage the effects of unforeseen events; and
- i) Performing internal and external safety audits to review performance and establish improvement plan.



## 2. Environment

We are committed to minimizing the effects of our operations on the environment and to maintaining the environment's viability and diversity for future generations by:

- a) Making efficient use of natural resources;
- b) Implementing measures to reduce the footprint of our activities and emissions;
- c) Implementing measures to reduce greenhouse gas emissions and address climate change and by making efficient use of energy;
- d) Managing tailings, waste rock, and overburden to ensure environmental protection;
- e) Integrating biodiversity conservation and land use planning considerations into all stages of our economic and production activities;
- f) Assessing risks on a regular basis and investigating incidents when necessary in order to reduce the potential for environmental impact;
- g) Performing internal and external environmental audits to review performance and establish improvement plans;
- h) Ensuring that emergency response plans are in place to reduce the impact of unforeseen events; and
- i) Rehabilitating our mine sites to ensure physical and chemical stability in consultation with the communities and where possible through progressive rehabilitation.







### 3. Employees and communities

We are committed to contributing to the social and economic development of sustainable communities associated with our operations and to a fair and respectful relationship with our employees and host communities by:

- a) Fostering an open, transparent, and respectful dialogue with our employees and host communities;
- b) Providing fair and competitive work conditions and by promoting skills development;
- c) Treating our employees and partners fairly and by providing equal opportunity at all levels of the organization without bias;
- d) Ensuring that no discriminatory conduct is tolerated in the workplace;
- e) Implementing a fair and non-discriminatory dispute settlement mechanism for our employees and host communities;
- f) Enforcing a drug- and alcohol-free workplace;
- g) Building long-term relationships with our host communities;
- h) Contributing to the economic development of our host communities by creating jobs and promoting local purchases;
- i) Contributing to the socio-economic development of our host communities by investing in community initiatives and in projects contributing to their long-term socio-economic sustainability;
- j) Upholding fundamental human rights and respect of cultures, customs, and values of all affected by our activities; and
- k) Working in partnership with Aboriginal peoples to build a mutually beneficial, cooperative, and productive relationship based on two-way communications, consultations, and effective partnerships.

## STAKEHOLDERS

This report is for all of our stakeholders. It provides an annual snapshot of our activities and is also a reference tool of choice.



CMM and Contractor Employees  
 Citizens of Malartic and Rivière-Héva  
 Our Parent Companies' Current and Potential Investors  
 Municipalities and Governments  
 Community Partners  
 First Nations  
 Environmental Groups  
 Mining Industry Members  
 Suppliers  
 Media  
 Individuals and groups interested in our activities



**Visit our Sustainable Development section**

<https://canadianmalartic.com/en/sustainable-development/>





## *Canadian Malartic Mine*



## 2020 PORTRAIT

Canadian Malartic Partnership, also known as Canadian Malartic Mine (CMM), is owned equally by Yamana Gold Inc. and Agnico Eagle Mines Limited. With its Canadian Malartic and Barnat pits, CMM is the largest open-pit gold mine in Canada. The mine is located in the Town of Malartic, in the heart of Quebec's Abitibi Gold Belt.

By mining the Barnat pit, CMM will be able to continue its open-pit mining operations until 2029.

In 2020, CMM gold production was down almost 15% compared to 2019, due primarily to operations that were cut back to a minimum for three weeks in the spring of 2020, and gradually ramped back up as of April 15.

- 20 million tonnes of ore processed at the plant
- 568,634 ounces of gold produced



## MALARTIC MINING CAMP

Mining at CMM's current property began in the early 1930s and continued for close to 50 years. Over time, four gold producers operated underground mines there:

- Canadian Malartic Gold Mines Limited
- East Malartic Gold Mines Limited
- Barnat-Sladen Mines Limited
- Malartic Gold Fields Limited



## GOVERNANCE

Canadian Malartic GP (Canadian Malartic Partnership or CMM) is a general partnership held directly and indirectly by Yamana Gold Inc. and Agnico Eagle Mines Limited. Each of these Canadian corporations, which are headquartered in Toronto, controls 50% of the Partnership's shares. Its activities are led by an eight-member management committee consisting of four members from each parent company.

For more information regarding financial reports:

- Yamana Gold Inc.: [www.yamana.com](http://www.yamana.com)
- Mines Agnico Eagle Limited: [www.agnicoeagle.com](http://www.agnicoeagle.com)

Figure 1 - CMM's Simplified Governance Structure



Because of this governance structure, no distinction is made between the Company, in the corporate sense, and its facilities. This detail is important for compliance with the protocols of the Canadian Mining Association's *Towards Sustainable Mining* initiative, which makes a distinction between head office obligations and those of its facilities.

\* Serge Blais, who has been General Manager of the Canadian Malartic mine since 2015, was promoted to Vice President Operations for the Canadian Malartic Partnership on June 1, 2021.

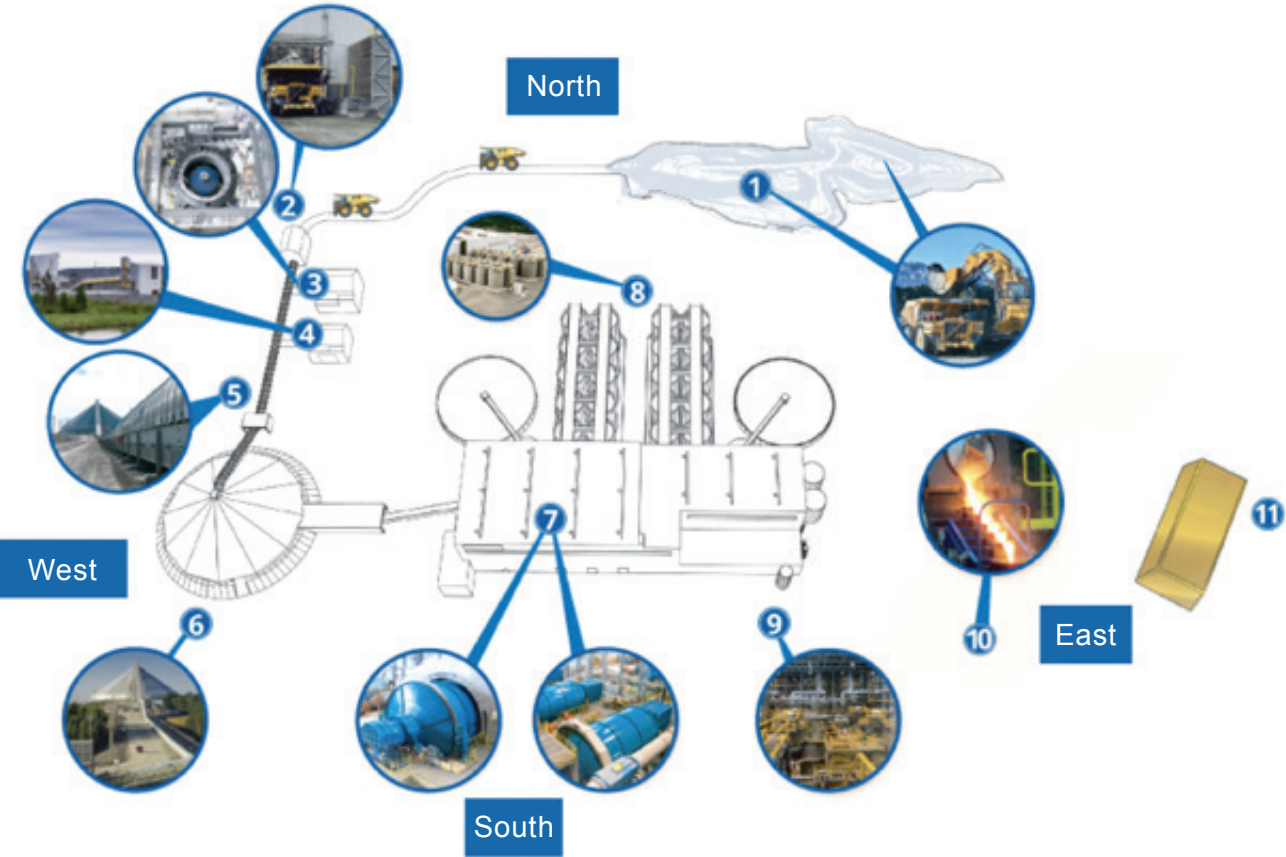
# MINING COMPLEX AND LARGE-SCALE OPERATIONS

Figure 2 - Malartic Mining Complex



- A-** Crushing zone
- B-** Ore stockpiling zone
- C-** Ore processing plant
- D-** Tailings pond
- E-** Administrative building and garage
- F-** Pits
- G-** Surface waste rock pile

Figure 3 - Ore Processing



- 1-** Ore extracted from pit
- 2-** Primary ore crushing
- 3-** Secondary ore crushing
- 4-** Auxiliary dumping site used to feed the conveyor
- 5-** Ore taken by conveyor to the stockpiling zone
- 6-** Ore storage
- 7-** Ore grinding
- 8-** Leaching process
- 9-** Gold extraction process
- 10-** Gold pour
- 11-** Gold bar extracted from mould and cleaned



# 2020 FINANCIAL OVERVIEW

As one of the largest private sector employers in the Vallée-de-l'Or RCM, CMM has an economic responsibility that takes shape through several development and contribution levers.



**Table 1 - Direct Economic Value Generated and Distributed by CMM in 2020**

Expenditure Item	Amount
Earnings	\$1,269,959,000
Operating Costs	\$716,123,000
Payroll and Benefits	\$118,255,000

**Table 2 - Payments Made to Governments in 2020 (municipal, provincial and federal)**

Expenditure Item	Amount
Mining taxes	\$87,900,000
Payroll taxes (paid by employer)	\$8,376,000
Payroll taxes (paid by employees)	\$35,292,000
Municipal taxes	\$3,440,000
School taxes	\$99,000

The Extractive Sector Transparency Measures Act (ESTMA) introduces reporting and transparency obligations for the Canadian extractive sector and contributes to global efforts against corruption in the sector. CMM complies with these requirements of the Government of Canada. ESTMA reports are available at: <https://www.nrcan.gc.ca/our-natural-resources/minerals-mining/mining-resources/extractive-sector-transparency-measures-act/18180>

It has been determined that the payment reporting requirements found in Quebec’s extractive sector transparency legislation achieve the purposes of the reporting requirements under the ESTMA, and are an acceptable substitute for those set out in section 9 of the ESTMA.

# ODYSSEY PROJECT

## A DEEP DEVELOPMENT PROJECT

The Odyssey Project is part of the development of Canadian Malartic Partnership’s mining camp.

Located approximately three kilometres east of the entrance to the Town of Malartic, the Odyssey Project involves developing the continuity of the deposit in the Canadian Malartic and Barnat pits through four main mineralized zones at depth. Construction to bring the Odyssey Project up to mining status in the coming years has begun. The future Odyssey Mine’s life is expected to last until 2039.

The zones will be mined through underground galleries requiring, among other things, constructing a shaft and a ramp to access the mineralized zones, and a new access to Highway 117. Excavation of a ramp in order to better define the Odyssey Project’s various mineralized zones began in December 2020 and will take about two years to complete. Once completed, the ramp will provide an opportunity to bulk sample up to 40,000 tonnes of ore.



## Decree amendment

An amendment of the decree authorizing the mining of the North and South Odyssey Zones and the start of ramp excavation was passed by the Québec government in December 2018. In 2020, we continued to prepare another application to amend the decree<sup>1</sup> with the Québec Ministry of the Environment and the Fight against Climate Change (MELCC) in order to add the East Gouldie Zone, discovered in 2019, and the known East Malartic Zone, among others.

### From Lapa to Odyssey

In keeping with the desire to establish components that support our mining camp's development, various surface equipment modules were recovered from the former Lapa mine in Rivière-Héva in the summer of 2020. Agnico Eagle Mines Limited, one of our parent companies along with Yamana Gold Inc., has ceased mining operations at its Lapa mine and is now restoring the mine site.

The modules are used for surface facilities such as offices and a dryer section at the Odyssey Project.



<sup>1</sup> The application was filed in early 2021.

# MALARTIC EXTENSION PROJECT

The first component of the Malartic Project Extension (MEP), which began in 2017, involved building an approximately 4-km-long deviation of Highway 117 to the east of the Town of Malartic.

The deviation was opened to traffic on October 5, 2019, while improvement of the town's entrance, which features a work of art by sculptor Jacques Baril, was completed in the fall of 2020.

After the deviation was opened, work began on the second component of the MEP: developing the Barnat gold deposit, which is an extension of the current pit.





# MAJOR PLAYER IN LOCAL ECONOMIC DEVELOPMENT

## LOCAL GOVERNANCE

### A 100% Quebec Management Team

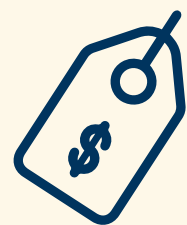
In 2020, the CMM Management Team was a Quebec team through-and-through, and 90% of its members live in the Abitibi-Témiscamingue region.

Our Management Team cares about the region's issues and needs and develops management practices to ensure that CMM remains a key partner in local and regional economic development.

The Management Team is made up of 80% men and 20% women men. This percentage is slightly higher than the total percentage of women working at CMM, which is 12%.

## A LEADING EMPLOYER

We are committed to contributing to the social and economic development of sustainable communities associated with our operations.



**3-h: Contribute to the economic development of our host communities by creating jobs and promoting local purchases.**

The number of employees on site continues to increase, mainly because some positions held by contractor employees were converted into CMM employee positions and because new management positions were created in 2020.

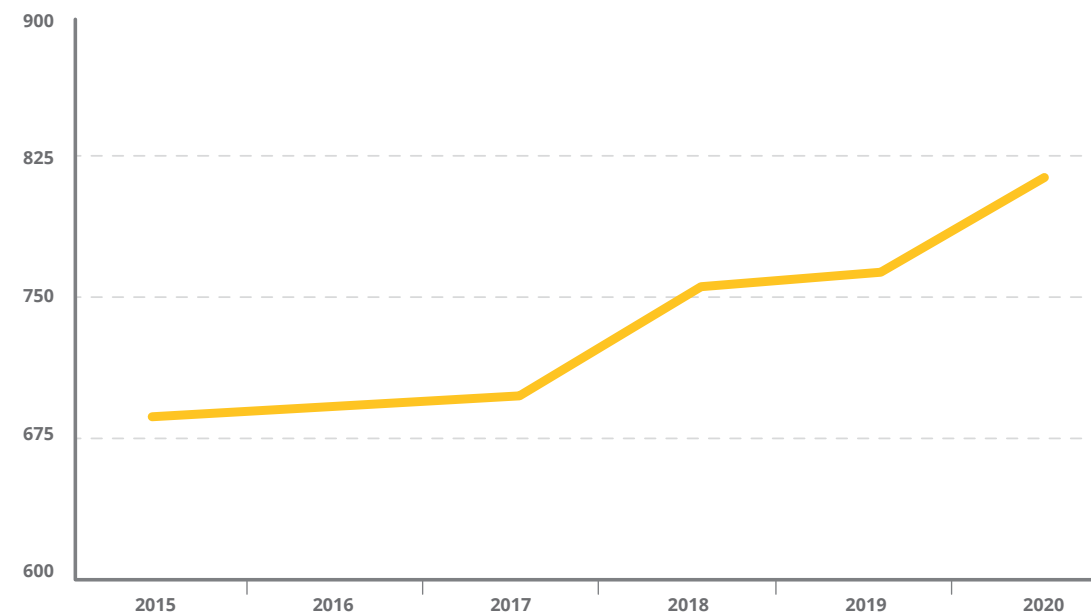
### A total of 812 CMM employees

This number does not take into account close to 1,300 contractor employees.

*In 2020, there were more than 2,100 full-time workers on the mine site.*



Figure 4 - Change in Total Staff at CMM, 2015 to 2020

**New hires: recruitment edged downward in 2020**

- 85 new hires compared to 90 in 2019.
- 21% women hired compared to 20% in 2019.
- 43 staff departures in 2020 compared to 52 in 2019.
- For a second year in a row, 30- to 49-year-olds accounted for the largest portion of new hires, at 37, or 43.5%.
- Those between 18 and 29 years of age accounted for the second-largest group, at 41%.

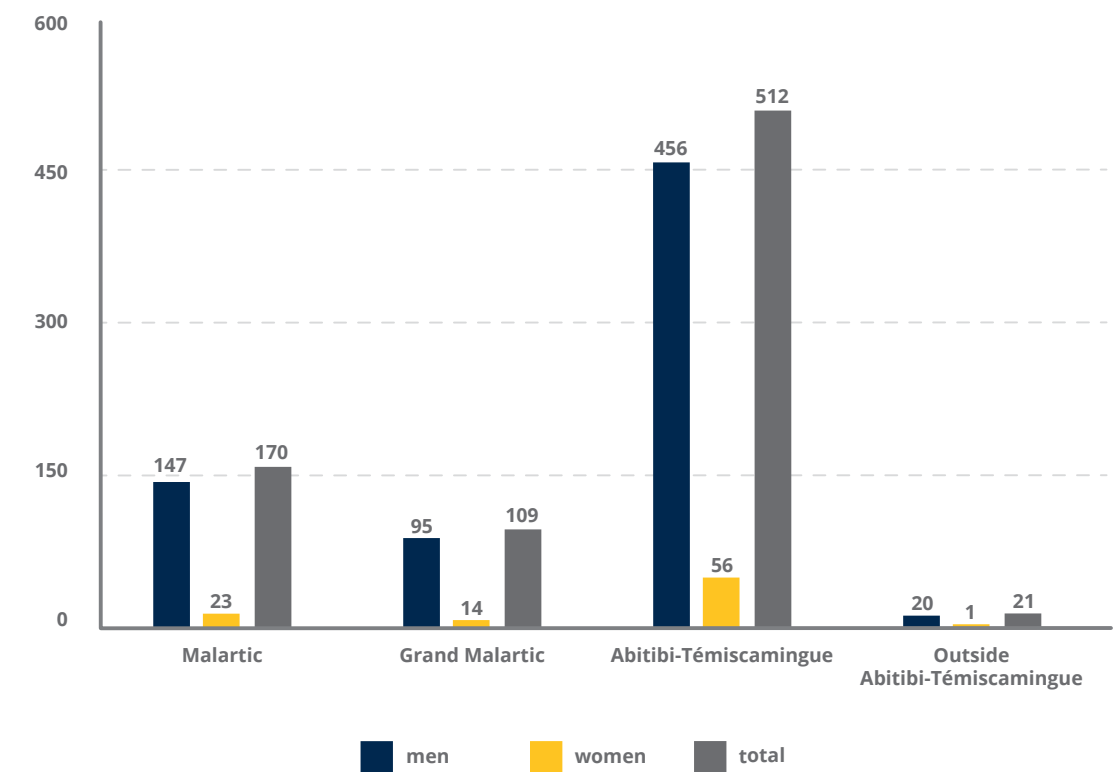
**95% of new hires come from Abitibi-Témiscamingue.**

In 2020, we continued to implement several measures to encourage our employees to settle in Malartic:

- Reimbursement of accommodation costs between time of hiring and the purchase of a residence in Malartic.
- Support finding housing.
- Reimbursement of moving expenses and notary fees.

Local and regional employment is one of the main benefits that we hope to maximize. The majority of our employees come from the region, and many live in Malartic.

Figure 5 - Geographical Distribution of Employees in 2020





### Employer and employee contributions and economic contributions

In 2020, CMM entry-level wage was \$31.10 for hourly-rated employees and \$24 for management employees, while Quebec’s minimum wage was \$12.50 on April 30, 2020, and \$13.10 on December 31, 2020.

- Average annual wage (hourly-rated employees and management employees): \$134,000 in insurable earnings, including night and weekend shift premiums, and employer RRSP, share purchase, and group insurance contributions.
- In 2020, for an employee contribution rate of 5%, CMM contributed up to 6% to employee group RRSPs.
- 100% of permanent CMM employees are enrolled in its retirement plan.
- Payroll and benefits: More than \$118 M.

## AN INDISPENSABLE BUSINESS PARTNER

We are proud that we were able to continue to contribute to Abitibi-Témiscamingue’s economy in the current context of the COVID-19 pandemic. We also continued our work to contribute to Malartic’s and the region’s social and community development and to be part of a dynamic and healthy living environment.



Visit our About us section

<https://canadianmalartic.com/en/about-us/operating-mine/>

### Investing locally

- **\$434 M** spent in Abitibi-Témiscamingue.
- **763** suppliers in the region.
- **\$93 M** worth of contracts awarded to Malartic suppliers.
- **\$54 M** invested in the Malartic Extension Project.
- **\$43 M** invested in the development of the Odyssey Project.

We favour suppliers who own a business in the region, provided they are competitive with the market and meet our needs.

### Community Investment and Research and Development

**Close to \$1.2 M**

In 2020, close to \$1.2 M was invested in charitable donations, sponsorships, community infrastructure, a beautification campaign, support for population services, and funding for research and development.

## Health and Safety

### We are committed to creating and maintaining a healthy and safe workplace

A sustainable development policy becomes truly meaningful in its day-to-day application. We make a point of enforcing compliance with the three steps that guide the daily activities of every employee at the mine site.



**1 |**  
Is it **safe** for employees?



**2 |**  
Does it **respect the environment and the community**?



**3 |**  
Once the first two steps have been confirmed, operations may **proceed**.

The following pages provide a summary of actions taken in 2020 with respect to our Sustainable Development Policy.

**1-a: Assess risks on a regular basis and investigate incidents when necessary in order to identify and minimize hazardous conditions and ensure that appropriate controls are in place.**

**1-b: Maintain appropriate control measures and recognizing that injuries, occupational diseases, and fatalities can be prevented and that the application of relevant control measures is the joint responsibility of the Partnership, employees, contractors, and suppliers.**

**1-e: Provide adequate resources and appropriate tools to carry out the work safely and efficiently.**

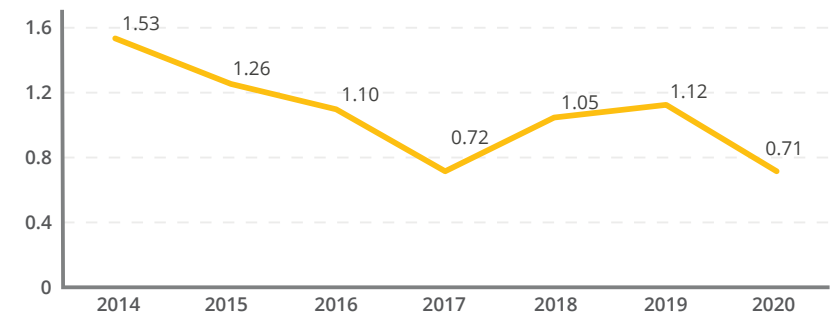
# COMBINED FREQUENCY

Health and safety are priorities for CMM and a constant challenge. The combined frequency rate is a performance indicator. That rate was 0.71 in 2020 and included both CMM and contractor employees. This means that for every 200,000 hours worked, there were 0.71 work incidents resulting in lost time or the temporary assignment of CMM employees or contractor employees. **This is our best performance since the Canadian Malartic Partnership acquired the mine in 2014.**

The combined frequency rate allows us to assess the Company’s overall health and safety performance and, to some extent, the effectiveness of our control measures. Ultimately, any injury, no matter how minor, should be avoided.

- 2020 target: 1.00
- 2020 combined frequency rate: 0.71

Figure 6 - Change in Health and Safety Combined Frequency, 2014 to 2020



- A total of 262 events were reported in 2020, down from 290 in 2019.
- There were 13 accidents with lost-time or temporary assignments in 2020, compared to 23 in 2019.

In 2020, the number of hours worked decreased 11% from the previous year as operations were cut back to a minimum for three weeks in the spring of 2020, and then gradually ramped back up, as required by the Quebec government when the COVID-19 pandemic began.

In 2020, the number of hours worked decreased by close to 470,000 hours. The number of on-site employees in 2020 was essentially the same as in 2019.

# COVID-19: A NEW REALITY

COVID-19 quickly became a reality and a risk embedded in the on-going management of our operations. When the pandemic began in spring 2020, we implemented a robust Hygiene and Prevention Measures Plan to provide a safe work environment for all workers on the site and the surrounding communities. More than 80 measures in a dozen target areas were successfully implemented.

Figure 7 - Target Areas of CMM’s Hygiene and Prevention Measures Plan

Crisis management	Individual protection
Triage and access limitations	Eliminating potential contact
Isolation measures	Awareness and communication
Cleaning and disinfecting	Infirmity and health unit
Physical distancing	Community relations

At the outset of the COVID-19 pandemic, CMM established a crisis management unit focused specifically on on-site COVID-19 prevention management. At the time of publication, the crisis management unit was still meeting several times a week in order to monitor the situation, including government directives, and to adapt CMM’s Hygiene and Prevention Measures Plan, where necessary.

More than 80 measures implemented



Here are a few examples of the measures implemented:

- All CMM and contractor employees and all visitors must take mandatory training on the hygiene and prevention measures before they enter the site.
- A triage procedure that everyone without exception must comply with upon entering our site. The procedure includes hand washing at the entrance and exit of one of the triage trailers, a temperature check, and a questionnaire to determine if access to our facilities should be authorized or not. Triage trailers are located near the guard house, the processing plant parking lot, the Odyssey Project, and the Community Relations Office.
- Several steps were taken to encourage and make it easy for workers to maintain a two-metre distance. Measures included a big top set up outside in the mining operations sector to facilitate physical distancing for workers when they arrive and leave.
- Hand sanitizer was added to our facilities’ entrances and must be used before entering the site. Hand sanitizer and soap were also placed at several strategic locations throughout the site, including inside vehicles.
- Workers must wear a face mask when they exit the triage trailer, move about the site, and are at their workstation. This measure, which also applies to authorized visitors, came into force on October 21, 2020. At the time of publication, only Company-supplied surgical masks were authorized on the site.



**CMM spent \$4.7 M on goods and services in 2020 to operationalize its hygiene and prevention measures.**

# ON-SITE SCREENING LAB

With our laboratory up and running, we were able to set up a user-friendly on-line appointment system in order to regularly screen all CMM and contractor employees. Close to 2,000 workers have been tested monthly.

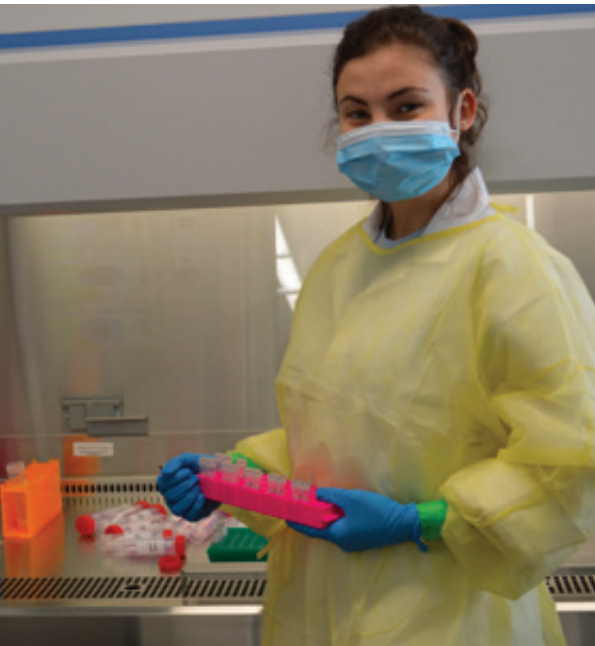
A medical clinic contacts all workers from outside the region before their departure. They must complete a health questionnaire to obtain permission to travel to the region and enter the mine site. Once on site, they must undergo a COVID-19 screening test.

## OUTSIDE WORKERS

When the laboratory was set up during the December 2020 planned processing plant shutdown, the screening test rate was increased. During the shutdown, several contractor workers from outside the region come to the CMM site to perform the maintenance work required for proper equipment operation.

This approach quickly identifies asymptomatic individuals, and their close contacts, so that they can be removed from the site and self-isolate.

Our laboratory also enhances the efficacy of our actions to limit the spread of COVID-19.



### Two-meter distancing at all times

Similar rigour was incorporated into the processing plant's first planned shutdown during a pandemic in July 2020. A major worker awareness campaign on the need to maintain two-metre physical distancing at all times was launched. Various tools were developed and deployed on the mine site, in addition to numerous specific measures.



## A PREVENTIVE HEALTH AND SAFETY PROGRAM FOR ALL EMPLOYEES

Our Preventive Health and Safety Program aims to eliminate or control hazards to the health, safety and physical well-being of employees at their source. Among other things, we conduct job safety analyses, apply the Supervision Formula, and make preventive observations.

The objectives of the Preventive Health and Safety Program are to:

- Identify and assess risks.
- Suggest work methods (procedures, standards and guidelines) and prevention tools to protect worker health and safety.
- Protect workers exposed to specific risks by setting standards.
- Maintain personal and collective protective equipment.
- Train and inform CMM and contractor employees about the risks involved in their work.

All events of actual or potential moderate or high severity are investigated, including close calls and unsafe conditions.



To learn more about our COVID-19 measures, go to

<https://canadianmalartic.com/en/covid-19/>





**1-c: Promote health and well-being and establish programs to protect them.**

**COMITÉ SANTÉ  
ET MIEUX-ÊTRE**



The *Comité santé et mieux-être* acts as a change agent by promoting good work-life balance and work environment practices.

Close to ten employees from various mine departments sit on the Committee, which encourages healthy living by inviting employees to partake in local or regional activities or team nutritional challenges.

In 2020, the Committee invited employees to participate in four activities held in the region shortly before the pandemic began. The first five people who registered for each event were refunded up to \$100 by CMM.

Employee communications sent out in the spring highlighted the physical benefits of gardening and yard work, as well as the rules for physical activity during COVID-19.

The Committee also worked on a project to purchase a new vending machine for the dining room in the Administrative Complex in order to offer healthier meal and snack options. The vending machine was installed in 2021.

**MAIN HEALTH AND SAFETY ACTIVITIES**



**Awareness**

Employee awareness-raising aims, among others, to increase employees' knowledge of their health and safety rights and responsibilities.

groups and complied with various measures, including physical distancing.

The goal of raising contractor employee awareness is to familiarize them with our three steps to safe operations and to ensure they comply with CMM's policies. Awareness-raising is carried out through a specific committee on health and safety issues that brings together CMM contractors every two months.

In all, 658 official health and safety meetings were held in 2020 despite the pandemic and a three-week shutdown, down slightly from 700 in 2019. As was the case for all employee meetings, health and safety meetings were held in smaller



**Je m'engage Campaign**

A major campaign to encourage workers to adopt best health and safety practices was implemented in 2020. Themed "Je m'engage", the long-term campaign was rolled out during a planned plant shutdown in March and highlighted various prevention tools.

Throughout 2020, a multidisciplinary team identified certain behaviours or basic rules that are to be followed at all times, such as buckling up while in a vehicle. The "Je m'engage – Je m'attache" campaign continued into the fall. Other themes were added in 2021.

This campaign relies on supervisors' support to promote and enforce the behaviours their team members are to adopt. Workers make a commitment when they sign their job card. Site-wide awareness tours were held in 2020, and close to 700 workers were met.



**Training**



Nearly 1,900 persons received departmental introductory health and safety training at CMM in 2020. Contractor employees accounted for slightly more than 96% of participants, due, among other things, to contractors' employee turnover rate and to several contractor employees assigned to four major annual planned plant shutdowns.

Furthermore, all people who want access to the mine site must take training on COVID-19 measures in person or online.

**Inspections**



Employees, contractor employees and their supervisors make daily equipment and workplace inspections using the job card. When an employee's job card includes a note about a given health and safety irregularity, the supervisor ensures that the comments are followed up and that the situation is monitored.

### 1-f: Use sound engineering principles in the design and operation of our facilities.



#### Site visits by management

To demonstrate its commitment and leadership on health and safety and in order to better understand employees' work environments and maintain a dialogue, the Management Team takes part in health and safety inspections that mainly involve site visits. These visits also drive the improvement of practices, in particular as regards establishing relevant standards and procedures, implementing corrective measures and verifying the effectiveness of the measures put in place.

In all, the Management Team conducted 80 inspections in 2020 in compliance with COVID-19 prevention measures.

We operate our facilities with the utmost rigor and in compliance with applicable laws and regulations, such as the Mining Act and the Regulation respecting health and safety in mines.

Internal and external audits are conducted to ensure that best practices are applied in our various areas of activity.

Finally, our team includes more than 30 employees specifically associated with engineering in the mine's various departments. Other employees who are licensed engineers hold positions involving duties not directly related to the engineering profession.

### 1-g: Ensure that effective occupational health and industrial hygiene programs are in place.

## HEALTH AND SAFETY COMMITTEE

The Health and Safety Committee brings together the Company's workers and management to promote collaboration. It combines employees' practical knowledge, managers' overall vision and the Company's general procedures. It advises managers, management and teams. The Committee meets about ten times a year. Hybrid committee meetings were held in 2020, with some members attending in person and others online.

The Health and Safety Committee also fully complies with section 1-e of our Sustainable Development Policy.

### 1-h: Ensure that effective occupational health and industrial hygiene programs are in place.

### 2-h: Ensure that emergency response plans are in place to manage the effects of unforeseen events.

## EMERGENCY RESPONSE AND CRISIS MANAGEMENT

Our Emergency Response Plan, coordinated by a superintendent in title, provides a framework for managing potential risks to health, safety, the environment or property during the mine's operating phase. For each risk of accident, possible causes are identified and preventive control measures are proposed. Appropriate emergency measures are developed to ensure diligent, decisive and timely action in the event of a disaster.

The Emergency Response Plan is updated twice yearly. For preventive purposes, three drills were held in 2020 for the following situations:

- Fire at the ore-processing plant
- Tailings pond dam failure
- Cyanide leak at the ore processing plant

In addition, we have an agreement with the Town of Malartic to share staff and equipment and to help each other in the event of an incident. This collaboration was officially established in an agreement signed in 2017.

We also have a Crisis Management and Communications Plan. It serves as a working tool for management and executives who have a role to play in any potential media or communications crisis management situation potentially involving CMM. This plan applies to any crisis that has, or could have, a significant impact on the organization as a whole. The crisis unit met four times in 2020: During the emergency measures drills and another time for an incident at the plant (overheating in the compressor room that had no impact). The Crisis Management and Communications Plan was updated in 2020.



**1-i: Perform internal and external safety audits to review performance and establish improvement plans.**

**Audits**

Audits are an integral part of our Health and Safety Program. They represent an opportunity to assess our health and safety performance and to implement any necessary improvements. In 2020, the Health and Safety Committee, the supervisory team and management conducted more than 326 audits and 171 preventive observations.

**HEALTH AND SAFETY SUCCESSES**

**19 CMM supervisors receive a QMA recognition award**

While the Québec Mining Association (QMA) did not hold its Health and Safety Symposium in 2020 because of the COVID-19 pandemic, it did highlight industry workers’ OHS efforts. Nineteen CMM supervisors were recognized for achieving, along with their teams, between 50,000 and 450,000 consecutive hours of work without a lost-time accident. Sylvain Bureau, Mine Production Foreman, reached the 450,000-hour plateau.



**F.J. O’Connell Trophy**

For the second time in three years, the QMA presented CMM with the F.J. O’Connell Trophy in the “*Surface, Transportation and Primary Metals Processing Operations*” category in recognition of its health and safety performance in 2019. The trophy was awarded during the QMA’s 2020 Annual General Assembly that was held virtually in September.



**Visit our Health and Safety section**  
<https://canadianmalartic.com/en/health-and-safety/>

*Environment*



**We are committed to minimizing the effects of our operations on the environment and to maintaining the environment’s viability and diversity for future generations.**

Our Environment Team is divided into three large sectors: environmental compliance of activities, tailings pond and water management, and sustainable development, which encompasses mine restoration.

Investments are made in order to meet our various environmental obligations.

**Table 3 - Environmental Investment in 2020**

Environmental Investment	Amount
Environmental protection	\$17,126,000
Environmental management	\$20,850,000
Environmental infrastructure	\$17,012,000
Waste management and water purification and treatment	\$3,862,000

2-a: Make efficient use of natural resources.

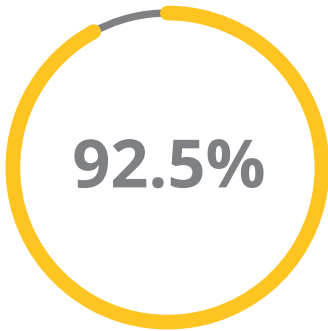
# WATER USE

We comply with laws and regulations in force regarding mining on our site. In this context, water management is an important issue that includes the following main aspects.

Below are the water sources used at the mine:

Table 4 - Water Use in 2020, by Source

Source	Use
Southeast Basin, which collects runoff from the site and the tailings pond	Ore processing.
Former underground mine shafts	Mainly sent to the polishing pond and released into the environment. A small amount is used for ore processing.
Johnson Basin, fed by the Raymond Creek	A reserve in case of fire or a back-up source of water should there be a supply issue with the other water sources.
Barrette Well	Dust control in the Barrette crusher sector.
Potable water from the municipal water system	Solely used for human consumption. It is discharged into the municipal sewage system.



*Percentage of water used  
at the ore processing plant that  
was sourced from the Southeast Basin  
by recirculation in 2020.*



## Water Consumption

The following table shows the amount of water withdrawn from each source for CMM's operations. These amounts are calculated using flowmeters, with the exception of the water system, whose volume is recorded each month by water meters.

Table 5 - Change in Water Withdrawals in Cubic Metres, 2014 to 2020

Source	2014	2015	2016	2017	2018	2019	2020
Southeast Basin (a)	12,473,537	12,302,620	12,105,308	11,177,309	11,251,593	11,596,204	11,828,273
Pit Dewatering (b)	5,890,700	6,088,486	5,794,634	7,051,392	6,595,691	6,347,448	4,788,944
Johnson Basin	78,144	124,724	68,347	52,696	221,119	320,244	418,813
Barrette Well (dust control in the Barrette sector)	-	2,694	12,602	9,601	12,039	10,681	8,168
Municipal potable water	48,698	23,057	30,836	32,283	47,324	29,096	26,488
<b>TOTAL</b>	<b>18,491,079</b>	<b>18,538,887</b>	<b>17,999,125</b>	<b>18,290,998</b>	<b>18,127,766</b>	<b>18,303,673</b>	<b>17,070,686</b>

(a) The Southeast Basin is the main source of water for ore processing.  
(b) A portion of the water is used for spraying as part of dust control.





### Water Returned to the Environment

In 2020, 9,397,330 cubic metres of effluent from the site was discharged into Raymond Creek.

### Quality

The management of water discharged into our final effluent is a constant concern and we have partnered with several organizations in order to maintain water quality and intervention levels. As a result, the quality of the water discharged into final effluent complies with the requirements of government authorities. Water samples are taken several times a year and sent to an external laboratory for analysis.

Our teams also conduct surveillance and monitoring in the community. For example, together with the Research Institute on Mines and Environment (RIME) of the *Université du Québec en Abitibi-Témiscamingue* (UQAT) and *Polytechnique Montréal*, and the *Unité de recherche et de service en technologie minérale de l'Abitibi-Témiscamingue*, we monitor seven domestic wells annually within a radius of seven kilometres of the centre of the Canadian Malartic pit.

This monitoring program is an initiative to increase our knowledge and address citizens' concerns about a potential drawdown of the water table within the seven-kilometre radius.

### 2-b: Implement measures to reduce the footprint of our activities and emissions.

## ENVIRONMENTAL COMPLIANCE: A CONSTANT PRIORITY

Environmental compliance results were excellent in 2020.

- **Air Quality:** 100% compliant with ambient air monitoring requirements under our authorizations: 2,064 consecutive days from May 8, 2015, to December 31, 2020.
- **Noise:** 100% compliant with applicable noise limits under the standards in effect.
- **Water:** 100% compliant with the standards in effect.
- **Blasting:** 99.1% compliant with Québec blasting standards.
  - Vibration: 100%
  - NOx emissions: 99.1%
  - Overpressure: 100%

Our Engineering and Environment teams closely monitor blasting results. Any non-compliance must be reported to the Québec Ministry of the Environment and the Fight Against Climate Change (MELCC). Where appropriate, such non-compliance will be analyzed in depth in order to identify likely causes and quickly implement corrective measures. Should blasting operations exceed our more stringent internal standards, they will also be analyzed in order to improve our practices.

After operating for more than ten years on the outskirts of the Town of Malartic, we have acquired world-class expertise in mine blasting in an urban setting. Blasting notices and results are posted on our website.





# A RANGE OF IMPACT MITIGATION SOLUTIONS

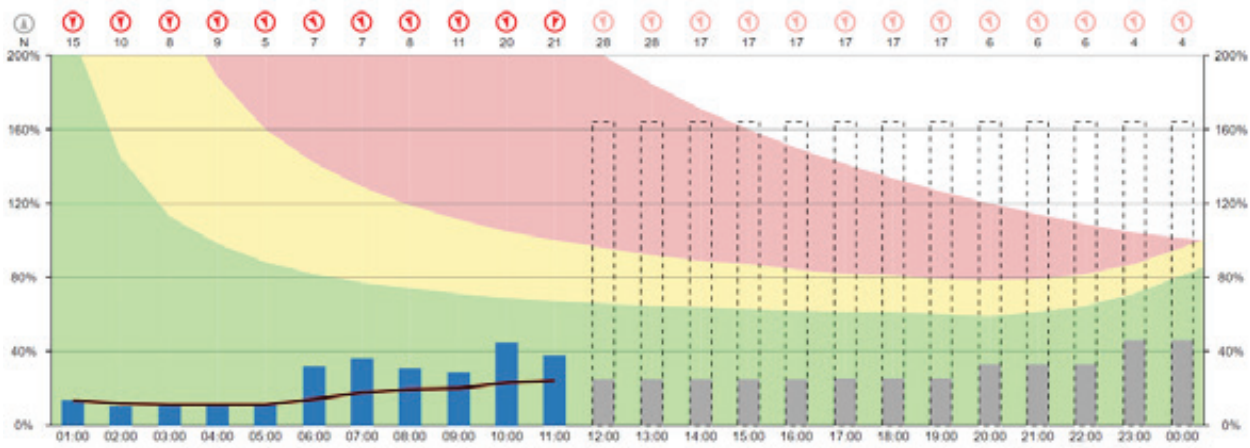
The Good Neighbour Guide, described in the Community section of this report, includes an action plan consisting of prevention, management and impact mitigation measures targeting noise, air quality and blasting (vibration and overpressure).

## AIR QUALITY

Air quality is a constant concern, as is noise. Several tools are used to constantly measure air quality in the Town of Malartic:

- Three stationary measuring stations to inform the CMM team of particle levels in the air in real time. The locations are approved by the MELCC. The stationary measuring stations measure total particles, fine particles, some metals and nitrogen dioxide.
- A mobile station for real-time data on particle levels near work being done on the Highway 117 deviation and the Malartic Extension Project.
- Dust prediction software developed by CMM to monitor the change in air quality in the Town of Malartic and predict concentrations.

Figure 8 - Dust Prediction Software



### Mechanisms for managing exceedances

- 1) Activity planning to ensure compliance, mainly with a predictive tool that uses historical data and that was developed to predict emissions over a 24-hour period.
- 2) An automatic notification system that notifies CMM personnel by email when measurements reach 80% of the levels permitted by the standards.
- 3) On-site assessment by each department, after a notification is received, to determine if operations in their respective sectors are creating dust. A dynamic map can be used to show the location and identify potential dust sources in real time.
- 4) Effective mitigation measures, including spraying dust with water and, if necessary, completely shutting down equipment when dust levels approach the levels permitted by the air quality standard.

**Equipment downtime totalled 8,047 hours  
in 2020 in order to meet  
particle concentration standards.**





**13,466 hours**

Total number of equipment downtime hours when air quality and noise levels approached the limits indicated in the applicable standards

## Noise

Numerous measures have been implemented to manage and reduce noise that may be created by our activities.

Our main measurement tools are:

- Four stationary acoustic stations installed in four different MELCC-approved locations throughout the Town of Malartic.
- A dynamic acoustic map for the real-time identification of predominant noise generated by equipment, based on wind direction and speed.
- Two mobile acoustic stations to measure noise in real time near work being done on the Highway 117 deviation and the Malartic Extension Project.
- Real-time tracking software connected to the mobile stations to interpret measurements.

Below are two examples of noise-reduction measures taken in 2020:

- Completely shut down equipment when the noise level approaches the limits indicated in municipal noise by-laws and the ministerial authorizations issued to CMM.
- Extend the screening mound to the east in order to reduce noise that may be created by our activities in the Barnat pit.

***Equipment downtime totalled  
5,419 hours in 2020 in order  
to meet noise standards.***

**Figure 9 - Location Map of Air Quality Stations and Stationary Sound Monitoring Stations**



**A Stationary Air Quality Stations  
B Stationary Acoustic Stations**

### Des Merles Road

The out-of-court settlement reached in December 2019 in the class-action lawsuit called for the installation of two temporary sound monitoring and air quality stations in order to assess the situation on Des Merles Road in Rivière-Héva. Monitoring was conducted for a total of six months.

Data collection by these two stations ended in September 2020.

An analysis of the data collected by the temporary noise measuring station on Des Merles Road revealed that CMM's noise impact level complies with the applicable limits in this sector under MELCC Memorandum of Instruction 98-01: 50 dBA at night and 55 dBA during the day.

The temporary air quality station was installed on Canadian Malartic Mine's site, just south of the tailings pond, so that data would not be affected by dust from Des Merles Road, which is unpaved. An analysis of the data collected shows that the concentration of fine particles (PM<sub>2,5</sub>) and total suspended particles (TSP) at this station are generally well below the regulatory limits of 30 µg/m<sup>3</sup> for PM<sub>2,5</sub> and 120 µg/m<sup>3</sup> for TSP.

Despite this performance, CMM recognizes that the noise impact of its secondary ore crushing plant may be more noticeable in the Des Merles Road's sound environment at night. The secondary ore crushing plant will be relocated for operational purposes during the summer or fall of 2021, to a site farther from Des Merles Road. We are confident that will further reduce our noise impact.

Concentration levels have never exceeded the regulatory limits. The sole exception was on May 5, 2020, during what experts call freeze-drying, during which the concentration of TSP exceeded 120 µg/m<sup>3</sup>. The tailings pond is usually not a significant source of dust because of its moisture content, and this result at the CMM site does not in itself amount to an exceedance on Des Merles Road.

However, CMM has developed a mitigation protocol to prevent freeze-drying episodes and mitigate their effects in a timely manner, in order to avoid a potential impact on air quality for residents on Des Merles Road.





## BLASTING

CMM is authorized to perform two blasting activities per day, 365 days a year: between 11 a.m. and noon and between 3 p.m. and 4 p.m. The permitted blasting length is 15 seconds.

In 2020, blasting operations in the Canadian Malartic and Barnat pits were as follows:

- 212 blasts
- On 166 days, one blast was performed
- On 23 days, two blasts were performed

Several planned blasts were cancelled, mainly due to wind blowing towards the Town of Malartic.

**2-c: Implement measures to reduce greenhouse gas emissions and address climate change and make efficient use of energy.**

## ENERGY AND CLIMATE CHANGE

CMM uses various energy sources for its operations:

- Electricity supplied by Hydro-Québec is mainly used to operate the plant, pumping systems and production equipment, including hydraulic shovels.
- Fuel is used for the equipment fleet.

### Greenhouse gases

Based on an annual inventory taken under the *Towards Sustainable Mining (TSM)* initiative of the Canadian Mining Association (CMA), as well as under the *Regulation respecting mandatory reporting of certain emissions of contaminants into the atmosphere*, diesel consumption accounts for more than 95% of CMM's GHG emissions. The following activities require the most diesel: production drilling, the loading of 793F trucks, and ore hauling.

Targets are set each year in order to improve our performance, such as reducing the number of litres of fuel used per tonne loaded. All targets set in 2020 were reached.

### Greenhouse Gas Emissions Estimate

CMM voluntarily joined the Cap-and-trade system for greenhouse gas emission allowances in 2019. Voluntary membership in this system required a few changes to the way our emissions are calculated in order to comply with the system's requirements, hence the increase in GHG emissions associated with explosives and coolants since 2019.





**Table 6 - Estimate of Greenhouse Gas Emissions and Precious Metals Production, 2014 to 2020**

Emission Sources	CO <sub>2</sub> Equivalent (tonnes)						
	2014	2015	2016	2017	2018	2019	2020
Production (gold and silver, in ounces)	1,068,785	1,172,525	1,264,975	1,315,630	1,570,620	1,511,183	1,263,831
<b>Direct Sources<sup>1</sup></b>							
Mobile equipment	134,659	135,198	145,859	169,461	202,247	208,092	190,768
Natural gas combustion by fixed equipment	8,400	7,961	8,230	8,580	8,936	8,805	8,067
Diesel combustion by fixed equipment	9,511	7,843	3,476	4,194	5,987	8,260	8,353
Propane combustion by fixed equipment	160	165	171	98	47	59	211
Use of explosives, sodium carbonate and coolants	13	11	10	9	8	3,251	3,058
<b>TOTAL</b>	<b>152,743</b>	<b>151,178</b>	<b>157,745</b>	<b>182,342</b>	<b>217,225</b>	<b>228,467</b>	<b>210,457</b>
<b>Indirect Sources<sup>2</sup></b>							
Electricity purchased from Hydro-Québec	2,180	1,590	1,627	1,639	874	874	1,100
<b>TOTAL</b>	<b>154,923</b>	<b>152,768</b>	<b>159,372</b>	<b>183,981</b>	<b>218,099</b>	<b>229,341</b>	<b>211,557</b>
<b>Tonnes of emissions per ounce of gold and silver</b>	<b>0,14</b>	<b>0,13</b>	<b>0,12</b>	<b>0,14</b>	<b>0,14</b>	<b>0,15</b>	<b>0,17</b>

<sup>1</sup> Direct sources were calculated by multiplying volumes of fuel consumed by the emission factors provided in the Regulation respecting mandatory reporting of certain emissions of contaminants into the atmosphere, Schedule A-2, available at: [http://www.environnement.gouv.qc.ca/air/declar\\_contaminants/](http://www.environnement.gouv.qc.ca/air/declar_contaminants/)

<sup>2</sup> Indirect sources were calculated by multiplying the total kilowatt hours consumed by the conversion factors provided by Environment Canada in the following table: Electricity Generation and GHG Emission Details for Quebec (2018).

**2-d: Manage tailings, waste rock, and overburden to ensure environmental protection.**

# MATERIALS MANAGEMENT

## SPILLS

Our operations can cause two main types of accidental spills:

- Contact or process water/slurry spills (water that has been in contact with mine tailings in tailings accumulation sites or cyanide-containing process water/slurry from the plant); and
- Heavy equipment leaks in the mine's various mining operations sectors.

### Number of spills\*

**2019: 462**

**2020: 299**

\* Spills of 20 litres or more

### Spill volume (in cubic metres)

**2019: 391 m<sup>3</sup>**

**2020: 179 m<sup>3</sup>**

The drop in the number of spills and spill volume was due, among other things, to work done by CMM'S Continuous Improvement Team, which continued its work in 2020 in order to target actions to be prioritized and implemented to reduce the number of accidental spills from heavy equipment.

In 2020, no major impact or contamination was observed beyond the footprint of our mining facilities, such as in waterways.



Steel balls used at the ore processing plant.

# RECYCLING

As part of its sustainable development approach, CMM constantly seeks to extend the life cycle of the materials it uses.

Table 7 - Amount of Residual Materials Generated, 2014 to 2020

Type of Materials	Amount Generated (tonnes)						
	2014	2015	2016	2017	2018	2019	2020
Residual materials, including landfilled and recycled materials	2,030	3,137	3,915	8,949	15,644	5,383	11,484
Residual hazardous materials	724	1,213	1,098	2,546	1,069	806	604

For the characterized hazardous materials reported in the table above, CMM generated:

- A volume of 659,000 litres of waste oil generated by CMM and treated by an authorized company
- 2,055 tonnes of solid sludge disposed off-site at an authorized processing centre.
- 629 tonnes of landfilled materials.

No hazardous residual material has been exported.

Table 8 - Recycled Volumes by Material, 2014 and 2020

Type of Material	Amount Recycled (tonnes)						
	2014	2015	2016	2017	2018	2019	2020
Wood	386	409	458	458	516	663	461
Paper and plastic	102	154	182	170	212	131	114
Metal and wire	1,108	999	1,405	1,004	1,189	1,445	7,022
Tires (Recyc-Québec)	48	170	28	110	8	97	89
Oversize tires	n/a	920	1,059	386	1,623	1,226	954
Rubber*	n/a	142	412	3,482	4,928	77	283
Worn blasting mats	n/a	n/a	n/a	2,980	6,684	1,105	1,929
IT and communication	n/a	n/a	n/a	2	n/a	1,4	2,6
TOTAL	1,644	2,794	3,544	8,592	15,160	4,745	10,855

\* In 2020, recycled metal from the ore processing plant was added to the amount of metal and wire recycled, hence the increase.

## Where do residual materials go?

- Non-recyclable residual materials

→

Landfill sites
- Hazardous residual materials

→

Authorized treatment sites in Québec
- Recyclable residual materials

→

Recycling centres



# MANAGEMENT OF TAILINGS, WASTE ROCK AND OVERBURDEN

## Tailings, waste rock and overburden

Rock mining generates waste of which a portion is reused to limit above-ground piles.

Rock mining generates:

- 1. Overburden and barren or non-ore material that overlies and must be removed to gain access to minable grade material (top layer of soil);
- 2. Waste rock, or rock that has been mined but contains too little ore to warrant treatment; and
- 3. Mine tailings, or the processed ore from which metals of interest have been extracted.

Table 9 - Total Amounts of Overburden, Tailings and Waste Rock extracted in 2020

Type of Material	Volume in Tonnes
Overburden mined	7,928,916
Thick tailings placed in surface tailings containment	20,799,766
Waste rock reused in tailings dam construction	6,243,221
Waste rock reused in other construction	1,090,582
Waste rock placed on surface waste rock piles	24,267,052



## Tailings Management

As a responsible manager and in connection with its parent companies’ practices to sustainably and responsibly manage its operations and facilities, Canadian Malartic Partnership is committed to working safely and with respect for the environment, while contributing to the prosperity of its employees, their families and its host communities.

CMM’s Operation, Maintenance and Surveillance Manual for Tailings and Water Management Facilities is the main tool that implements the Tailings Management Policy. The manual undergoes a formal review as part of the *TSM* initiative, as it is Indicator 5 of the *Tailings Management Protocol*. It is an integral part of the *Tailings Management System*, which contains, among other things, emergency response and preparedness plans, risk management plans, and quality assurance management plans.

In 2020, implementation of a strong tailings management governance framework continued, in accordance with the Canadian Mining Association’s *Guide to the Management of Tailings Facilities*. This framework more clearly assigns the roles and responsibilities for managing tailings and critical infrastructure. Specific management responsibilities have been assigned to an on-site manager, an independent designated engineer, an executive officer, and those charged with governance for each parent company. In addition, a committee of independent experts has been established to review practices and monitor tailings and infrastructure management. These actors met on several occasions in 2020 to review various on-going tailings and retaining infrastructure management matters.

For more information on CMM’s tailings pond, go to [agnicoeagle.com](https://www.agnicoeagle.com) to view Agnico Eagle’s *2021 Tailings Summary Report* in the Sustainability section.

Projects Underway in 2020

Not only did the tailings pond team continue projects initiated last year, but it also completed new projects in 2020.



Table 10 - Tailings Pond and Water Management Projects Completed in 2020

Automate geotechnical monitoring instrumentation for the tailings pond	CMM continued to automate the tailings pond by installing geotechnical instrumentation for collecting real-time results and receiving emails in the event of a fault.
Add monitoring instruments for the tailings pond	New instruments were added to the tailings pond in 2020. The instruments measure water pressure and potential movements in the tailings and underlying soils and confirm that structures’ actual geotechnical conditions meet design criteria.
Field tests	Construction of four large-scale cells covering an area of about 30,000 m² to test possible coverage options began in a designated sector of the tailings pond. The cells were finalized in 2020 and their performance will be measured for at least two seasonal cycles. The data will be used to select the tailing pond’s final coverage model.
Mitigation measures at the initial west berm	Place mine waste on the initial west berm’s lifts in order to increase this area’s geotechnical stability.
Relocate the back-up water treatment system to the Northeast Basin	Relocate the Malartic Extension Project’s back-up water treatment system to the Northwest Basin and separate same with a dam.
Expand the Southwest Basin	Expand the Southwest Basin in order to increase water’s residence time and decrease the likelihood of overflow.
Flood protection structure	Construct a flood protection structure between the Barnat pit and the Malartic River’s No. 1 stream.
Booster station at Level 80 in the Canadian Malartic pit	To maintain dewatering capacity in the Canadian Malartic pit given its increasing depth.



**2-e: Integrate biodiversity conservation and land use planning considerations into all stages of our economic and production activities.**

# BIODIVERSITY AND ENVIRONMENTAL PROTECTION

In 2017, CMM launched its Biodiversity Conservation Plan following on the Mining Association of Canada's 2015 *Biodiversity Conservation Management Protocol*. It is the result of a vast consultation of 15 communities of interest, including the *Association forestière de l'Abitibi-Témiscamingue* (AFAT), the Abitibiwinni (Pikogan) First Nation Council, the Town of Malartic and *ÉcoMalartic*.

The Biodiversity Conservation Plan has numerous objectives. In addition to consolidating existing actions, CMM intends to structure its long-term approach by defining key directions and implementing new actions.

## Key directions of the biodiversity conservation plan

### Target 1 – Protect and restore ecosystems

Direction 1: Take ecosystems into account during all phases of project planning.

Direction 2: Minimize impacts on biodiversity.

Direction 3: Help maintain or restore biodiversity.

### Target 2 – Develop tools for maintaining biodiversity

Direction 4: Develop coaching and training tools to inform, train and educate stakeholders.

Direction 5: Collaborate and share knowledge with the community.

### Target 3 – Acquire knowledge

Direction 6: Implement tools to promote the acquisition of information on the sites.

Direction 7: Take part in research projects.



## A Pollinator Garden

After developing a 400-m<sup>2</sup> plot at the tailings pond in 2019, CMM created a flower garden at the eastern entrance to the Town of Malartic as part of the *Regional initiative to re-establish pollinators*. Our new garden covers 325 m<sup>2</sup> and boasts 1,200 plants. The garden's flowers attract monarch butterflies and other pollinators, including bees, to support biodiversity survival.

**2-f: Assess risks on a regular basis and investigate incidents when necessary in order to reduce the potential for environmental impact.**

**2-g: Perform internal and external environmental audits to review performance and establish improvement plans.**

## ENVIRONMENTAL MONITORING PROGRAM

Our teams work together to ensure compliance with all regulatory requirements and CMM's environmental commitments.

To this end, our Environment Team carries out numerous strict monitoring activities, targeting, for example:

- air quality;
- water quality;
- vibration and overpressure; and
- sound.

CMM adheres to various national and international mining industry standards. We also take part in research projects aimed at developing and continuously improving our practices in such areas as:

- biodiversity;
- noise management;
- tailings management;
- water management; and
- site restoration.

## TOWARDS SUSTAINABLE MINING

We have complied with the principles of the Mining Association of Canada's (MAC) *Towards Sustainable Mining* (TSM) initiative since 2016. Participation in the TSM initiative shows a commitment to acting responsibly and adopting social, economic and environmental practices that are aligned with our stakeholders' priorities and values.

We have incorporated the following *TSM* protocols into our operations:

- Biodiversity Conservation;
- Aboriginal and Community Outreach;
- Crisis Management and Communications Planning;

- Energy and GHG Emissions Management;
- Tailings Management;
- Water Management; and
- Safety and Health Management.

The *Water Stewardship* protocol was phased in over 2020.

In 2020, we conducted a *TSM* self-assessment of each protocol in order to measure performance. The assessment confirmed the strong performance already achieved for some protocols and identified improvements needed to comply with all MAC criteria (given the protocol revisions). Our 2020 results will undergo an external assessment in 2021.

## INTERNATIONAL CYANIDE MANAGEMENT CODE

We are in the process of obtaining certification from the International Cyanide Management Institute, through our voluntary membership in the International Cyanide Management Code, which will enable us to enhance the safe management of cyanide at the Canadian Malartic Mine site. The certification audit was performed later than expected due to the pandemic, in late 2020. Certification is expected to be secured in 2021.

The Cyanide Code focuses exclusively on the safe management of cyanide that is produced, transported and used for the recovery of gold and silver. It also includes requirements related to financial assurance, accident prevention, emergency response, training, public reporting, stakeholder involvement and auditing procedures.



CANADIAN MALARTIC MINE





## SITE RESTORATION

Studies and field tests are conducted in order to select a strategy to reuse mine waste to restore the site, rather than use natural material, like clay, sand, and gravel, brought in from outside.

Construction of cells to test the efficacy of four possible coverage options were finalized in December 2020. The cells include an organic layer for vegetation, a key aspect of erosion and moisture control.

Performance data, to be gathered over the coming years, will guide decisions on the ground cover plants that will eventually be planted over the entire tailings pond.

On December 31, 2020, the Government of Québec held \$165.1 M in trust to ensure the safe and timely closure of the Canadian Malartic mine site once mine operations have ceased.



**Visit our Sustainable Development section**

<https://canadianmalartic.com/en/sustainable-development/>

## Employees

We are committed to a fair and respectful relationship with our employees.

**3-a: Foster an open, transparent, and respectful dialogue with our employees and host communities.**

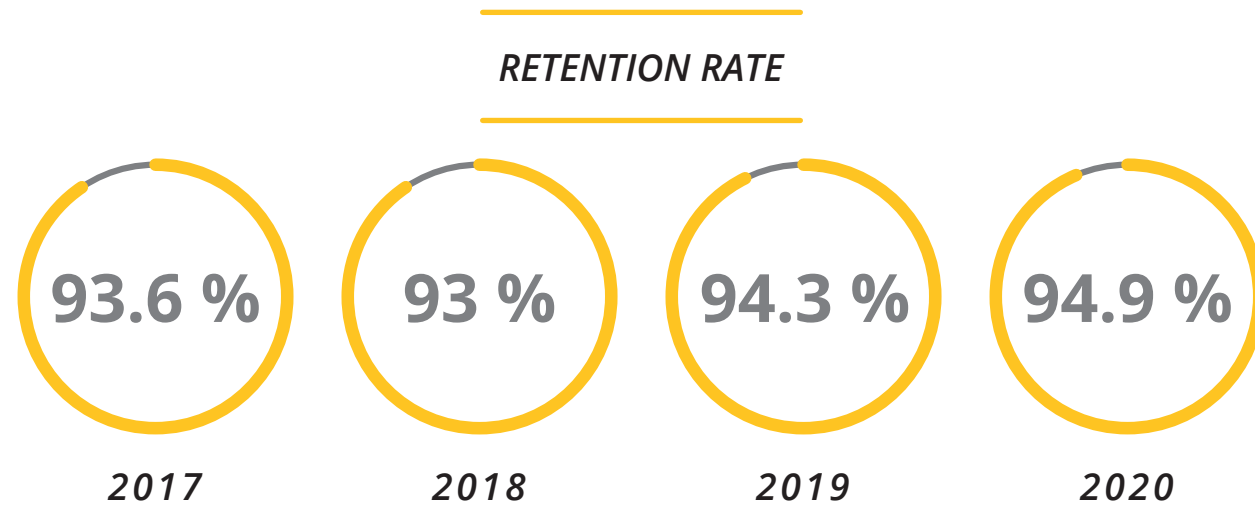
## MEETING WITH MANAGEMENT

We are committed to keeping our employees informed about our operations. The Management Team meets with workers throughout the year to give them an overview of our activities and performance. These meetings are an excellent opportunity for interaction with management. Two such meeting periods were held in 2020, one in February and another September. The number of participant groups was increased for the second meeting in order to comply with physical distancing measures.



### 3-b: Provide fair and competitive work conditions and promote skills development.

In order to attract and retain its workforce, CMM seeks to offer its employees a motivating work environment and excellent working conditions.



## EMPLOYEE BENEFITS

### Insurance and Assistance

Generous life, disability and health insurance, including dental care and vision and medical consultation plans, is provided to permanent, full-time employees.

All CMM employees continued to receive their full pay when operations were reduced to a minimum over a three-week period in March 2020. Full group insurance coverage was also maintained.

Since well-being is part of overall health, employees must also select one of the two following options each year:

- A health spending account to cover medical expenses not covered by the group insurance plan; or
- A personal expense account to cover fitness or artistic/cultural development activities or equipment.

### Share Purchase Plan

All full-time employees are eligible for the Employee Share Purchase Plan (SPP), which enables them to earn income tied to the market value of shares in both parent companies. CMM's contribution is equal to 50% of employees' contributions. Employees' maximum contribution is 10% of their annual base salary.

Given the difficulty of forecasting the pandemic's actual impact on our financial health early in the health crisis, the employer's contribution was suspended in the second quarter of 2020. Given our performance and the favourable gold market, the employer's contribution was paid out at the end of the year to those employees who participated in the SPP prior to the second quarter.

### Retirement Plan

All our permanent employees are automatically eligible for CMM's retirement plan. The Company's contribution is greater than employees' contributions, as CMM contributes up to 6% of its employees' salaries, while employees contribute 5%.

All permanent CMM employees participate in their retirement plan.

### Employee Assistance Program

CMM also provides its employees with a free and confidential assistance program. The outside consultation service is for employees and members of their family who are struggling with personal, professional, financial or health problems.





# TRAINING

The Company’s success is closely tied to our team’s strength and motivation. CMM sees training as a means for employees to excel in their current duties and prepare to possibly take on other responsibilities.

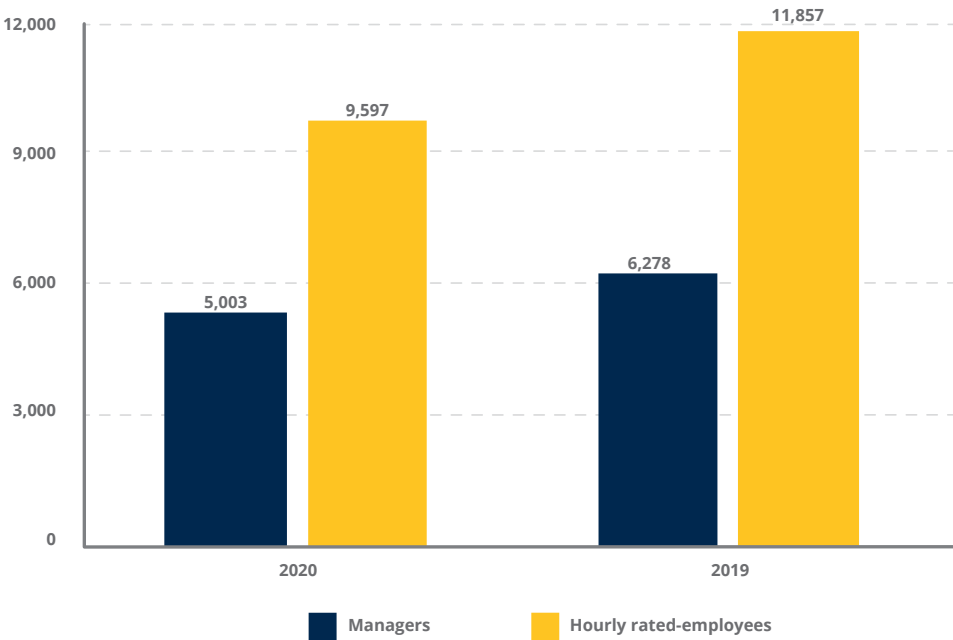
The COVID-19 shutdown had a major impact on training. CMM gradually resumed operations over a period of several weeks in the spring of 2020, which partly explains the lower number of training hours and decreased investment in training, which totalled \$1.3 M in 2020, down from \$1.7 M in 2019. This includes wages, training costs and related costs.

What is more, all large group training sessions scheduled in 2020 were cancelled.

- Employees received a total of 14,600 hours of training, compared to 18,135 hours in 2019.
- All employees, including students and interns, received at least one training session in 2020.



Figure 10 - Training Hours Accumulated



The average number of training hours per employee dropped compared to 2019 for both management and hourly-rated employees.

Figure 11 - Average Number of Training Hours per Employee

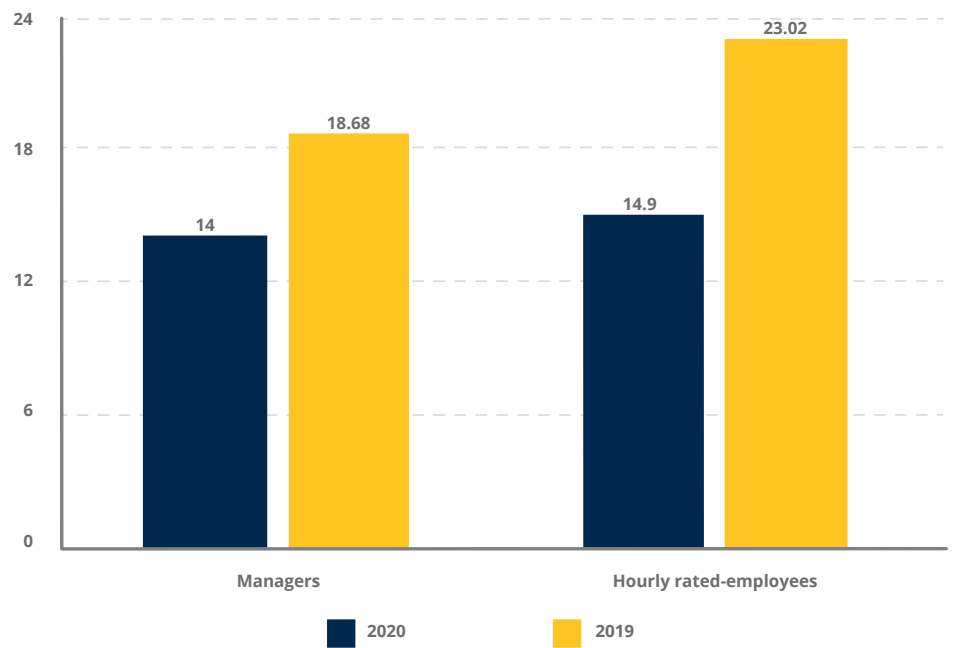
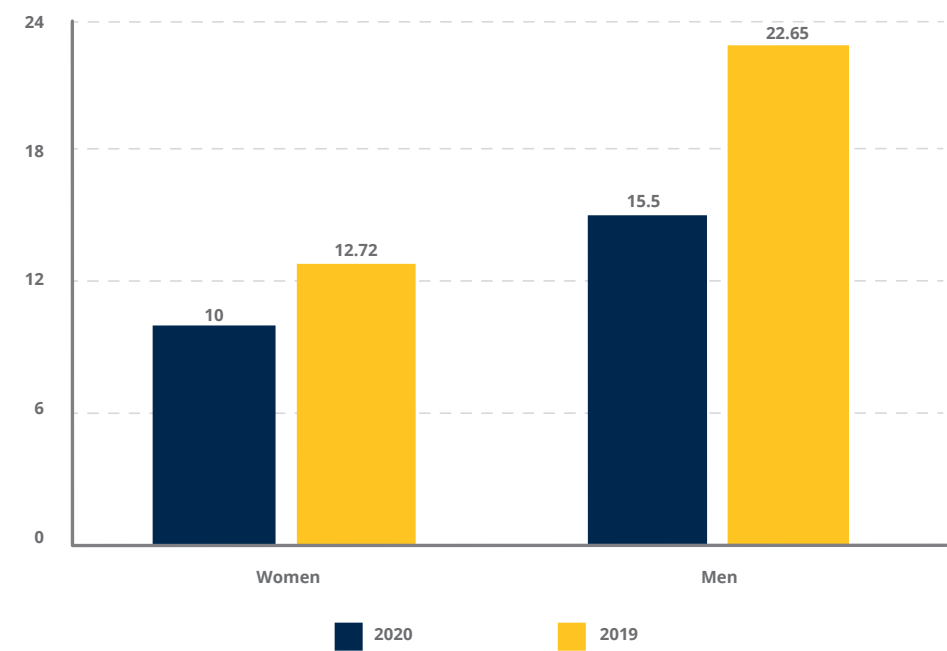


Figure 12 - Average Number of Training Hours by Gender



For the reasons set out above, the average number of training hours fell between 2019 and 2020, both among women and men. Women were given an average of 10 hours of training in 2020, down from 12.7 hours in 2019. Men were given an average of 15.5 hours of training in 2020, down from 22.65 hours in 2019.

**In-house development program for candidates to the engineering profession (CEP)**

CMM makes it easy for employees, including candidates to the engineering profession (CEP), to integrate into their new work environment. Our 24-month CEP Development Program allows CEPs to work in the geotechnical, drilling-blasting, planning and mining operations departments. A continuous improvement component was added in 2020, to allow CEPs to enhance their knowledge by taking part in a mining operations continuous improvement project. Six employees benefited from the program in 2020.

# INTERNSHIPS AND SUMMER JOBS

In cooperation with various educational establishments, CMM offers internship opportunities to students enrolled in vocational, college or university studies. Partners are numerous:

- **Universities:**
  - Université du Québec en Abitibi-Témiscamingue
  - Laval University
  - École de technologie supérieure
  - Polytechnique Montréal
  - University of Sherbrooke
  - McGill University
  - University of Toronto
  - Université du Québec en Outaouais
  - University of Ottawa
- **Colleges:**
  - Cégep de l'Abitibi-Témiscamingue
  - Cégep de Thetford
- **Vocational School:**
  - Centre de formation professionnelle Val-d'Or
  - Centre de formation professionnelle Lac-Abitibi
  - Centre Polymétier de Rouyn-Noranda





We visited numerous educational institutions despite the COVID-19 situation. Most universities held virtual job fairs that were also a great alternative for getting to know students. Unfortunately, the pandemic made it impossible to organize industrial visits for CEGEPs and universities. It is important to note that no internships or student jobs were compromised by the situation; however, students took up their duties later than usual given the gradual resumption of operations in the spring of 2020.

Together with the Training Department, we reviewed our onboarding and training methods for interns and students. Most training was given online. In cases where in-person training was given, group size was reduced to comply with physical distancing rules.

In addition to giving presentations on its operations at various schools, CMM also offers summer jobs and internships, particularly to the children of CMM employees. These jobs are an opportunity for students to familiarize themselves with the work environment and develop a network of contacts.

- Five in-person networking activities were held at schools (prior to COVID-19), followed by five virtual networking activities. These activities tell participants about us and allow us to recruit talent.
- 68 internships in 2020.
- Average internship duration:
  - University: 15 to 16 weeks
  - College: 11 to 12 weeks
  - Vocational training: 3 weeks
- 50 students were hired in the summer of 2020.



**3-c: Treat our employees and partners fairly and provide equal opportunity at all levels of the organization without bias.**

# CODE OF ETHICS

Canadian Malartic Partnership's Code of Ethics covers several aspects of section 3-c of our Sustainable Development Policy. Under the Code, all executives and employees are required to make an annual commitment by signing the appropriate form.

Furthermore, third parties, whether they are individuals or companies, must also undertake to follow the provisions; promote the goals, measures, objectives and principles set forth in the Code; and take all measures that are necessary to implement the Code in their work environment.



# COMMITMENT AND ACTION PLAN

An action plan was implemented to address the concerns cited in an employee engagement survey conducted in 2017.

In 2020, we continued to implement this action plan through the following activities:

- **Introduction of an annual evaluation for hourly-rated employees.** This evaluation consists of a meeting between the supervisor and the employee to discuss the employee's performance, aspirations and work in general.
- **Review of the performance evaluation process for management employees.** The performance evaluation process was updated and simplified following an activity in 2019 to gather feedback from employees and supervisors. The new process allows more room for exchanges and discussion centred on the employee's aspirations.
- **Implementation of a recognition program for years of service with no time-loss accidents.** All employees with 5- and 10-year service records with no time-loss accidents received a certificate and a gift in recognition of these important milestones.
- **CMM Values. The company's three main values were identified and defined.** Employees participated in some phases of the process. The official unveiling to employees was held in the fall of 2020.
- **Ongoing field visits by the Management Team.** These visits stopped in March due to the pandemic. They operate separately from the health and safety inspections conducted by the Management Team.

A new employee survey was planned for 2020 but had to be postponed until 2021 due to the pandemic.

# RETURN TO WORK AND WORK-LIFE BALANCE

Forty-six employees took parental leave in 2020, and 45 returned to their positions by December 31.

CMM gives management employees control over their work schedules, allowing them to start their workday earlier, for example. It also gives them the ability to work on a 5-2/4-3\* schedule, which gives them one day off per 80-hour pay period.

# RETIREMENT PREPARATION

CMM offers a voluntary retirement preparation training program to employees of 50 years and over and their partners. The program includes a financial component and a psychological component.

Training was postponed until 2021 due to COVID-19.

\* 5 days on, 2 days off, 4 days on 3 days off.



**3-d: Ensure that no discriminatory conduct is tolerated in the workplace.**

**3-e: Implement a fair and non-discriminatory dispute settlement mechanism for our employees and host communities.**

# STRONG POLICIES

CMM is committed to fighting all forms of discrimination based on gender, age, nationality and culture and relies on its Hiring Policy and its Policy on Preventing Harassment, Discrimination and Violence in the Workplace. Furthermore, CMM ensures pay equity upon hiring, as it applies the principle of pay equity.

# COMITÉ BONNE ENTENTE

The *Comité bonne entente* (Harmony Committee) is a forum for sharing that aims to improve the understanding of employees’ concerns and to work collaboratively to improve and maintain good labour relations. It is an advisory mechanism that leads to concrete action to resolve the issues reported or to improve human resources management and the workplace. The Committee consists in eleven management representatives and eight employee representatives who are elected by colleagues in the sector they represent.

The *Comité bonne entente* held nine meetings in 2020, including two in-person meetings and seven with employees on location and online. It also held departmental and annual bargaining meetings. Two meetings were cancelled due to COVID-19.

# INTEGRITY MONITORING

CMM applies the principles of the Partnership’s Integrity Monitoring Policy, which includes, among other things, an internal mechanism for reporting questionable practices.





**3-f: Enforce a drug- and alcohol-free workplace.**

# ALCOHOL, DRUG AND MEDICATION POLICY

After the Canadian Parliament passed the Cannabis Act in 2018, CMM revised its Alcohol, Drug and Medication Policy. All employees signed a form to undertake to fully comply with the Policy.

In fall 2020, management used a stronger approach and held the first-ever zero tolerance operation on site with the assistance of a private firm and a drug-sniffing dog.

Finally, employees were given reminders during health and safety meetings and all new employees signed the Policy as soon as they were hired.



Visit our Jobs section  
<https://canadianmalartic.com/en/jobs/>

## Community



We are committed to contributing to the social and economic development of sustainable communities associated with our operations and to a fair and respectful relationship with our host community.

**3-a: Foster an open, transparent, and respectful dialogue with our employees and host communities.**

# MANY TOOLS AND FORUMS FOR DIALOGUE

Maintaining good neighbourliness requires, first and foremost, complete and transparent information. This is even more important against the backdrop of the global pandemic.



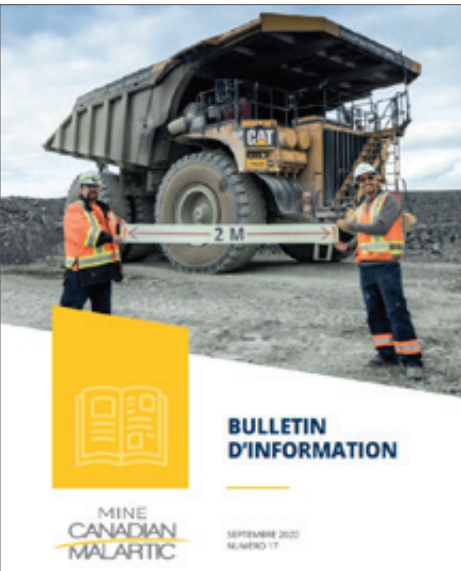
CMM communicates with various stakeholders: citizens of Malartic and Rivière-Héva, CMM and contractor employees, suppliers, community partners, municipalities and governments, First Nations, the media, mining industry members, and any group interested in CMM’s activities.

In 2020, CMM published newsletters, news releases, advertising, citizen memos and other printed material. CMM’s brand-new website went live in March 2020, enabling CMM to better inform stakeholders of the measures it took to address COVID-19. CMM also became more active on its social networks, quickly sharing the necessary adjustments due to the pandemic.

CMM uses all these tools to provide information on the mine’s activities, answer questions, and remind everyone of the many ways they can use to communicate with the Company.

**HIGHLIGHTS**

- More than 75 communications sent to citizens and various external stakeholders.
- Close to 20 different communication media used.
- New website put online.
- 130 publications on our social media platforms.



CMM issued four newsletters for the residents of Malartic in 2020. The newsletters primarily shared information on mine activities, what we were doing about COVID-19, and community involvement achievements.



# COMMUNITY RELATIONS OFFICE

CMM’s Community Relations Office is located at 1041 Royale Street in Malartic.

Traffic at the Community Relations Office dropped significantly from 6,718 visitors in 2019 to 4,023 visitors in 2020, mainly because it was closed from March 24 to June 15 due to COVID-19. However, we pivoted by introducing new ways of doing things, such as resuming some programs virtually, including compensation under the Good Neighbour Guide.

The main reasons for visiting the Office in 2020 were to register for the compensation program, the revitalization program, request information, and share concerns.

**3-e: Implement a fair and non-discriminatory dispute settlement mechanism for our employees and host communities.**

# MANAGEMENT OF COMPLAINTS AND CONCERNS

CMM’s Concern and Complaint Resolution Policy meets the objective of preserving — as much as possible — the quality of life of Malartic residents and Rivière-Héva residents on Des Merles Road. The policy helps to frame and clarify methods for resolving and handling complaints and concerns sent to the mine.

Diligent management of complaints and concerns is vital to good relations between CMM and the neighbouring community.

The procedure includes fast response and careful follow-ups to each complaint or concern received. Each complaint is also entered into a register, while maintaining complainant confidentiality. Complaints are also forwarded to the Québec Ministry of the Environment and the Fight Against Climate Change (MELCC).

CMM received 13 complaints in 2020, down from 20 in 2019. The decrease is due mainly to a significant drop in road traffic incidents on du Lac Mourier Road as a result of worker awareness-raising activities.



Table 11 - Type and Number of Complaints Received by CMM in 2020

Event	Quarter			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Vibration and overpressure	4	1	1	3
Noise	0	0	0	0
Dust	0	0	1	0
Others	2	0	0	1
Total per quarter	6	1	2	4
Total	13			

Complaints and concerns can be forwarded to the Community Relations team.

- In person, at the Community Relations Office: 1041 Royale Street, Malartic
- By telephone: 819 757-2225, ext. 3425
- By email: [relationscommunautaires@canadianmalartic.com](mailto:relationscommunautaires@canadianmalartic.com)



**3-g: Build long-term relationships with our host communities.**

**3-j: Uphold fundamental human rights and respect of cultures, customs, and values of all affected by our activities.**



# COMITÉ D'ÉCHANGES ET DE SUIVI CANADIAN MALARTIC

## A Committee Serving the Community

The *Comité d'échanges et de suivi Canadian Malartic* (CES-CM) is a choice forum for exchanges between CMM and the community that promotes good neighbourliness in Malartic. The CES-CM seeks to involve the local community in CMM activities. Its role is to:

- Create a forum for dialogue and information sharing between CMM, individuals and organizations affected by CMM's activities;
- Develop a shared, comprehensive and nuanced understanding of the environmental, social and economic impacts and issues related to CMM's activities;
- Relay information from the CES-CM's activities to organizations and citizens; and
- Make recommendations to CMM in order to influence and enhance its practices, suggest joint solutions and maximize benefits for the community.

While the pandemic created challenges, CES-CM members were able to adapt, holding four virtual meetings in 2020 that focused on:

- CMM's certification process with the International Cyanide Management Institute.
- Domestic well monitoring results.
- Information and Consultation Process – Odyssey Underground Project.
- Monitoring social and economic components – social stakeholder component.

The CES-CM's meeting minutes and 2020 annual report are available on its website: <https://canadianmalartic.com/en/monitoring-committee/>.

# GOOD NEIGHBOUR GUIDE

During the Collaborative Approach, a wide-reaching consultation process held from 2015 to 2017 to ensure the community was involved in improving CMM's practices, the Working Group on Coexistence Issues in Malartic (made up of representatives from the Town of Malartic, the *Comité de suivi Canadian Malartic* and CMM) developed the Good Neighbour Guide, which is still in use. The Guide includes:

- A compensation program relating to the impacts and inconvenience caused by CMM operations;
- Guidelines governing the acquisition of principal residences in Malartic;
- Guiding principles on the resale of properties acquired by CMM; and
- Impact prevention, management and mitigation measures.

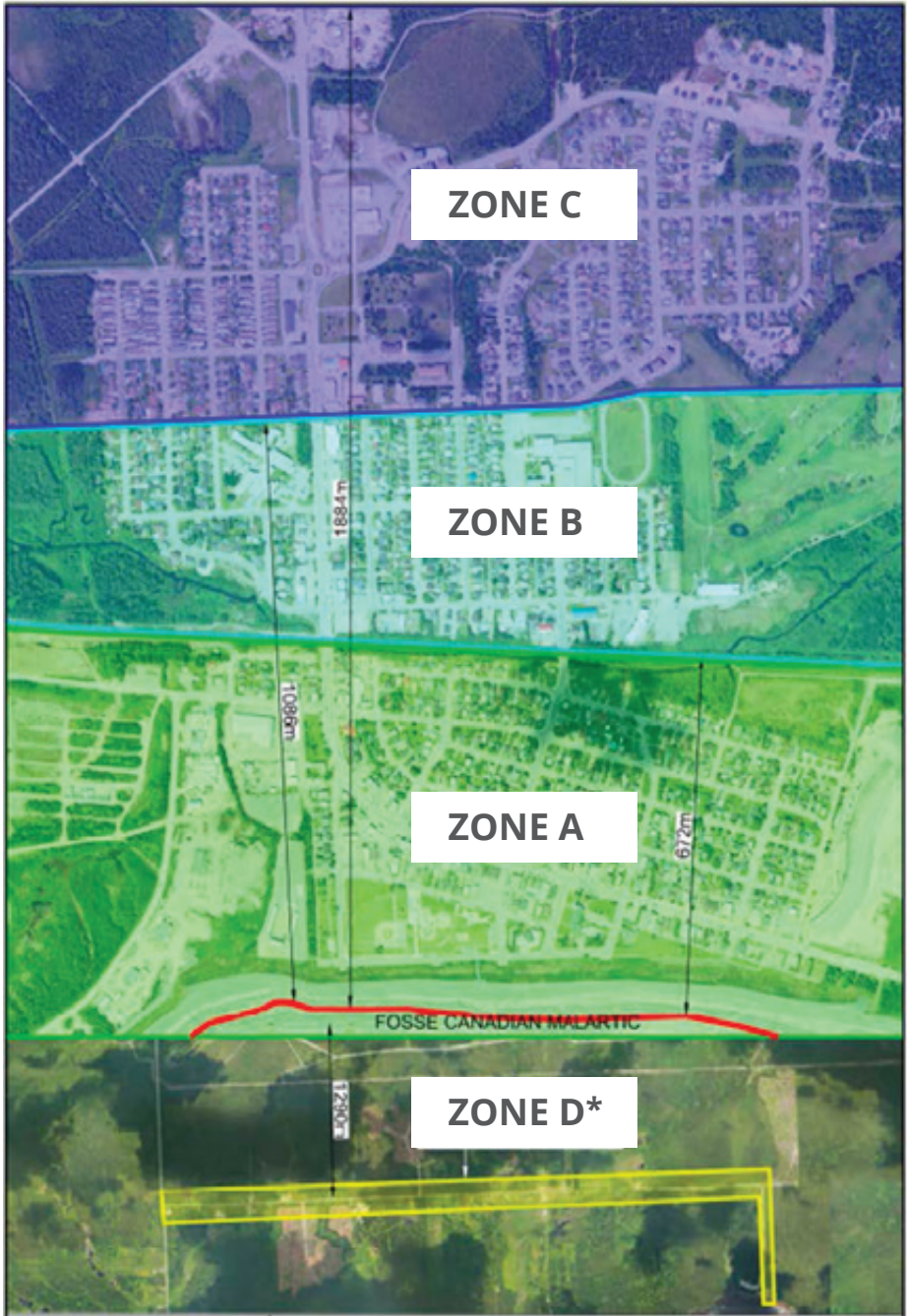
While we had to adapt during COVID-19 by extending the registration period for some programs in the Good Neighbour Guide, we were able to meet all our commitments to our host community.

The map on the next page shows the location of the four areas in Malartic covered by the Compensation Program in 2019. Another area (Area D) was added to the Good Neighbour Guide so that citizens on Des Merles Road in Rivière-Héva would be entitled to the same past and the future compensation as residents in Area C of the Guide. Area D was incorporated as a result of the out-of-court settlement reached in December 2019 by CMM and the class action representative.





Figure 13 - Map of Compensation Areas, 2019



\* For existing residences and those along Des Merles Road in Rivière-Héva.

# COMPENSATION PROGRAM

The buy-in rate of the Compensation Program for 2019 among citizens of Malartic and those on Des Merles Road in Rivière-Héva is proof that the Good Neighbour Guide is deeply entrenched in the community.



## Compensation program results for 2019

- 98 % buy-in.
- 2,6 M\$ paid out to citizens of Malartic and those on Des Merles Road in Rivière-Héva.



## PROGRAM TO RESELL RESIDENCES AQUIRED

The Good Neighbour Guide includes guidelines on the acquisition of residences in Malartic. Since 2016, CMM has purchased residences from homeowners who wanted to move out of the southern sector, which is the closest to the mine. CMM acquired ten residences in 2020. This component of the Guide was to end on August 31, 2020, but was extended to November 9, 2020, because of the pandemic.

In May 2018, CMM implemented a program to resell the homes it had acquired, some of which were renovated, in order to revitalize the neighbourhood and encourage new families to purchase them. Anyone wishing to purchase a property in Malartic is eligible for the program. A total of four residences were sold in 2020.

*2020: 10 residences acquired 4 residences sold*

*From the program's inception until December 31, 2020:  
57 residences have been acquired and 41 have been sold*



# IMPACT MITIGATION EQUIPMENT

The Good Neighbour Guide also includes mitigation measures that are implemented to reduce impacts that could be caused by CMM’s mining operations, including noise and dust.



## Examples of monitoring and mitigation measures

Three air quality stations in the Town of Malartic inform the CMM team in real time of dust levels and allow it to take prompt action when dust levels rise. The locations were determined by the Québec Ministry of the Environment and the Fight against Climate Change (MELCC).

An acoustic screen made mostly of insulation (rock wool) and willow branches was erected along the linear park on Champlain Avenue, at the eastern entrance to the Town of Malartic, in order to reduce noise coming from traffic on Highway 117.



# REVITALIZATION PROGRAM

Under the terms of the out-of-court settlement reached in fall 2019 by CMM and the applicant in the class action, residential and commercial building owners in Malartic’s southern neighbourhood were able to use the new Revitalization Program, whose registration period was in the summer of 2020. CMM’s \$1.5-M investment in this program will help to improve the living environment, thus fulfilling CMM’s commitment to take an active role in revitalizing this neighbourhood.



# ODYSSEY PROJECT: INFORMATION AND CONSULTATION PROCESS

In 2020, we prepared an application to amend the decree in order to add, among other things, the East Gouldie and East Malartic zones to the Odyssey Project, which already comprises the Odyssey North and South zones, a shaft, a ramp, and surface infrastructure.


As part of the application filed with the MELCC, an online Information and Consultation Process was conducted in November 2020, to address various topics related to the mine’s eventual operation.

Table 12 - Topics addressed during the information and Consultation Process for the Odyssey Project

Air quality	Groundwater
Restoration plan	Background noise
Vibration	Traffic
Greenhouse gas emissions	

A report on the feedback, questions and concerns gathered during the process has been incorporated into the application to amend the order-in-council.





The report can be viewed  
on our website.



# MONITORING SOCIAL AND ECONOMIC COMPONENTS

Under the government decree authorizing the Malartic Extension Project (MEP), CMM must monitor social and economic components every three years over the mine’s life.

To achieve this social monitoring, the following work was carried out:

- A study on Malartic’s socio-demographic and economic characteristics and CMM’s economic benefits;
- A series of interviews with social stakeholders in Malartic;
- A survey on citizens’ assessment of CMM’s environmental, social and economic performance;
- A review of the Good Neighbour Guide;
- A review of CMM’s community investments;
- A follow-up of the ad hoc mitigation measures implemented by CMM specifically as part of MEP work; and
- An external audit under the *Towards Sustainable Mining initiative*.



The following is a summary of the results from the January 2020 evaluation.



**Environment**

The vast majority of survey participants believe that CMM's environmental performance meets expectations and they are satisfied with CMM's efforts to reduce the impact of its activities.



**Social involvement**

The vast majority of participants felt that CMM's social involvement meets expectations and that CMM's social contributions significantly improve the lives of Malartic residents.



**Economic contribution**

The vast majority of participants said that CMM's economic contribution meets their expectations and that CMM is making a sufficient effort to encourage its employees to live in Malartic.

This evaluation showed us that CMM is expected to continue if not increase its efforts to maintain its good relations with the population of Malartic.

The report analyzing Malartic citizens' assessment of social and economic component monitoring is available for consultation in the Community section at [canadianmalartic.com](http://canadianmalartic.com).



**3-i: Contribute to the socio-economic development of our host communities by investing in community initiatives and in projects contributing to their long-term socio-economic sustainability.**

# COMMUNITY SUPPORT

## VARIED INTERVENTIONS TO ADDRESS THE COMMUNITY'S NEEDS

For several years, Canadian Malartic Mine has been genuinely committed to contributing to the social, community and economic development of its host community and the region. It provides financial support to several non-profit organizations and development stakeholders as well as to a host of initiatives carried out by the public. It has many tools:

- 1. Donations and sponsorships
- 2. Community involvement
- 3. Research and development
- 4. *Fonds Essor Canadian Malartic*
- 5. *ÉcoMalartic*

In 2020, CMM continued to honour its commitment to be part of a dynamic and healthy living environment, providing nearly \$1.2 M for community investment and research and development.

*\$1.2 M for community investment  
and research and development*



## DONATIONS AND SPONSORSHIPS

As part of its commitment to drive the community's growth, CMM continues to invest in several local and regional projects.

As firm believers in the strength of social solidarity, we are open to forming partnerships with organizations that operate programs or projects aligned with our key areas of action, namely, art and culture, education, health, sports and environmental protection, and that have a positive impact in their community.

The daily routines and activities of many organizations in the region were transformed in 2020. However, while our reality may have changed, our commitments remained the same. Here are a few examples:



- Concerned for the good of local residents, CMM wanted to do its part during these difficult times by donating \$30,000 to the community in the spring of 2020. These funds were distributed among various organizations in Malartic and the region that deliver food aid and other support services to seniors or families in vulnerable situations.
- To support the mission of the Val-d'Or palliative care facility, CMM donated \$5,000 to *Maison de la source Gabriel* after all of its planned fundraising campaigns had to be postponed.



- We responded to a call from the *École des Explorateurs* parent's organization after a Halloween candy drive in Malartic was cancelled. We provided 400 bags of candy to hand out to students during a day of theme-based activities. Toddlers at the *Bambin et Câlin*s childcare centre also received 130 bags of candy for the event.



- Although events celebrating the end of the school year had to be cancelled, CMM contributed to the scholarship programs of the UQAT Foundation, the *Cégep de l'Abitibi-Témiscamingue* (including the Val-d'Or campus), the First Nations Human Resources Development Commission of Val-d'Or and the Val-d'Or Native Friendship Centre. All together, these funds amounted to \$10,000 in 2020.



- For several years now, CMM has invited members of *Comité reconnaissance des aînés of Malartic* and the *Comité renaissance des aînés of Rivière-Héva* to visit the mine. Unfortunately, the activity had to be cancelled this year due to the current circumstances. We therefore decided to give everyone a deck of playing cards to show them our support in these difficult times.



- *ESPACE Abitibi-Est*, a child abuse prevention organization, received a \$3,000 contribution from CMM to produce an animated video on children's rights. The video was necessary following the cancellation of school visits.





- CMM contributed to creating a community garden at the Malartic mental health hospital, an initiative of the employees of the hospital's rehabilitation unit. The goal of the activity was to foster the patients' social skills and promote a healthy lifestyle.
- At the end of the year, we also contributed \$2,000 for Christmas baskets in Val-d'Or and \$3,500 to the Malartic food bank.



### ***J'adopte un arbre***

*J'adopte un arbre*, an initiative that aims, among other things, to revitalize the community and beautify neighbourhoods throughout the Town of Malartic, was cancelled due to the pandemic.



### **Volunteer program**

Our volunteer program through which our employees can give back to the community continued in 2020, but was used only in the beginning of the year. We provide information on organizations in Malartic that are seeking volunteers in an effort to make our team aware of how important community involvement is and thereby foster a culture of caring. Our team is proud to donate time and actively contribute to promoting volunteerism.

## **RESEARCH AND DEVELOPMENT**

CMM provides funding assistance for research and development, in particular for the restoration of its tailings pond and for the achievement of best practices in ore processing.

**Table 13 - CMM Contributions to Research and Development in 2020**

Research Institute on Mines and Environment (RIME) of the <i>Université du Québec en Abitibi-Témiscamingue</i> (UQAT) and <i>Polytechnique Montréal</i>	\$300,000
NSERC-UQAT Industrial Research Chair on northern biodiversity in a mining context	\$65,000
Ore-processing research consortium (COREM)	\$200,000
<b>Total</b>	<b>\$565,000</b>

## **FONDS ESSOR CANADIAN MALARTIC: FOR SUSTAINABLE DEVELOPMENT**



The *Fonds Eссор Canadian Malartic* (FECM) was established in 2008 to leave a positive legacy for future generations. It strives to promote Malartic citizens' quality of life and fulfilment as well as the town's long-term growth by contributing to and supporting initiatives that have a lasting impact on economic, social and cultural development. The Board of Directors' mandate is to analyze the applications it receives, while CMM sees to administration.

CMM contributed \$165,000 to the *Fonds* in 2020.

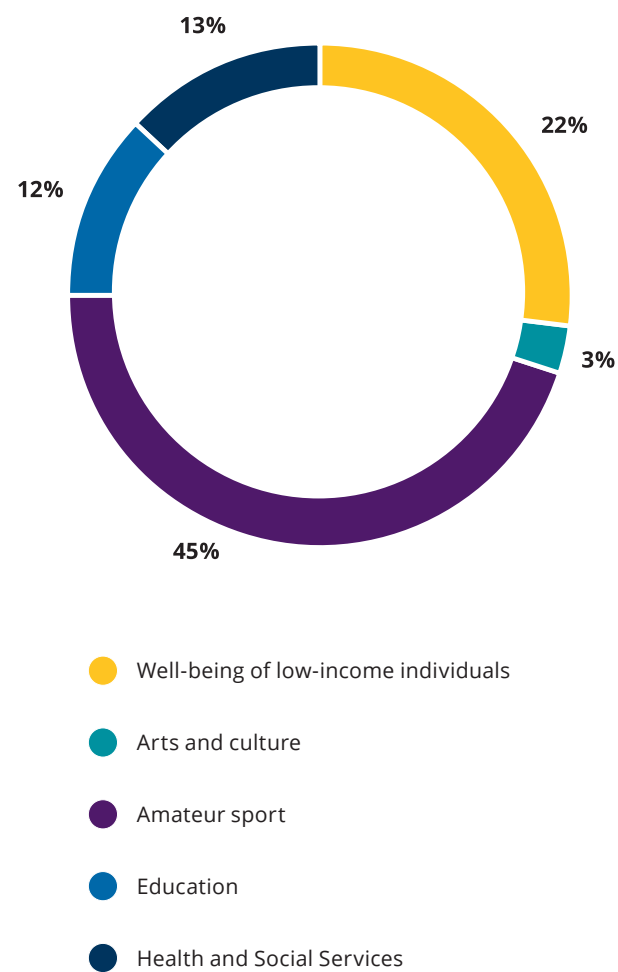
In 2020, FECM:

- Donated close to \$70,000 to the community; and
- Focused its support on the well-being of low-income individuals and amateur sport.

FECM's 2020 investment report (in French only) is available at [canadianmalartic.com/en/community-engagement/fecm/](https://canadianmalartic.com/en/community-engagement/fecm/)



Figure 14 - Percentage of Monies Given to the Community in 2020



Examples of Funding Provided by the *Fonds Essor Canadian Malartic* to the Community in 2020



Malartic Snowmobile Club – Rebuild the Goldfield bridge: \$25,000



Vallée-de-l’Or Local Youth Partner Group – Postpartum Support Project: \$5,000



Malartic food bank: \$12,000



Malartic Youth Shelter: \$8,000



Organizations wishing to receive funding from the FECM are required to file a funding application and complete the form available at

[canadianmalartic.com/en/community-engagement/fecm/](http://canadianmalartic.com/en/community-engagement/fecm/)



CMM is committed to supporting local initiatives that contribute to Malartic’s vitality. Since 2016, CMM has undertaken to support *ÉcoMalartic’s* sustainable development plan, which strives, among other things, to prolong the mine’s benefits. To learn more, visit [www.ecomalartic.com](http://www.ecomalartic.com).

**3-k: Work in partnership with Aboriginal peoples to build a mutually beneficial, cooperative, and productive relationship based on two-way communications, consultations, and effective partnerships.**

# HISTORIC COLLABORATION AGREEMENT WITH FOUR FIRST NATIONS

CMM endeavours to cooperate with all stakeholders, including Aboriginal communities.

In March 2018, a working group composed of representatives of CMM and the Abitibiwinni, Lac Simon, Winneway and Kitcisakik First Nations was established. Its mandate was to develop and reach a mutually satisfactory collaboration agreement to support the sustainable development of the communities involved. The working group held several meetings in 2019. The parties’ commitment, diligence and good faith guided the group as it continued its work in 2020.

On June 3, 2020, after two years of hard work, CMM and the Abitibiwinni, Lac Simon, Long Point, and Kitcisakik Anishinabeg First Nations publicly announced that they had reached a Collaboration Agreement aimed at the sustainable development of the four Anishinabeg First Nations and their increased participation in CMM’s mining activities and projects.

This Agreement is the first of its kind in Abitibi-Témiscamingue between the Anishinabeg First Nations and an active mining company.

The Collaboration Agreement calls for measures to increase the participation of the four Anishinabeg First Nations in CMM’s activities in regards to training, job and business opportunities, and environmental protection until 2027. All four communities will receive annual financial contributions in order to promote their sustainable development and to enable growth-generating projects.

The parties are committed to implementing the agreement daily and to developing a mutually beneficial, cooperative, and respectful long-term relationship based on dialogue, information sharing, honesty, and trust.



**Visit our Community section**  
[https://canadianmalartic.com/en/  
community-engagement/](https://canadianmalartic.com/en/community-engagement/)









# CANADIAN MALARTIC MINE



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