

# 2017 SUSTAINABILITY REPORT

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True to Our Values



CANADIAN  
MALARTIC  
MINE

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# LEXICON

<b>Noise Barrier</b>	Existing noise barrier built in 2013 (also called the Green Wall).
<b>Noise Barrier at the Deviation</b>	Noise barrier between Champlain Avenue and the new layout of Highway 117, to reduce the potential impact of vehicular traffic on the sector's residents (noise, headlight glare, visual impact).
<b>Decree</b>	Government authorization of a project, after the environmental assessment process has been completed.
<b>Certificate of Authorization</b>	Ministerial authorization to be obtained prior to performing certain work on the site, after a decree has been obtained.
<b>Deviation</b>	Partial deviation of Highway 117 at about 3 kilometres from Malartic's eastern entrance, to connect to the existing Highway 117 axis (Royale Street), somewhat east of Saint-Louis Avenue.
<b>Acoustic Screen</b>	<p>Temporary screen along Champlain Avenue to reduce impact (noise, dust) that may be associated with work to deviate Highway 117 and create a noise barrier at the deviation.</p> <p>The temporary acoustic screen is almost 6 metres high. It consists of several sea containers placed side by side and covered with panels to blend into the landscape.</p>
<b>Combined Accident Frequency</b>	Number of lost-time incidents + number of incidents resulting in a temporary assignment per 200,000 hours worked.
<b>Surface Waste Rock Pile</b>	Area where waste rock is stored, i.e. barren or submarginal rock or ore that has been mined, but is not of sufficient value to warrant treatment and is therefore removed ahead of the milling processes.
<b>Tailings Pond</b>	A low-lying depression used to confine crushed and treated mine tailings.
<b>Backfilling</b>	Refilling a cavity or an underground site with material.



# ACRONYMS

<b>CESCM</b>	<i>Comité d'échanges et de suivi Canadian Malartic</i>
<b>CMM</b>	Canadian Malartic Mine or Canadian Malartic Partnership
<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>CTRI</b>	<i>Centre technologique des résidus industriels</i>
<b>EAP</b>	Employee Assistance Program
<b>FECM</b>	<i>Fonds Esort Canadian Malartic</i>
<b>FCCQ</b>	<i>Fédération des chambres de commerce du Québec</i>
<b>GÉCO</b>	<i>Groupe ÉCOcitoyen</i>
<b>GHG</b>	Greenhouse Gas
<b>GRI</b>	Global Reporting Initiative
<b>IRME</b>	<i>Institut de recherche en mines et environnement</i>
<b>kWh</b>	Kilowatt-hour
<b>M<sup>3</sup></b>	Cubic Metre
<b>MAC</b>	Mining Association of Canada
<b>MDDELCC</b>	<i>Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques</i>
<b>MEP</b>	Malartic Extension Project
<b>OBVAJ</b>	<i>Organisme de bassin versant Abitibi-Jamésie</i>
<b>QMA</b>	Québec Mining Association
<b>TSM</b>	MAC Towards Sustainable Mining initiative
<b>UQAT</b>	<i>Université du Québec en Abitibi-Témiscamingue</i>
<b>URSTM</b>	<i>Unité de recherche et de service en technologie minérale</i>



# ABOUT THIS REPORT

## APPROACH AND SCOPE

Canadian Malartic Mine (CMM) is proud to present *True to Our Values*, its sustainability report for the January 1 to December 31, 2017 period.

CMM has produced this annual report since Agnico Eagle Mines Limited and Yamana Gold Inc. acquired the mine in June 2014. It provides an annual update on health and safety, environmental, community, and economic projects and activities.

By publishing this report, CMM commits to regularly update its stakeholders on its projects, activities and achievements aimed at advancing sustainability company-wide.

Out of a desire to do things right, and staying true to its values and principles, CMM's team has achieved many accomplishments and taken up significant challenges throughout the year.

## FIGURE 1 - OUR KEY SUCCESSES AND CHALLENGES IN 2017

	OUR KEY SUCCESSES	OUR KEY CHALLENGES
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>CMM posted its best health and safety performance ever.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to raise the awareness of mine and contractor employees.</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>New communication tools are added to those already in place, including tools to keep the community informed about work on the Malartic Extension Project.</li> <li>CMM initiated a dialogue on the Odyssey Underground Mining Project.</li> </ul>	<ul style="list-style-type: none"> <li>Continue and consolidate various approaches and maintain the numerous existing tools for proactive and transparent communication with the community.</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>100% of the Mine's activities complied with current air quality and noise* standards.</li> <li>CMM developed a <i>Biodiversity Conservation Plan</i>, in collaboration with its stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or improve environmental performance, while reaching the Company's performance goals.</li> <li>Ensure the social integration of the Malartic Extension Project upon commencement of work.</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>CMM obtained a decree authorizing its Malartic Extension Project.</li> <li>CMM purchased \$300 million in goods and services from 450 regional suppliers in Abitibi-Témiscamingue.</li> </ul>	<ul style="list-style-type: none"> <li>Maximize short-, medium- and long-term positive benefits for the host community and neighbouring communities.</li> </ul>

\* A normative change was made in 2017, and since then the mine has also been 100% compliant with noise limits under the Environment Quality Act.

## STAKEHOLDERS

This report is for all of CMM's stakeholders, which include the citizens of Malartic and Rivière-Héva, employees and suppliers, community partners, current and potential investors, municipalities and governments, First Nations, media, members of the mining industry, as well as groups with an interest in our activities.

## SUSTAINABILITY REPORTING

The CMM team is responsible for preparing the 2017 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 performance results in the areas of sustainability and social responsibility 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 environmental and social performance practices by sending us your ideas, questions or comments.

We encourage you to contact us at [info@canadianmalartic.com](mailto:info@canadianmalartic.com).



# A NOTE FROM MANAGEMENT

“

**CANADIAN MALARTIC MINE  
TAKES PRIDE IN MAINTAINING  
AND RESPECTING ITS  
COMMITMENTS TO THE  
POPULATION AND ITS  
RIGOROUS AND TRANSPARENT  
OPERATIONS.**



## TRUE TO OUR VALUES

Once again in 2017, Canadian Malartic Mine had the opportunity to show that by staying true to its values, it is possible to carry out major projects with respect for environment and the community.

This past year was notable for the report on the first year of the Good Neighbour Guide, which was borne out of unprecedented community engagement. This successful approach was carried out by adopting shared values such as respect, attentiveness, integrity, and fairness.

As you read this Sustainability Report, you will notice that these principles have guided all our operations in many ways. For a second year in a row, Canadian Malartic Mine's environmental, social, and economic performance has shown our team's perseverance, day in and day out. Below are some of the year's outstanding achievements:

- Innovative site management for the Malartic Extension Project;
- Unsurpassed performance with respect to the frequency of lost-time incidents and incidents resulting in a temporary assignment;
- Population's strong buy-in of the retroactive compensation program in the Good Neighbour Guide;
- Air quality and noise standards were fully met; and
- An outstanding contribution to the region's economy.

2017 marked the beginning of the future, with the commencement of work leading to the start-up of production at the current pit's extension. At the same time, sustained efforts were made to develop projects, including sizeable exploration investments. This work will help to better define the deposits in the historic Malartic mining camp. This perspective will offer stability, be it in terms of added value for our shareholders; jobs; or local, regional, and provincial benefits.

Canadian Malartic Mine takes pride in maintaining and respecting its commitments to the population and its rigorous and transparent operations. Now and in the future, our team can attest in all humility that we have been, and will continue to be, true to our values.

Happy reading!



**Serge Blais, Eng.**  
General Manager



# ABOUT US



Canadian Malartic Mine  
(Abitibi-Témiscamingue)

Canadian Malartic Mine (CMM), one of Canada's largest operating open-pit gold mines, represents a world-class deposit estimated at almost 10,000,000 ounces of gold. CMM is one of the world's largest producers of gold.

The gold mine is located in the Town of Malartic, in the heart of Québec's Abitibi Gold Belt. The property includes four former gold mines that were in operation from 1935 to 1983: Canadian Malartic Gold Mines, Sladen Malartic (Barnat Mines), East Malartic and Malartic Gold Fields. These four mines extracted 5.13 million ounces of gold from Malartic's underground.

The open-pit mine and the processing plant, built by Osisko Mining Corporation, went into commercial production in May 2011.

In June 2014, Agnico Eagle Mines Limited and Yamana Gold Inc. acquired Osisko and formed Canadian Malartic Partnership to manage and operate the mine.



# MINING COMPLEX AND OPERATIONS



A. CRUSHING ZONE

B. ORE STOCKPILING ZONE

C. ORE PROCESSING PLANT

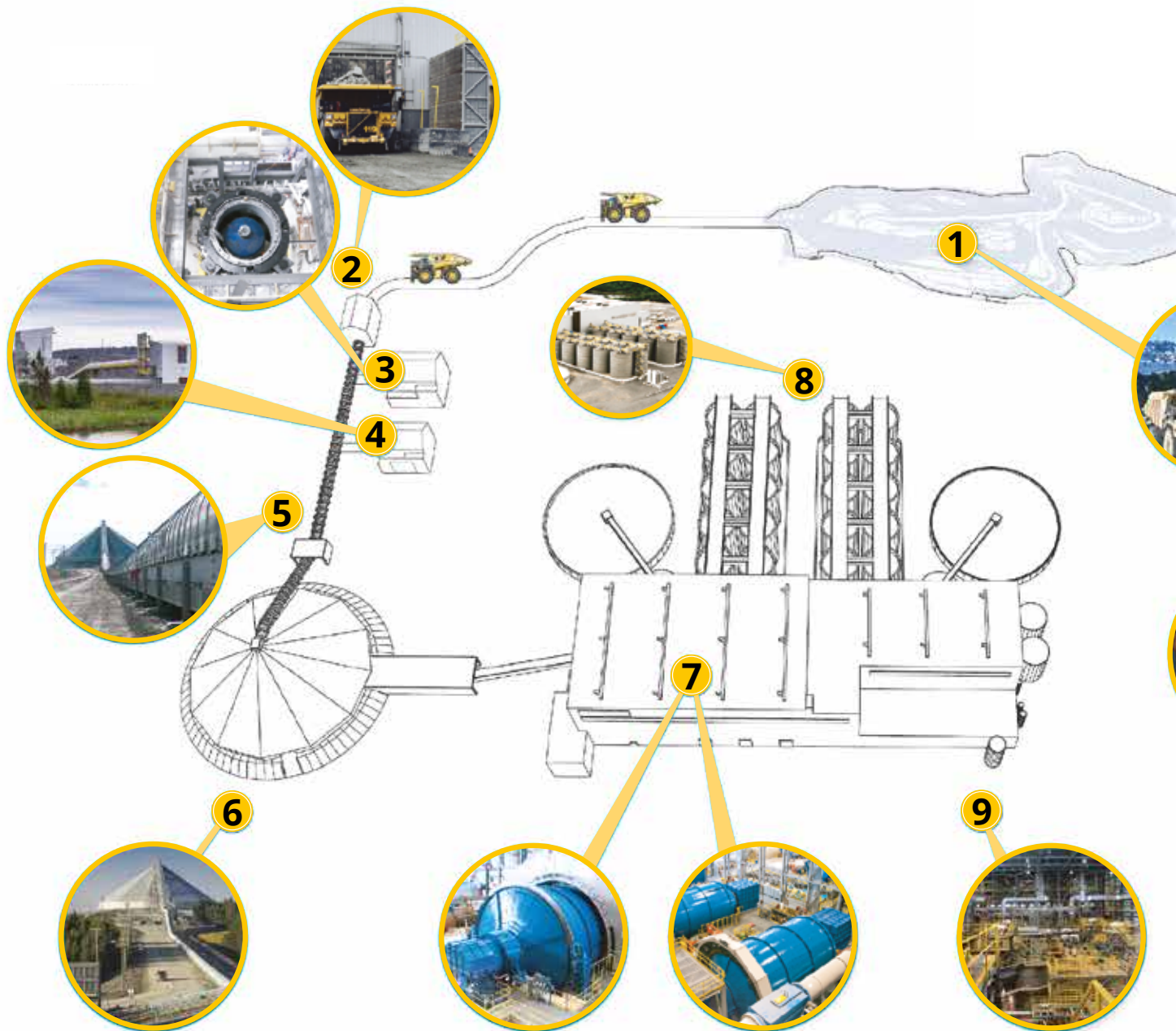
D. TAILING POND

E. ADMINISTRATIVE BUILDING AND GARAGE



# ORE PROCESSING

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



# MAIN EQUIPMENT



## Production Truck

Our production trucks have a 218-tonne capacity. Components have been modified or added to reduce noise.



## Electric Shovel

Some shovels are fully electric. Components have been modified or added to reduce noise.



## Pit Viper Blasthole Drill

Our blasthole drill rigs are equipped with rubber skirting and water tanks to limit the spread of dust during drilling.



10



11



## Water Truck

Water trucks spray roads to reduce dust.



## Hitachi Shovel

This shovel is equipped with a remote control system. Components have been modified or added to reduce noise.



# OUR GOVERNANCE



Canadian Malartic Mine (CMM) is a general partnership that is indirectly held by Agnico Eagle Mines Limited and Yamana Gold Inc. Each of these Canadian corporations, which are headquartered in Toronto, controls 50% of CMM's shares.

CMM's activities are led by an eight-member Management Committee consisting of four members from each parent company.

## FIGURE 2 - CANADIAN MALARTIC MINE'S SIMPLIFIED GOVERNANCE STRUCTURE





# OUR APPROACH TO SUSTAINABLE DEVELOPMENT





## STEPS THAT DEFINE OUR ACTIONS

Our vision is to build a strong organization, with a business strategy that offers our employees a workplace of choice, contributes to the host community's well-being and development, and generates superior long-term yields for our shareholders.

These steps are applied daily through a three-tiered decision-making pillar that forms the basis of each act or intervention and is consistently followed. It is much more than a simple guideline; it is a code of conduct that must be followed by each and every employee, including contractors' employees. Below are the decision-making pillar's three tiers:



Again in 2017, our team proved that it is possible to be a major player and ensure responsible development and operations. We know that there will always be room for improvement. By staying true to our priorities and our values and by working closely with our stakeholders, we will continue to carry out major projects and take up new challenges.

# OUR 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 licence 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, and translates into the following commitments:

## 1. SAFETY AND HEALTH

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

- a** Assessing risk 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 adequate control measures, as well as recognizing that injuries, professional illnesses, and fatalities can be prevented and that relevant control measures are the joint responsibility of the Partnership, employees, contractors, and suppliers;
- c** Promoting health and wellness and establishing relevant programs;
- d** Providing appropriate health and safety training to employees and contractors;
- e** Providing adequate resources and appropriate tools so employees can carry out their 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 evaluate performance and establish improvement plans.

## 2. ENVIRONMENT

We are committed to minimizing the effects of our operations on the environment and maintaining its 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 combat climate change, as well as using energy efficiently;
- d** Managing tailings, waste rock and overburden to ensure environmental protection;
- e** Integrating biodiversity conservation and land use planning considerations through all stages of business and production activities;
- f** Assessing risk on a regular basis and investigating incidents, when necessary, in order to reduce potential impacts on the environment;
- g** Performing internal and external environmental audits in order to evaluate performance and establish improvement plans;
- h** Ensuring emergency response plans are in place in order to reduce the impacts of unforeseen events; and
- i** Rehabilitating our mining sites in consultation with the communities to ensure physical and chemical stability and, where possible, through progressive rehabilitation.

## 3. EMPLOYEES AND COMMUNITIES

We are committed to contributing, socially and economically, to the sustainable development of the communities where we operate and to maintaining fair and respectful relationships with our employees and host communities by:

- a** Fostering an open, transparent and respectful dialogue with employees and host communities;
- b** Providing fair and competitive working conditions and supporting skill development;
- c** Treating our employees and partners fairly and 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 local community initiatives and in projects contributing to their long-term socio-economic viability;
- j** Upholding fundamental human rights and respecting the cultures, customs and values of all affected by our activities; and
- k** Working jointly with Indigenous people to establish a mutually beneficial, cooperative and productive relationship, based on an approach characterized by effective two-way communication, consultation and partnering.



# TOWARDS SUSTAINABLE MINING INITIATIVE

In 2016, Canadian Malartic Mine (CMM) committed to the Towards Sustainable Mining (TSM) initiative, which was launched by the Mining Association of Canada (MAC). In 2014, the Québec Mining Association (QMA) committed to formally adopting TSM, an initiative that provides a set of concrete steps to drive performance and ensure that mining activities are managed responsibly.

# 25

## PERFORMANCE INDICATORS

across 7 protocols.

For each indicator, companies must assign a letter grade that reflects their performance ranging from Level C to Level AAA. The initiative's goal is to ensure that companies achieve at least a ranking of Level A, which indicates environmental management, safety, and community engagement best practices.

The companies's results are verified by a third party each three year, during an external verification performed by an verification services provider. CMM's first verification covered its results for 2017.

This external verification validated high performance levels, at least Level A for all indicators, with the exception of indicator 3 of the *Energy Use and GHG Emissions Management* protocol.

**FIGURE 3 - 2017 EXTERNAL TSM VERIFICATION RESULTS**

INDICATORS	EXTERNAL VERIFICATION RESULTS
<b>Biodiversity Conservation</b>	
Commitment, accountability and communications	A
Biodiversity conservation planning and implementation	A
Biodiversity conservation reporting	A
<b>Energy Use and GHG Emissions Management</b>	
Energy use and GHG emissions management systems	A
Energy use and GHG emissions reporting systems	A
Energy and GHG emissions performance targets	B
<b>Tailings Management</b>	
Tailings management policy and commitment	AA
Tailings management system	AA
Assigned accountability and responsibility for tailings management	AA
Annual tailings management review	AA
Operation, Maintenance and Surveillance Manual for Tailings and Water Management Facilities – The OMS Guide	AA
<b>Preventing Child Labour and Forced Labour</b>	
Preventing forced labour	Yes
Preventing child labour	Yes
<b>Aboriginal and Community Outreach</b>	
Community of interest (COI) identification	AAA
Effective COI engagement and dialogue	AAA
COI response mechanisms	AAA
Reporting	AAA
<b>Health and Safety</b>	
Policy, commitment, and accountability	A
Planning, implementation, and operation	A
Training, behaviour, and culture	AAA
Monitoring and reporting	A
Performance	AA
<b>Crisis Management and Communication Planning</b>	
Crisis management preparedness and communications	Yes
Exam	Yes
Training	Yes

The above results encourage us to continue and to be better.

# OUR TEAM

People of Conviction

## SUMMARY

- CMM is the largest private employer in the Vallée-de-l'Or RCM, with 699 employees, as well as almost 800 contractor employees working on the mine site.
- Virtually all CMM workers come from the Abitibi-Témiscamingue region. Quebecers make up 100% of CMM's Management Team. In addition, women hold 11% of mine jobs.
- CMM offers challenging and advantageous working conditions in order to respect our employees' engagement.

Our team's strength is one of our greatest assets. CMM is proud to rely on engaged, motivated people ready to rise to any challenge.

The following sections contain more details about:

- 1 Our team**  
members' fields of activity.
- 2 Statistics**  
on the origin of the workers who make up our team.
- 3 A description**  
of our employees' working conditions and benefits.
- 4 Awards**  
and other recognition for CMM in 2017.



# 1. VARIED FIELDS OF ACTIVITY



## 2. OUR EMPLOYEES

In 2017, our team included 699 employees and almost 800 contractor employees.

CMM encourages women to contribute to the mining sector. In 2017, 11% of positions were filled by women, most of them in management.

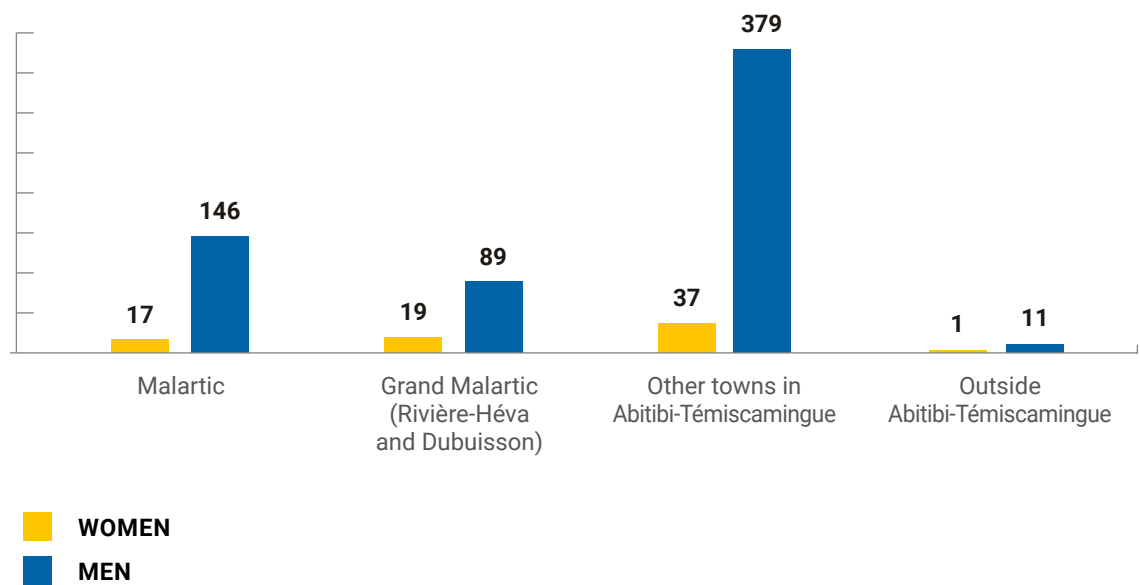
**FIGURE 4 - DISTRIBUTION OF POSITIONS BY GENDER AND TYPE OF POSITION**

	NUMBER OF WOMEN	NUMBER OF MEN	TOTAL	WOMEN/MEN RATIO
<b>Management Employees</b>	57	167	224 management employees	25% women 75% men
<b>Hourly-rated Employees*</b>	17	458	475 hourly-rated employees	4% women 96% men
<b>TOTAL</b>	<b>74 women</b>	<b>625 men</b>	<b>699 employees</b>	<b>11% women 89% men</b>

\* Employees working production-related shifts

Our activities are generating major economic spinoffs for Malartic and the Abitibi-Témiscamingue region. Local and regional employment is one of the main benefits that we hope to maximize. On that point, the vast majority of our employees come from the region, and many live in Malartic.

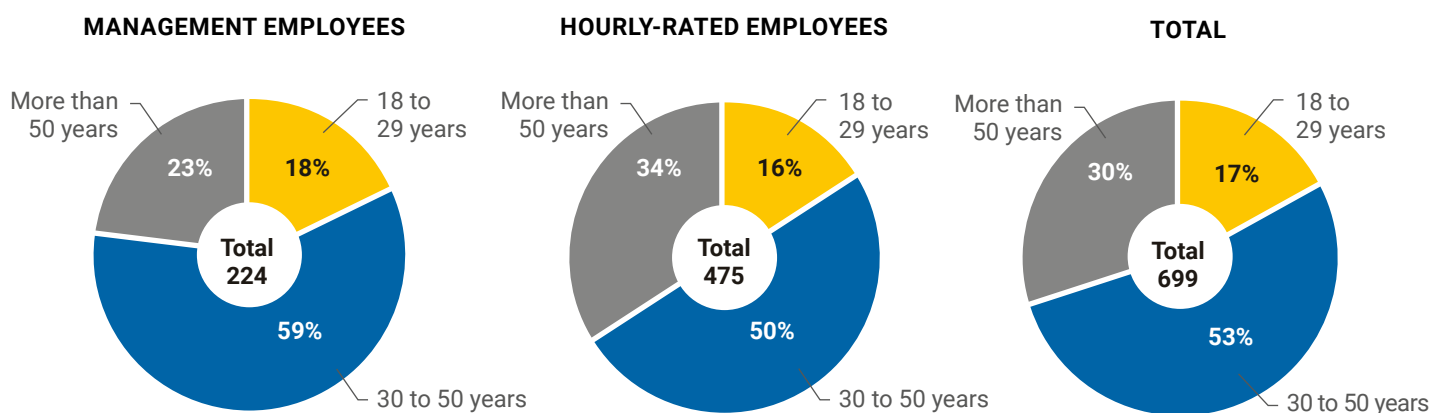
**FIGURE 5 - DISTRIBUTION OF 699 EMPLOYEES BY GENDER AND ORIGIN**



**CMM ENCOURAGES THE CONTRIBUTION OF FIRST NATIONS EMPLOYEES. IN 2017, 12 EMPLOYEE MEMBERS OF FIRST NATIONS WORKED FOR CMM, COMPRISING 2% OF OUR TEAM.**

Our team is mostly made up of employees between 30 and 50 years of age.

## FIGURE 6 - DISTRIBUTION OF 699 EMPLOYEES BY AGE GROUP AND TYPE OF POSITION



“

When I was twelve, I remember telling my father that I wanted to be a truck driver. Working at Canadian Malartic Mine is a dream come true for me. I'm proud of working in the mine, and very happy to know that my career here can continue for years to come with all the projects going on.

**Claudie Boucher**  
Production Truck Operator





“

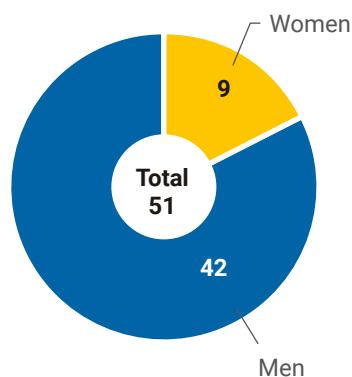
After graduating in Construction Equipment Mechanics, the Canadian Malartic Mine hired me right out of the *Centre de formation professionnelle Lac-Abitibi* in 2014. The guidance I got from supervisors and the support of my teammates were a big help in making the adjustment. We're a great team!

Abdelali Bouckouch  
Diesel Mechanic

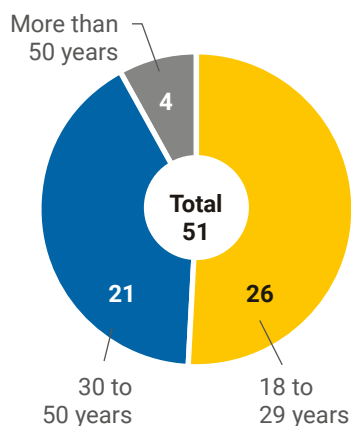
## New Hires

In 2017, 51 new hires joined the company: 9 women and 42 men. Almost all of these new employees came from the Abitibi-Témiscamingue region, and most were between 18 and 29 years of age.

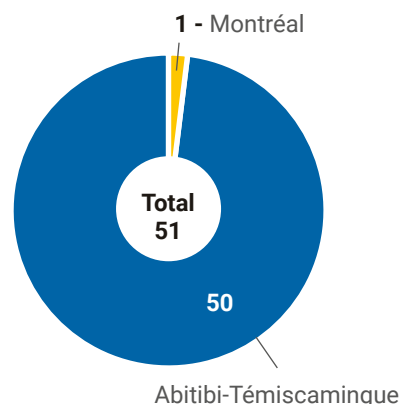
**FIGURE 7 - DISTRIBUTION OF 51 NEW HIRES BY GENDER**



**FIGURE 8 - DISTRIBUTION OF 51 NEW HIRES BY AGE**



**FIGURE 9 - DISTRIBUTION OF 51 NEW HIRES BY ORIGIN**



## A Québec Management Team Through-and-Through

The CMM Management Team is a Québec team through-and-through, and 80% of its members come straight from the Abitibi-Témiscamingue region. Our Management Team cares about the region's issues and needs and is implementing management practices to ensure that CMM remains an important partner in developing its surroundings.

The Management Team is made up of 11% women and 89% men. Two-thirds are between 30 and 50 years of age, and the other one-third is over 50.

## 3. A STIMULATING WORK ENVIRONMENT

As the largest private employer in the La Vallée-de-l'Or RCM, we try to offer our employees a motivating work environment and attractive working conditions.

These conditions include the training, compensation, benefits, and other programs provided. The following sections describe the Company's working conditions in more detail.



**It's extremely motivating to know there are opportunities to start new projects and participate in new challenges on the same operating site. I hope that CMM workers will get a chance to gain new experience when projects start up.**

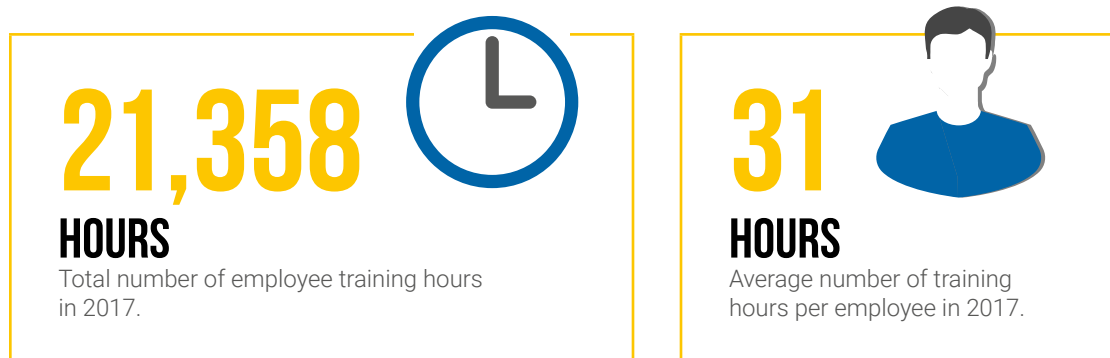
**Marie-Claude Ouellet**  
Project Geologist – Development



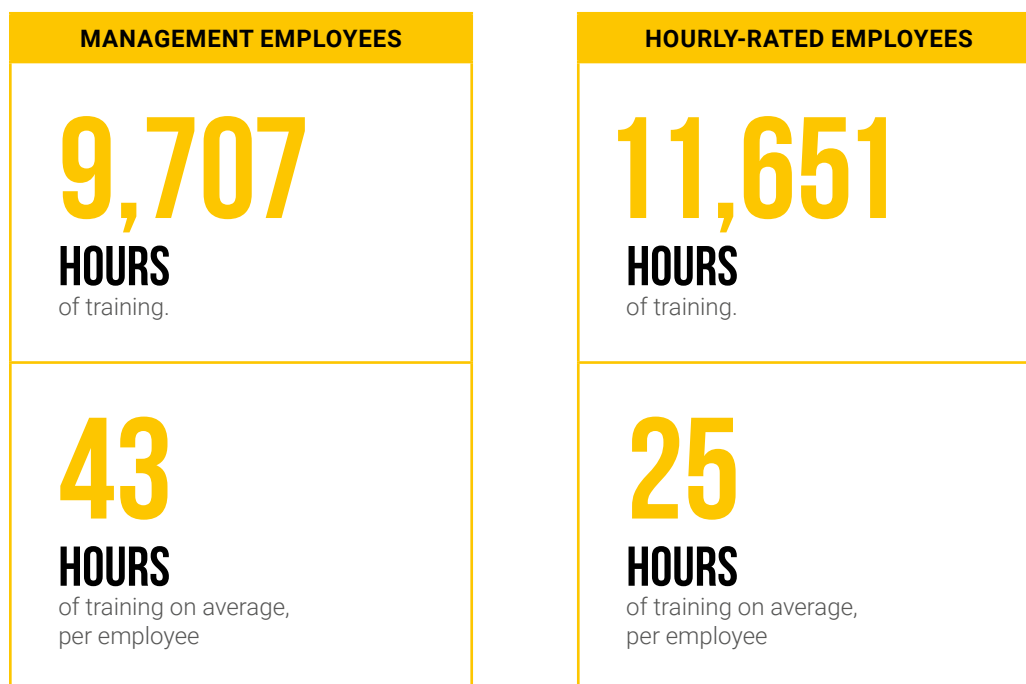
## Thousands of Hours of Training

The strength and motivation of our team is closely connected to the Company's success. CMM is constantly investing in training. We see it as a means for employees to excel in their current duties and get ready to possibly take on other responsibilities.

In 2017, we invested the equivalent of at least 1% of the payroll in training activities designed to develop our employees' skills. Our employees received a total of 21,358 hours of training, for an average of 31 hours of training per employee during the year.



## FIGURE 10 - PERSONNEL TRAINING BY JOB CATEGORY



## Performance Evaluations

Providing our employees with the means they need to reach their career goals is essential. With this in mind, each management employee undergoes an annual performance evaluation. These meetings foster discussion between supervisors and management employees, lead to the creation of concrete steps to ensure goals are reached and identify training needs. Our management employees appreciate this procedure that goes a long way toward encouraging their professional development.

**100%**

**OF MANAGERS**

underwent a performance evaluation in 2017.

## Compensation and Benefits

The mine's entry-level minimum wage is more than double the current minimum wage in Québec.

### FIGURE 11 - CURRENT HOURLY MINIMUM WAGE AT CMM COMPARED TO THE MINIMUM WAGE IN QUÉBEC



Life and short- and long-term disability insurance is provided to personnel, in addition to health, drug, dental, and vision insurance.

Salaries and benefits totalling more than \$96 million were paid out in 2017.

**UP TO  
5.5%  
OF SALARY**

CMM's contribution to our Employee Retirement Plan, based on employees' individual contributions.

## Employee Share Purchase Plan

All full-time employees are eligible for the Employee Share Purchase Plan, 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.

## Retirement Plan

All our permanent employees are automatically eligible for our retirement plan. Employee contribution rates range from 1% to 5.5% of their salary and the Company's contribution is equal to the employee's. A minimum 1% contribution is mandatory to ensure the future financial security of all our employees.

## Parental Leave

Thirty-seven (37) employees took parental leave in 2017: 33 men and 4 women. Of these employees, 50% of the women and 97% of the men had returned to their positions on December 31, 2017, as some leaves were still underway. All employees returned to their positions at the end of their parental leave.

## Employee Assistance Program

CMM provides its employees with a free and confidential assistance program. The Employee Assistance Program (EAP) is an outside consultation service for employees and their family members struggling with personal, professional, financial, or health problems.

## In-house Junior Engineer Development Program

CMM makes it easy for employees, including junior engineers, to integrate into their new work environment.

Our 24-month Junior Engineer Development Program allows junior engineers to work in the production, support, and drilling departments. To guide junior engineers and help them achieve their objectives, the program operates in every field of activity: mining engineering, metallurgy, ore processing, mechanics, electricity, and geology. Each junior engineer receives guidance from a mentor.



**The internship program allowed me to work in different technical services departments, and develop my versatility, adaptability and judgement. The personal and professional growth experience allowed me to develop unique relationships with mine employees who all wanted to always do better. Today, these relationships and skills are an essential part of my work as a Project and Performance Analysis Engineer.**

**Anik Trépanier**  
Project and Performance  
Analysis Engineer



## Internships and Summer Jobs

In cooperation with various educational establishments, CMM offers internship opportunities to students enrolled in college or university studies pertaining to the mining industry.

In 2017, 117 students and interns joined our organization.

A professional supervises every intern and student in order to support their development and learning. Summer jobs and internships are opportunities for these students to get their feet wet in the labour market, develop a network of contacts, and form ties with members of our team.

## Employee Representation

Our *Comité Bonne Entente* (Harmony Committee), made up of employees and managers, 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's an advisory mechanism that aims to make recommendations. The Committee embraces the values of listening, collaboration and respect.

The Committee consists in eleven management representatives and eight employee representatives who are elected by colleagues in the sector they represent. Committee make-up may evolve with needs and circumstances.

The *Comité Bonne Entente* held 11 meetings in 2017, in addition to departmental and bargaining meetings.

# 4. AWARDS AND OTHER RECOGNITION

## The Conviction Award Given by the *Chambre de commerce et d'industrie de Malartic*

CMM received the Conviction Award at 2017 corporate gala held by the *Chambre de commerce et d'industrie de Malartic*. The award acknowledges companies whose employees have the conviction that they can carry out major projects while upholding the broad principles of sustainable development.



## Mercuriades Finalist in the Sustainable Development Strategy Category

In 2017, CMM was proud to have placed as a finalist in the *Sustainable Development Strategy* category at *Les Mercuriades* gala organized by the *Fédération des chambres de commerce du Québec* (FCCQ). *Les Mercuriades* business competition celebrates innovation, ambition, entrepreneurship, and performance of Québec companies, whether SMEs or large corporations. The category in which CMM was a finalist rewards a company with outstanding or unique sustainable development commitment and achievements in its industry sector.

## Francization Certificate

A Francization Committee operates within CMM. The program has instituted various measures, from adopting policies to generalizing the use of French in information technology. In June 2017, we were pleased to receive our francization certificate from the *Office québécois de la langue française*. This certificate followed the implementation of our francization program and confirms that our organization complies with the requirements of the *Charte de la langue française* in its use of French as the language of work.

# MALARTIC EXTENSION PROJECT

Contribute. Improve. Extend.

## SUMMARY

- The Malartic Extension Project (MEP) was authorized in April 2017, and work was started that same year.
- In order to promote good neighbourliness with the surrounding neighbourhoods, project-specific communication tools have been implemented, as were innovative mitigation measures, including a temporary acoustic screen featuring visuals and an adapted lighting system.

The Malartic Extension Project, which will prolong the mine's current operations for six years, has two distinct components:

- Deviate a section of Highway 117; and
- Extend the Canadian Malartic pit.

The following sections contain more information about:

- 1** MEP's **benefits.**
- 2** **Work** completed in 2017.
- 3** MEP-specific **communication activities.**
- 4** Innovative, responsible site **management measures.**



# 1. MALARTIC EXTENSION PROJECT'S EXPECTED BENEFITS

**MORE THAN  
1,400  
JOBS**

maintained and consolidated.



**160  
JOBS  
CREATED**

for the deviation of Highway 117.



**\$650  
MILLION**

in annual economic spinoffs, mostly  
in the Abitibi-Témiscamingue region.



**\$1.1  
BILLION**

in taxes paid to various levels  
of government over the mine's life.



## Location of work on the Malartic Extension Project





## 2. WORK COMPLETED IN 2017

Once the project was authorized, the work listed below was begun in 2017:

**FIGURE 12 - MALARTIC EXTENSION PROJECT WORK COMPLETED IN 2017**



**TEMPORARY NOISE SCREEN**  
installed along Champlain Avenue to limit possible noise from operations.



**TREES CLEARED FROM HIGHWAY 117'S FUTURE LAYOUT**



**PIT SURFACE STRIPPING AND EXTENSION**



**BUCKSHOT PIT BACKFILLED**  
near the layout of Highway 117.



**SOME PUBLIC UTILITIES MOVED**



**TEMPORARY BRIDGE BUILT OVER HIGHWAY 117,**  
to limit traffic disturbances on the highway during work.



### 3. OUR PRIORITY: COMMUNICATION WITH OUR STAKEHOLDERS

To keep our stakeholders properly informed and to remain attentive to their questions, comments or concerns, a number of communications mechanisms were introduced before work started and will continue throughout the entirety of the work:

#### Before work:

- Four of the eight households on Champlain Avenue, the street located nearest the work site, agreed to our proposal to meet for a presentation on the MEP and the main mitigation measures. The primary concerns raised by Champlain Avenue residents centred on the possible noise and dust that the work might create.
- A door-to-door campaign was conducted in the neighbourhood near the planned work. A total of 27 households were visited. Their main concerns were the distance between the work and their neighbourhood and potential work-related noise and dust.

#### During work:

- Distribute various information tools:
  - Information Sheets
  - Monthly newsletter containing work updates
  - Regional advertising
  - Glossary of technical terms used in communications
  - Information memos on specific work
- Conduct door-to-door campaigns.
- Operate an information booth at the Malartic Public Market.
- Hold an information meeting with the *Comité d'échanges et de suivi Canadian Malartic*.
- Make site visits.
- Hold a technical information session with regional media.
- Provide a dedicated MEP communications and community relations advisor.
- Provide a specific work update email address and *Info-Travaux* hotline.



#### ACCESSIBLE SITE OFFICE

The MEP site office is open to the public and easily accessible.

A dedicated MEP communications and community relations advisor is on hand to answer questions and receive comments and suggestions.

## 4. INNOVATIVE SITE MANAGEMENT

To encourage integration of MEP work with the surrounding neighbourhoods and to protect the quality of life of residents, our team implemented a number of innovative mitigation measures at the work site.

### Temporary Noise Screen

The noise screen will reduce construction possible noise during the deviation of Highway 117. It will remain in place until work on the deviation's permanent noise barrier is completed.



**DURING TEMPORARY NOISE SCREEN INSTALLATION**



**AFTER TEMPORARY NOISE SCREEN INSTALLATION**

The result is the culmination of numerous tests conducted by our team. For example, the visual's finishing material does not reflect daylight to prevent glare.

Nine trailers were positioned between the work area and the residences on Champlain Avenue in order to reduce noise impact while the containers were being put in place.

### TEMPORARY NOISE SCREEN SPECIFICATIONS:

- It is 39 containers long and two containers high (for 78 containers in all).
- Containers are covered with a visual of the planned deviation's noise barrier.
- Adapted lighting system that is controlled manually to avoid disturbing the residents on Champlain Avenue.



One of the primary mitigation measures introduced in 2017 for the Malartic Extension Project was to install a temporary acoustic screen. To carry out this important element of the project on time and in keeping with our environmental and social commitments, we had to be able to rely on the skills and synergy of a multidisciplinary team.

“

Installing 78 containers a few metres away from homes was quite a challenge. My responsibility was to ensure that we fully complied with our certificate of authorization and with air quality and noise standards. Real-time monitoring allowed us to make adjustments quickly. The comments that Casey gathered from citizens also helped us tweak our practices. For example, we replaced a conventional scissor lift with an electric platform to reduce the noise that may have been created by the work

**David Thellend, Eng.**  
Project Officer



“

After listening to residents, my role was to inform them by sharing details about the various phases of the project. It was therefore important that my colleagues give me work updates daily, if not several times a day. Most of all, I had to make sure they understood the concerns that some citizens might have in order to find appropriate responses and suitable solutions as a team.

**Casey Paradis**  
Communications and Community  
Relations Advisor

“

My job in the field was to supervise the work and make sure all the employees of contractors involved in the project were aware of our methods and followed them. As soon as David mentioned the possible exceedance of a standard or Casey told me about a citizen's concern, I would let the workers on the site know and coordinate the necessary adjustments to the work. It was all about teamwork!

**Geneviève St-Pierre**  
Senior Technician – 117 Deviation



## Temporary Bridge over Highway 117

The temporary bridge limits traffic disturbances on Highway 117 and has strict traffic rules to ensure transportation safety:

- Maximum speed is 10 km/hr.
- Cameras and radar installed on the bridge, to monitor truck speed and load compliance.
- On-duty controller when bridge is used.
- 10-tonne concrete blocks, to prevent trucks from leaving the bridge.

## Mobile Sound and Air Quality Monitoring Stations

Mobile sound monitoring stations ensure continued compliance with noise standards.

The mobile air quality monitoring station gathers accurate, real-time data and is specifically designed to meet the MEP's needs. It is used as a decision-making tool in order to adjust or completely stop operations, as needed, so that air quality standards are complied with at all times.



### MOBILE SOUND MONITORING STATIONS

The mobile stations are placed near work in progress in order to monitor sound levels in real time and ensure continued compliance with standards.



### MOBILE AIR QUALITY MONITORING STATION

The mobile station is moved on a regular basis to analyze air quality in different locations, based on the work in progress.

## Other Mitigation Measures

Other mitigation measures are regularly put in place to minimize perceived impacts, including noise and dust, in the neighbourhood.

For example, a snow gun sprays crushed material in the summer and fall, thus reducing the spread of dust. In addition, water trucks spray all MEP roads as soon as our monitoring station detects a real-time increase in dust.

Skirting has been installed beneath the crusher, which also has canvas covers to limit the spread of dust at the source.



## Contractor Awareness

Activities are regularly held with contractors to make them aware of the importance of responsible site management that is respectful of the community. Before work is started, each contractor must meet with the project team. Other meetings take place later, where environmental monitoring and community relations are discussed more specifically. If an issue is identified at the site, we discuss it with the supervisors and managers in order to locate the source of the problem and implement appropriate solutions.

## Materials Recovery

Given the configuration of their property and entrances off Highway 117, four houses were purchased for demolition under the MEP. A project to recover and resell the materials from these houses was developed jointly with the Malartic *Maison de la famille* family centre, which manages the *Écocentre* store, the local recycling and industrial waste center. Windows, cabinets and other materials from the demolished homes were recovered when possible and taken to the organization to be sold, with the proceeds used to support its activities.

We introduced several communication and discussion tools with our stakeholders, specifically on the MEP. Our team is determined to make MEP a project that respects the environment, the community, and all of our partners. We also reiterate our commitment to applying the same rigour that we apply every day in the course of our operations in order to ensure that current and future activities meet existing standards and respect the community.



Please forward your questions, comments or concerns about the Malartic Extension Project to the following address:

**[questionsprojetmcm@canadianmalartic.com](mailto:questionsprojetmcm@canadianmalartic.com)**

**EXTENSION**  
**MALARTIC**  
PROJECT



# HEALTH AND SAFETY PERFORMANCE

## Our Key Priorities

### SUMMARY

- CMM posted its best performance to date in 2017, with a combined frequency of 0.73, including its employees and contractor employees.
- This performance was made possible by the contribution of all CMM employees and contractors' employees present on the mining site.
- Many initiatives were also put in place to prevent incidents in the mine, such as:
  - Various active committees that raise awareness and involve employees directly
  - More than 380 formal health and safety meetings in 2017
  - Four new video briefs on workplace ergonomics broadcast in 2017

Occupational health and safety is at the very core of our priorities.

The following sections contain information about:

**1**

#### **Our various programs**

and committees for protecting health and safety.

**2**

#### **Detailed statistics**

on work incidents.

**3**

#### **Awards**

and other recognition for CMM in 2017 related to occupational health and safety.

# 1. PROTECTING HEALTH AND SAFETY: A PRIORITY

## Preventive Health and Safety Program

Our Preventive Program is designed to eliminate or control risks to employees' health, safety, and physical well-being at their source. The program is an action plan that is constantly improved, while helping managers, supervisors, and members of the Health and Safety Committee fulfil their terms of reference.

The specific objectives of the Preventive Program are to:

- 1 Identify and assess risks.
- 2 Suggest control methods to protect worker health and safety.
- 3 Protect workers exposed to specific risks by setting standards.
- 4 Maintain personal and collective protective equipment.
- 5 Train and inform CMM employees and contractor employees about the risks involved in their work.



## Health and Safety Committee

Health and safety programs are only effective if employees participate. Labour and management members of the Health and Safety Committee follow a collaborative approach. In this way, the Committee is an amalgamation of employees' knowledge of practices, the overarching vision of managers, and the Company's general procedures.

The Committee acts as a consultant to managers, executives and teams. The goal is to foster engagement in taking charge of occupational health and safety.

MANDATE	OPERATIONS	2017 COMPOSITION
Prevent work accidents and illnesses. Motivate people to take responsibility for health and safety on the job.	Each Committee member is invited to offer suggestions on how to improve working conditions as they relate to health and safety.	<ul style="list-style-type: none"> <li>• 1 director</li> <li>• 5 superintendents</li> <li>• 1 assistant superintendent</li> <li>• 1 general foreman</li> <li>• 1 foreman</li> <li>• 12 employees</li> </ul>

The Committee meets about ten times a year. The percentage of CMM's total staff represented on the committee is 3%.

## Comité santé et mieux-être

In 2016, CMM joined the *Groupe entreprises en santé* and launched the *Comité santé et mieux-être*. Its goal is to promote organizational practices conducive to workplace health.



MANDATE	OPERATIONS	COMPOSITION IN 2017
Act as a force for change by promoting good work/life balance and work environment practices.	Organize various activities to encourage a healthy lifestyle.	Ten or so employees from various departments of the mine.

In 2017 the Committee's challenge was to reach a deeper level of engagement while promoting personal accountability for health and wellness.

Various activities were organized to achieve this goal, including:

In 2016, the Committee opened a fitness room on the mine site that is available to all CMM employees. The Committee relaunched the *Défi calories* (calorie challenge) in 2017, a friendly and primarily fun-based challenge to promote healthy habits. For each workout session and each physical activity, the different teams could score points based on the number of calories burned.

In the fall of 2017, the Committee was pleased to invite CMM employees to a talk by Hugo Girard, well-known Québec athlete. During the conference, Mr. Girard talked about the benefits of fitness, pushing beyond one's limits and the importance of keeping away from drugs. Close to 380 CMM employees and suppliers joined in the activity.

To raise employee awareness about the importance of healthy eating habits, Committee members offered employees health foods like apples and dark chocolate a few times. Information sheets on the benefits of these foods were handed out at the same time.

**HUGO GIRARD**  
LA FORCE DU DÉPASSEMENT

21 ET 22 NOVEMBRE 19h00  
THÉÂTRE MECLAB  
MALARTIC

Entrée gratuite  
(billet obligatoire)

Aujourd'hui, à 6 pieds 2 pouces et 320 livres,  
Hugo continue de s'entraîner six jours par semaine.

Fier porte-parole de la compagnie BMR, Hugo est également un homme d'affaires accompli et reconnu pour son sens de l'humour et ses qualités d'orateur. À titre de conférencier, il raconte les bienfaits de l'entraînement, du dépassement personnel, de même que la nécessité de rester loin des drogues. Il croit fermement que pour donner un sens à sa vie, il faut des rêves et se fixer des objectifs. Hugo rêvait de devenir l'homme le plus fort du monde, il souhaite maintenant transmettre sa passion à travers ses différentes implications et sa conférence

**« La force du dépassement »**

L'entrée sera gratuite, les billets seront attribués par tirage au sort. Vous aurez la possibilité de vous inscrire au tirage du 20 au 29 octobre 2017, dans les cafétérias identifiées (op. mine, usine et administration 3e étage) en cochant, à côté de votre nom la date de la représentation à laquelle vous souhaitez participer (un seul choix possible). Les gagnants recevront une paire de billets et pourront être accompagnés de la personne de leur choix. Aucune libération ne sera autorisée pour participer à cet événement.

UNE PRÉSENTATION DE

COMITÉ SANTÉ & MIEUX-ÊTRE

MINE CANADIAN MALARTIC



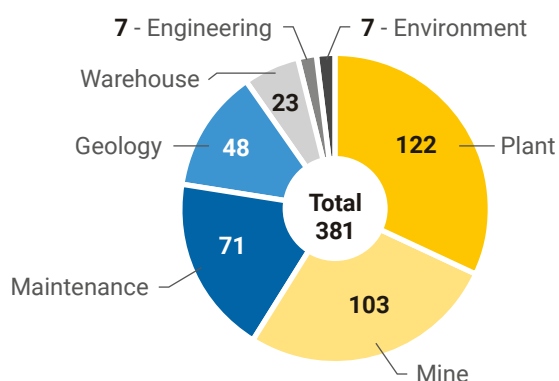
## Employee Awareness

CMM employee awareness raising comes in various forms: one-on-one and group meetings, information campaigns, posters, events, and so on. Our aim in sending out information is to increase awareness about the dangers and thus encourage employees working on our site to adopt a safe behaviour.

In 2017, more than 380 official health and safety meetings were held with CMM employees.

Led by supervisors, the meetings raised employee awareness about their health and safety rights and responsibilities. These were excellent opportunities for discussion among employees, supervisors and managers.

**FIGURE 13 - HEALTH AND SAFETY MEETINGS WITH EMPLOYEES, BY DEPARTMENT**



## Contractor Awareness

In 2017, almost 15 health and safety meetings were held with contractor employees every month. The purpose of the meetings was to raise worker awareness about the three-part decision-making pillar (see page 15) and ensure that they were obeying the law and CMM policies.

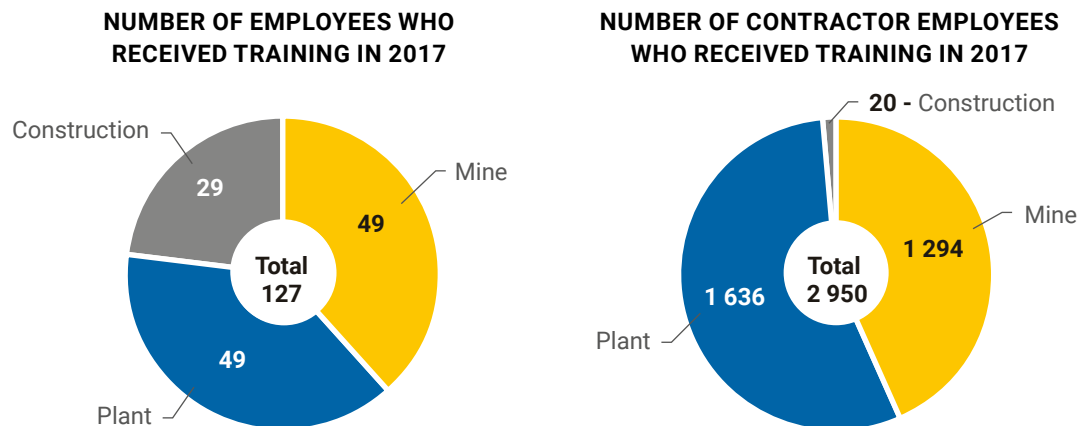
## Continuing Health and Safety Training

In 2017, 3,077 people received departmental introductory training on health and safety at CMM, including mine employees and contractor employees.

Introductory training covers the following items at a minimum, depending on the employee's sector of activity:

- Supervision form (Worker's Logbook)
- Cleanliness poster
- Emergency alarms
- Accident/incident notice
- Lock-out
- Mechanical inspection card
- Health and Safety Committee
- Communication (telephone, radio)
- Weather
- Mining conduits
- Building description
- Drinking water
- Safety signs and tape
- Environment
- General and special protective equipment (harness, visor, etc.)
- Confined spaces
- Smoking ban
- Act respecting occupational health and safety
- Hoisting method
- Tidiness and cleanliness
- Health and Safety Policy
- Guard post
- On-site nurse
- Accident procedure
- Fire response procedure
- Specific work procedures
- Prevention program
- Regulation respecting occupational health and safety in mines
- Compliance with plans and specifications
- Health/safety meetings
- Dining hall
- WHMIS
- On-site parking and traffic
- Washroom
- Hot work and permits
- Worker visibility

**FIGURE 14 - NUMBER OF PEOPLE WHO TOOK CMM'S INTRODUCTORY HEALTH AND SAFETY TRAINING, BY THEIR WORK LOCATION**



## Protection

CMM provides the protective clothing and equipment that each employee requires. We are also obligated to ensure that employees use and/or wear them.

## Daily Inspections

Employees and supervisors make daily inspections using the “worker logbook.” This logbook is intended for CMM employees and contractor employees working on the CMM site. When an employee’s logbook includes a note about a given health and safety irregularity, the supervisor ensures that comments are followed-up and that the situation is monitored. Supervisors and employees are responsible for immediately reporting any dangerous condition or action and for promptly taking the necessary measures.

Inspections are essential. They make it possible to:

- Become aware of employee concerns;
- Identify existing and potential hazards;
- Determine the causes underlying a hazard;
- Monitor the application of hazard control measures (personal protective equipment, technical measures, policies, procedures); and
- Recommend corrective action.

## Four Video Briefs on Workplace Ergonomics

In 2017, CMM produced four video briefs on workplace ergonomics, in collaboration with the Université du Québec en Abitibi-Témiscamingue, to improve worker comfort and, in doing so, limit potential injuries. This initiative is the handiwork of the *Association paritaire pour la santé et la sécurité du travail du secteur minier*. The video briefs can be viewed in the Bons coups section of the [www.aspmines.qc.ca](http://www.aspmines.qc.ca) website.

## Health and Safety Audits

Audits are opportunities to assess our performance and make the necessary improvements.

Health and safety advisors and the Health and Safety Committee conducted five internal audits in 2017. In addition to these audits, the Supervisors' team made more than 36 one-time and specific observations.

QMA auditors conducted an external "Health and Industrial Hygiene" audit.



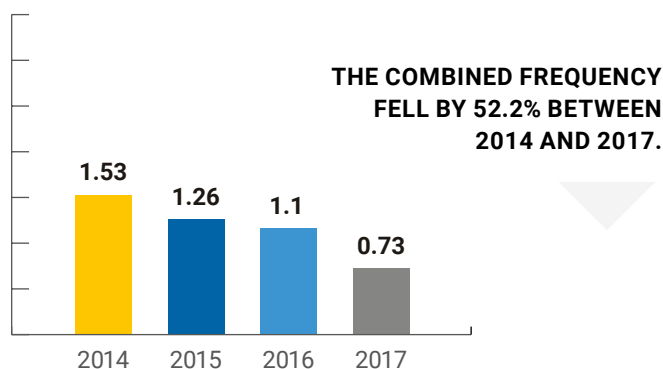
# 2. DETAILED HEALTH AND SAFETY STATISTICS

## Combined Frequency

Combined frequency is an indicator used in occupational health and safety to represent the number of incidents (resulting in lost time or a temporary assignment) for each segment of 200,000 hours worked.

The 2017 combined frequency is our best result since 2014. At 0.73, it also fell below the annual objective of 1.1 set in 2017. Furthermore, no employees were directly or frequently exposed to specific work-related illnesses.

**FIGURE 15 - COMBINED FREQUENCY, 2014 TO 2017**



## OUR COMBINED FREQUENCY IN 2017

For each 200,000 hours of work, there were 0.73 work incidents resulting in lost time and/or a temporary assignment of employees and contractor employees.

To provide a point of comparison, the average for open-pit mines in Québec was 1.1\*.

\*Source: Association paritaire pour la santé et la sécurité du travail du secteur minier



## Number of Incidents

In 2017, a total of 176 incidents were reported, compared to 161 in 2016.

This means that the number of incidents increased by 10% between 2016 and 2017, while the number of hours worked increased by only 5% over the same period. However, the number of incidents that required a leave of absence, temporary assignment or medical assistance decreased by 30% between 2016 and 2017.

In other words, although the total number of incidents reported increased between 2016 and 2017, the number of more serious incidents dropped. This situation can be explained by the fact that our employees are encouraged to report every incident, however minor.

This observation is encouraging us to step up our efforts to reduce the total number of incidents. Awareness and training, for our employees and for contractor employees, will continue as we spread our organizational occupational health and safety culture to the field.

## FIGURE 16 - HEALTH AND SAFETY STATISTICS

	2014	2015	2016	2017
<b>Total Number of Hours Worked</b>	2,622,448	2,700,158	2,900,051	3,035,217
<b>Total Number of Incidents Reported</b>	128	140	161	176
<b>First Aid</b>	66	98	98	133
<b>Medical Treatment</b>	42	25	46	32
<b>Temporary Assignment (light duties)</b>	16	10	7	7
<b>Lost Time</b>	4	7	10	4
<b>Fatality</b>	0	0	0	0

Comment: Includes contractors' employees.

## 3. AWARDS AND OTHER RECOGNITION

### F.J. O'Connell Trophy

The QMA awarded CMM the F.J. O'Connell Trophy in recognition of its occupational health and safety results in 2017 in the "surface, transportation and primary metals processing operations" category. The criteria for awarding the trophy take into account improvements in a company's occupational health and safety record, its record compared to the industry average, and its combined accident frequency rate based on specified target values.



## Supervisors Recognized for Health and Safety

At the Health and Safety Seminar held by the QMA in September 2017, twelve CMM supervisors were recognized for achieving, with their teams, between 50,000 and 450,000 consecutive hours of work without a lost-time injury. Stéphan Richard, Mine Production Foreman, set the record with 450,000 hours.

**FIGURE 17 - 2017 HEALTH AND SAFETY AWARDS**

DEPARTMENT	INCIDENT-FREE HOURS
<b>Plant Maintenance</b>	
1 supervisor	100,000
2 supervisors	150,000
<b>Mine Maintenance</b>	
1 supervisor	50,000
<b>Mine Production</b>	
1 supervisor	50,000
1 supervisor	100,000
2 supervisors	150,000
2 supervisors	250,000
1 supervisor	450,000
<b>Environment</b>	
1 supervisor	150,000

**WE ARE GRATEFUL FOR THE INVOLVEMENT AND EFFORT OF THE EMPLOYEES AND CONTRACTOR EMPLOYEES WHO ALLOWED US TO POST OUR BEST COMBINED FREQUENCY PERFORMANCE EVER IN 2017.**



# SOCIAL PERFORMANCE

## Clear Engagement in Dialogue and Collaboration

### SUMMARY

- In 2017, CMM published a report on the Collaborative Approach, and on the first year of its Good Neighbour Guide.
- The number of complaints made to CMM in 2017, and the processing time involved significantly decreased compared to the previous two years.
- The *Comité d'échanges et de suivi Canadian Malartic* was created in 2017.

In 2017, the Company continued and strengthened its existing discussion efforts and mechanisms.

The following sections contain more information about:

1

#### **The stakeholders**

and means of communications used in 2017.

2

#### **A summary of the complaints and concerns**

submitted to CMM and how they were managed.

3

#### **Community support**

initiatives

4

#### **The creation**

of the *Comité d'échanges et de suivi Canadian Malartic*.

5

#### **Relations**

with First Nations



Discussion and collaboration with our host community is core CMM principle. We hope to achieve good relations with the community, in addition to acting as a partner in its economic and social development.

We are certain that the values of respect, attentiveness, integrity, and fairness will allow us to build a future on solid ground and rise to the challenge of operating a mining site located in the centre of an inhabited environment.



## Respect

Showing respect means showing consideration. We aim to promote positive relations with all stakeholders in a spirit of honesty and respect in order to establish a meaningful dialogue with everyone.



## Listening

We favour listening and constructive dialogue. We are attentive and open, and aim to foster an environment where ideas are heard and discussed so we can continue to improve.



## Integrity

Integrity governs how we operate and interact with the community. It requires thoroughness, consistency and reliability.



## Fairness

We treat everyone fairly and equally. Our decisions and actions aim to respect people and their rights.

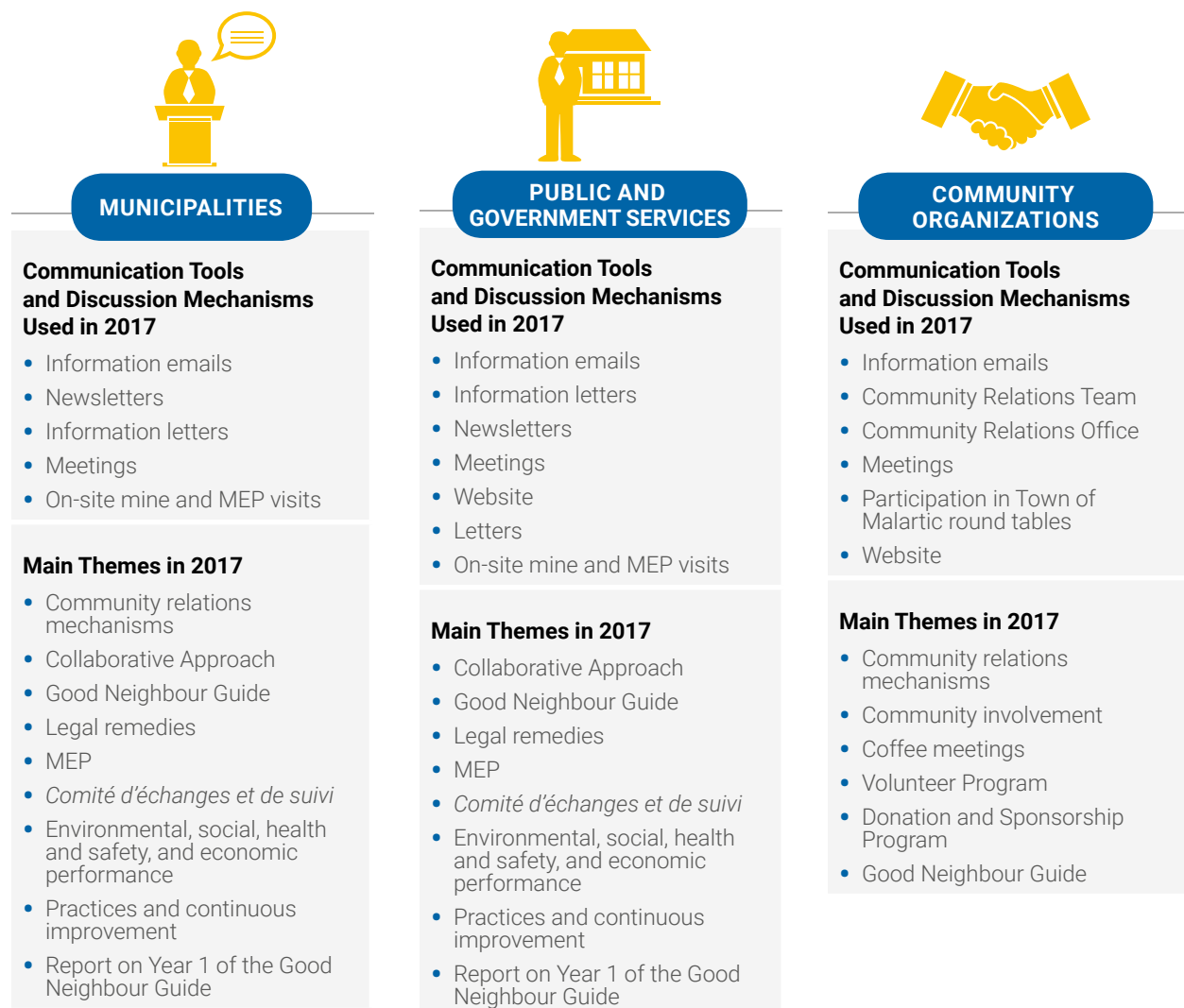
# 1. VARIOUS TOOLS FOR COMMUNICATING WITH DIFFERENT STAKEHOLDERS

Collaboration first requires sharing information with stakeholders interested in our activities.

In 2017, close to 20 different communication support methods were used to interact with our stakeholders. These tools were designed to keep the community properly informed about our activities and to remain attentive to issues, comments or concerns among our stakeholders about our operations and projects.

The following are a few of our main information tools and discussion mechanisms.

**FIGURE 18 - STAKEHOLDER COMMUNICATIONS**





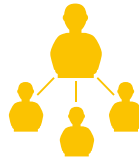
## CITIZENS OF MALARTIC AND RIVIÈRE-HÉVA

### Communication Tools and Discussion Mechanisms Used in 2017

- Letters and newsletters
- Door-to-door
- Community Relations Team
- Community Relations Office
- Concern and Complaint Resolution Process
- Advertising in regional newspapers
- Radio advertising
- Website
- Blasting application
- Social media (Facebook, Twitter, LinkedIn)
- Public events
- On-site mine and MEP visits
- *Comité de suivi*

### Main Themes in 2017

- Community relations mechanisms
- Coffee meetings
- Community involvement
- Collaborative approach
- Good Neighbour Guide
- Reports on steps taken
- Legal remedies
- MEP
- *Comité d'échanges et de suivi*
- Environmental, social, health and safety, and economic performance
- Report on Phase 4 of the Collaborative Approach
- Report on Year 1 of the Good Neighbour Guide
- Practices and continuous improvement



## EMPLOYEES

### Communication Tools and Discussion Mechanisms Used in 2017

- Memos
- Memoranda
- Information emails
- Intranet
- Information letters
- Newsletters
- Quarterly meetings
- Job card
- Televisions
- Bulletin boards

### Main Themes in 2017

- Policies
- In-house programs
- News from the various committees
- Awards and other recognition
- Community involvement
- Collaborative activities
- Good Neighbour Guide
- Legal remedies
- MEP
- *Comité d'échanges et de suivi*
- Environmental, social, health and safety, and economic performance
- Report on Year 1 of the Good Neighbour Guide



## MINING INDUSTRY MEMBERS

### Communication Tools and Discussion Mechanisms Used in 2017

- Information emails
- Newsletters
- Information letters
- Website
- On-site mine visits

### Main Themes in 2017

- Collaborative Approach
- Good Neighbour Guide
- Legal remedies
- MEP
- *Comité d'échanges et de suivi*
- Environmental, social, health and safety and economic performance
- Practices and continuous improvement
- Report on Year 1 of the Good Neighbour Guide





### INVESTORS

#### Communication Tools and Discussion Mechanisms Used in 2017

- Information emails
- Newsletters
- Information letters
- Website
- Mine visits

#### Main Themes in 2017

- Collaborative Approach
- Good Neighbour Guide
- Legal remedies
- MEP
- *Comité d'échanges et de suivi*
- Environmental, social, health and safety, and economic performance
- Practices and continuous improvement
- Report on Year 1 of the Good Neighbour Guide



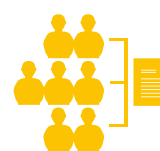
### MEDIA

#### Communication Tools and Discussion Mechanisms Used in 2017

- News releases
- News conferences
- On-site mine and MEP visits
- Website

#### Main Themes in 2017

- Collaborative Approach
- Good Neighbour Guide
- Legal remedies
- MEP
- *Comité d'échanges et de suivi*
- Environmental, social, health and safety, and economic performance
- Practices and continuous improvement
- Report on Year 1 of the Good Neighbour Guide



### GROUPS WITH AN INTEREST IN OUR OPERATIONS

#### Communication Tools and Discussion Mechanisms Used in 2017

- Information emails
- Information letters
- Newsletters
- Website

#### Main Themes in 2017

- Collaborative Approach
- Good Neighbour Guide
- Legal remedies
- MEP
- *Comité d'échanges et de suivi*
- Environmental, social, health and safety, and economic performance
- Practices and continuous improvement
- Report on Year 1 of the Good Neighbour Guide



### CONTRACTORS AND SUPPLIERS

#### Communication Tools and Discussion Mechanisms Used in 2017

- Information emails
- Information letters
- Meetings

#### Main Themes in 2017

- Policies
- Environmental, social, health and safety, and economic performance
- Practices and continuous improvement



### FIRST NATIONS

#### Communication Tools and Discussion Mechanisms Used in 2017

- Information emails
- Meetings
- Working group

#### Main Themes in 2017

- Growth projects
- Odyssey Underground Mining Project
- Biodiversity



#### Communication Tools and Discussion Mechanisms Used in 2017

- Information emails
- Information letters
- Meetings
- MEP visit

#### Main Themes in 2017

- *Comité d'échanges et de suivi* (operation, establishment, make-up, work schedule)
- Good Neighbour Guide
- Legal remedies
- MEP
- Odyssey Underground Mining Project

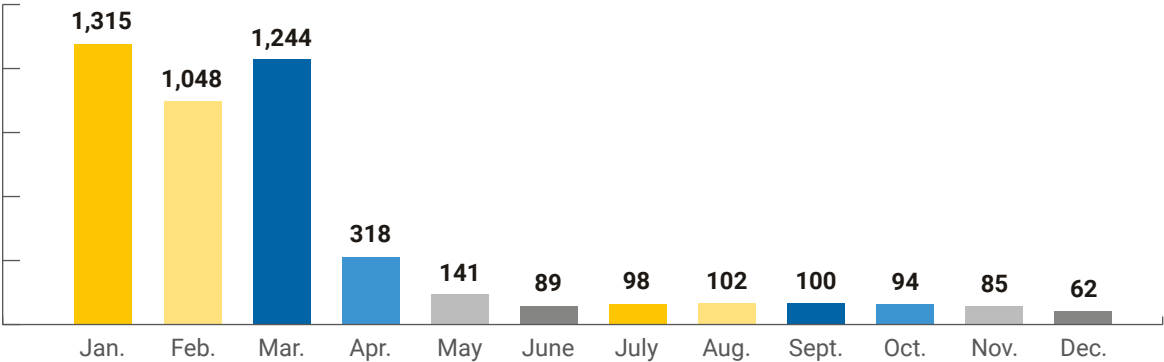


## Our Community Relations Office

Conveniently located in the heart of Malartic, CMM's Community Relations Office is the place for discussion for all citizens who would like to inform themselves or share their questions, comments or concerns.

In 2017, our Office welcomed 4,696 visitors, for an average of 391 visits per month. Most visits took place early in the year, during the Good Neighbour Guide registration period.

FIGURE 19 - TRAFFIC AT THE COMMUNITY RELATIONS OFFICE IN 2017



### COMMUNITY RELATIONS OFFICE

650 Royale Street, Malartic

**Opening Hours:**

Monday to Thursday, 8:30 a.m. to 4:30 p.m.  
Friday, 8:30 a.m. to noon

Evening appointments available upon request.





## Newsletters

Citizens of Malartic received three newsletters in 2017, in March, July and November. Newsletters provide information on mine activities and answer some questions, in addition to reminding people how they can contact us.

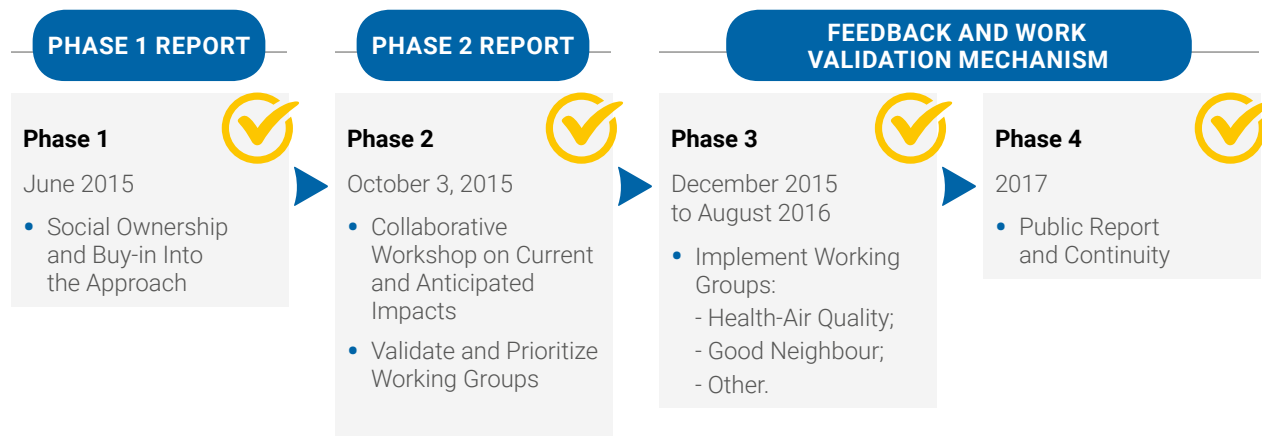


## The Collaborative Approach Continues

The Collaborative Approach is an extensive consultation process launched in 2015 to ensure wide-ranging citizen participation in order to improve CMM's practices and good neighbourliness in Malartic.

This voluntary approach was divided into four phases, of which the fourth was undertaken in 2017:

## FIGURE 20 - COLLABORATIVE APPROACH PHASES



The approach targeted all citizens and groups in Malartic and Rivière-Héva, as well as certain regional and national groups.

Phase 1 explained the approach to stakeholders and gathered their comments. During the almost ten meetings, seven themes were identified for discussion at the Phase 2 Collaborative Workshop.

The Phase 2 Collaborative Workshop, held in 2015, brought together 122 participants and identified 23 possible solutions that were subsequently divided into eight different projects, which were presented in a single action plan.



Phase 3 saw the rollout of several initiatives, including the development of the Good Neighbour Guide by the *Working Group on Coexistence Issues in Malartic*.



## DISTINCTION

In 2017, the *Working Group on Coexistence Issues in Malartic* was awarded the *Pour le bon voisinage* award by the *Chambre de commerce et d'industrie de Malartic* in recognition of its Good Neighbour Guide.

During Phase 4, rolled out in 2017, a report was prepared on the collaborative approach and presented to the public. As well, a printed newsletter and a video brief summarizing the approach were prepared and disseminated.

# 97%

## OF THE ACTION PLAN'S 8 PROJECTS WERE COMPLETED BY LATE 2017.

Go to [communaute.canadianmalartic.com/en](http://communaute.canadianmalartic.com/en) for the status of the various projects.

**FIGURE 21 - VIDEO BRIEF OF THE COLLABORATIVE APPROACH REPORT**



**IF YOU WANT TO  
GO FAST, GO ALONE.  
IF YOU WANT TO GO  
FAR, GO TOGETHER.**

The approach's theme, "If you want to go fast, go alone. If you want to go far, go together." points out that the process is just as important as the outcome when it comes to building trust.

View the complete video at [communaute.canadianmalartic.com/en](http://communaute.canadianmalartic.com/en).



The approach would not have been possible without the community's participation. A diversity of opinion and extensive involvement made it possible to find solutions to improve good neighbourliness in Malartic. A corn roast was held at the Malartic Public Market in the summer of 2017 to thank individuals and groups for the time and energy they invested in the approach. Tulip bulbs were also given to all participants who were present.

In the same vein, CMM gave the Town of Malartic 3,000 tulip bulbs to embellish its public spaces. This initiative was carried out in collaboration with our partner Home Hardware in Malartic.



## Learning from the Collaborative Approach

Not only did the Collaborative Approach identify concrete solutions to issues targeted by the community, but it was also an impetus to broaden collaboration with the community by:

- Providing various readily accessible channels for discussion for the community;
- Providing on-going communication on our activities, as well as frequent feedback;
- Strengthening our ability to question ourselves and seek new solutions; and
- Recognizing the community's significant contribution to our approaches.

## Good Neighbour Guide: A Positive Assessment

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 a Good Neighbour Guide as part of the Collaborative Approach in 2016.

The Guide addresses citizens' concerns by providing compensation measures to all residents of Malartic, as well as guidelines on the acquisition of principal residences in the neighbourhood closest to the mine.

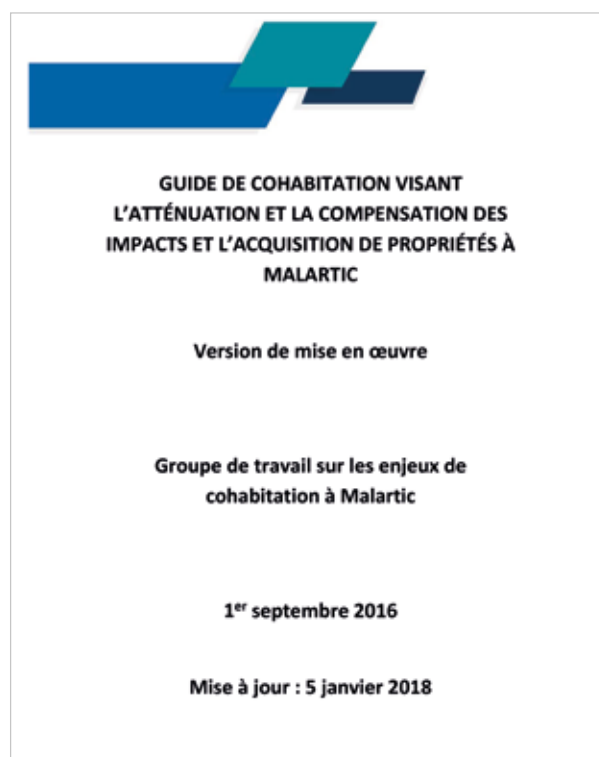
In keeping with CMM's commitment, a report was presented in 2017; it contained data on the compensation and acquisition programs for the July 1, 2013 to December 31, 2016 compensation periods.

In total, \$8.7 million has been paid out to residents who registered for the program since its implementation.

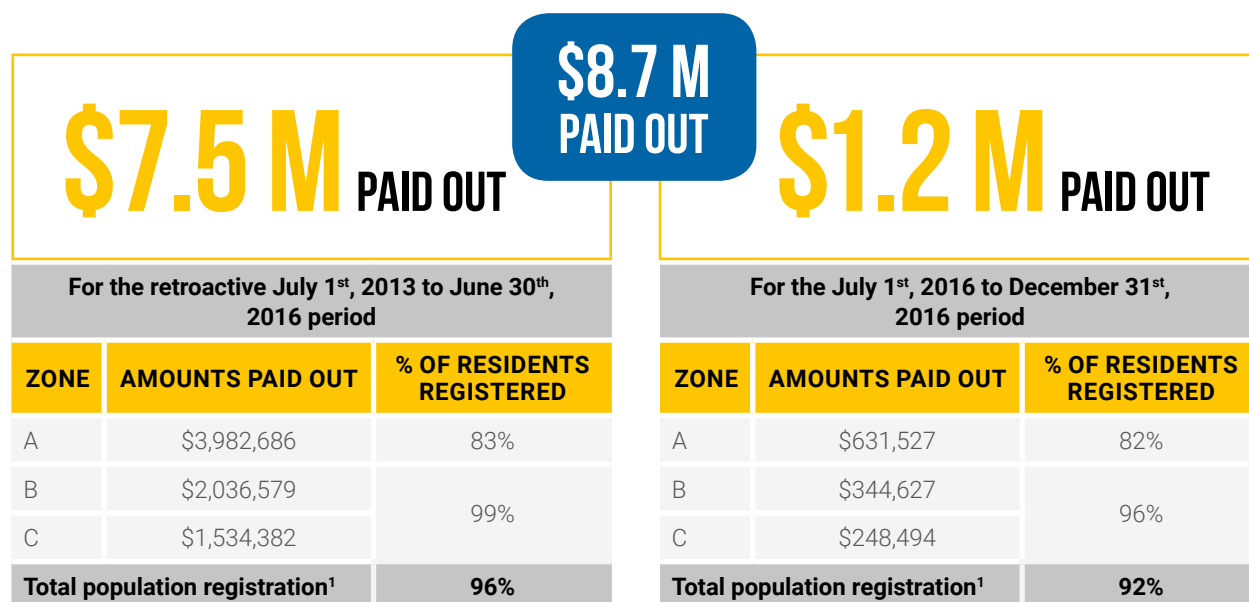
## One Guide, three components:

The Good Neighbour Guide has three components:

- 1 Action Plan** to prevent, manage and mitigate our activities' impacts.
- 2 Financial Compensation Program** for residents of Malartic.
- 3 Guidelines governing the acquisition of principal residences** in Malartic.



**FIGURE 22 - COMPENSATION PROGRAM RESULTS**



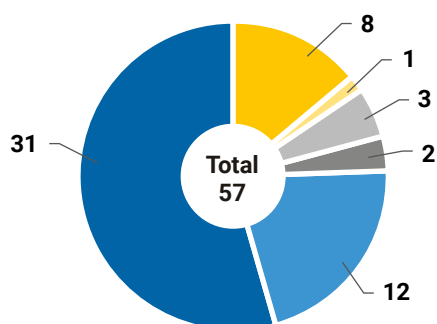
<sup>1</sup> Percentage obtained based on the total number of individual claims made by Malartic residents, or three thousand and eighty-two (3,082), given that the population of Malartic is three thousand two hundred and ninety-four (3,294). (Source: *Ministère des Affaires municipales et de l'Occupation du territoire* website).

<sup>2</sup> Percentage obtained based on the total number of individual claims made by Malartic residents, or three thousand and seventy-one (3,071), given that the population of Malartic is three thousand three hundred and forty-eight (3,348), as estimated from the latest statistics (Source: Statistics Canada, *Ministère des Affaires municipales et de l'Occupation du territoire*, Chief Election Officer).

CMM received 57 property acquisition applications, including 49 that were eligible for the program. Ineligible applications were submitted by residents living outside the eligible zone (Zone A). Most acquisition applications were related to personal factors and not directly tied to the mine's perceived impacts.

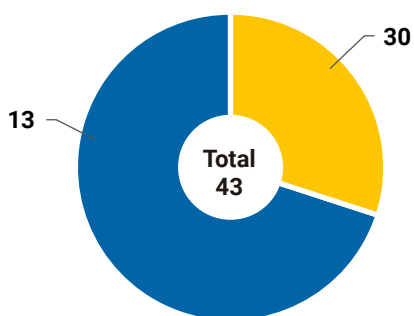
## FIGURE 23 - RESULTS — GUIDELINES GOVERNING THE ACQUISITION OF PRINCIPAL RESIDENCES IN MALARTIC

### 57 ACQUISITION APPLICATIONS RECEIVED, OF WHICH 49 ARE ELIGIBLE



- **Finalized Acquisitions**
- **Acquisitions Currently Being Finalized**
- **Applications Voluntarily Cancelled by Citizens**
  - In one case, applicant decided to remain in Malartic.
  - In the other, residence was sold on the market.
- **Suspended Applications**
  - Work required by citizens for cleanliness and safety reasons before the transaction could be completed.
- **Application Refused**
  - Due to a significant risk to occupant safety.
- **Ineligible Applications**
  - In all cases, homeowners did not reside in Zone A.

### REASON FOR REGISTRATION<sup>3</sup>



- **Applications for personal reasons**  
(e.g., move to another town to be with family, lifestyle change, etc.).
- **Applications related to the mine's potential impacts.**

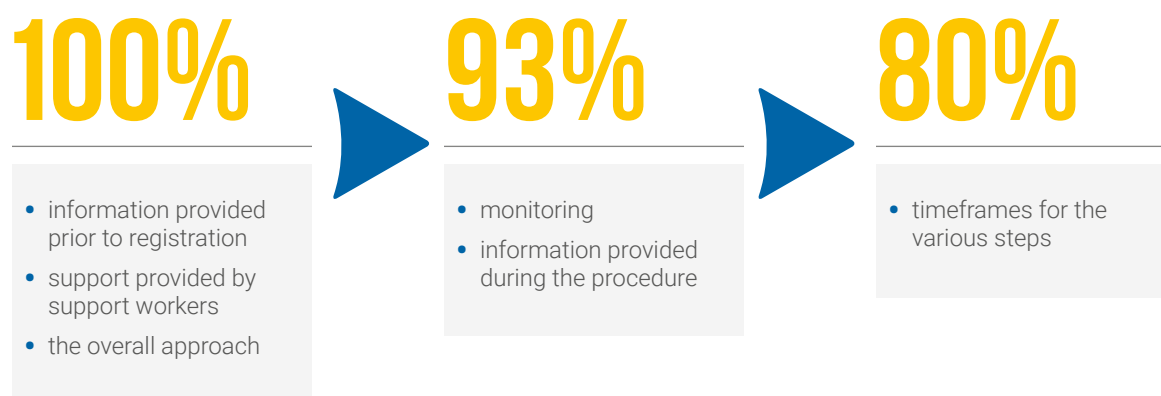
<sup>3</sup> Data for the 43 applications that have been finalized or are in progress.



An acquisition process satisfaction survey was conducted after the first year of implementation. It revealed that 100% of survey respondents are satisfied or very satisfied with the approach overall.

## FIGURE 24 - FINDINGS OF THE SURVEY ON THE GUIDELINES GOVERNING THE ACQUISITION OF PRINCIPAL RESIDENCES IN MALARTIC

RESPONDENTS<sup>4</sup> ARE SATISFIED OR VERY SATISFIED



The assessment also mentioned adjustments made to the Guide. The *Working Group* had undertaken to establish a Review Committee that was to meet after the first year of the Guide's implementation to make the changes deemed necessary, where appropriate. The Committee met three times in 2017 to analyze the files submitted. Its work led to a few adjustments and clarifications, including property acquisition guidelines, such as the possibility to use an appraiser from outside the Abitibi-Témiscamingue region.

## Communication Tools Specific to the Good Neighbour Guide

In 2017, several information tools and supports were used to inform current and former citizens of Malartic of the compensation claim period and acquisition process.

## FIGURE 25 - COMMUNICATION TOOLS PROVIDING INFORMATION ON THE GOOD NEIGHBOUR GUIDE

TOOLS	COMMUNICATION MEDIA AND METHODS
<ul style="list-style-type: none"> <li>Information letter sent out to residents</li> <li>Fact sheet on Guide revisions</li> <li>Collaborative Approach Report</li> </ul>	<ul style="list-style-type: none"> <li>Regional newspaper</li> <li>Regional radio station</li> <li>Door-to-door</li> <li>Face-to-face meetings</li> <li>Public event</li> <li>Website</li> </ul>

<sup>4</sup> 48% response rate, percentage based on 31 finalized acquisitions.

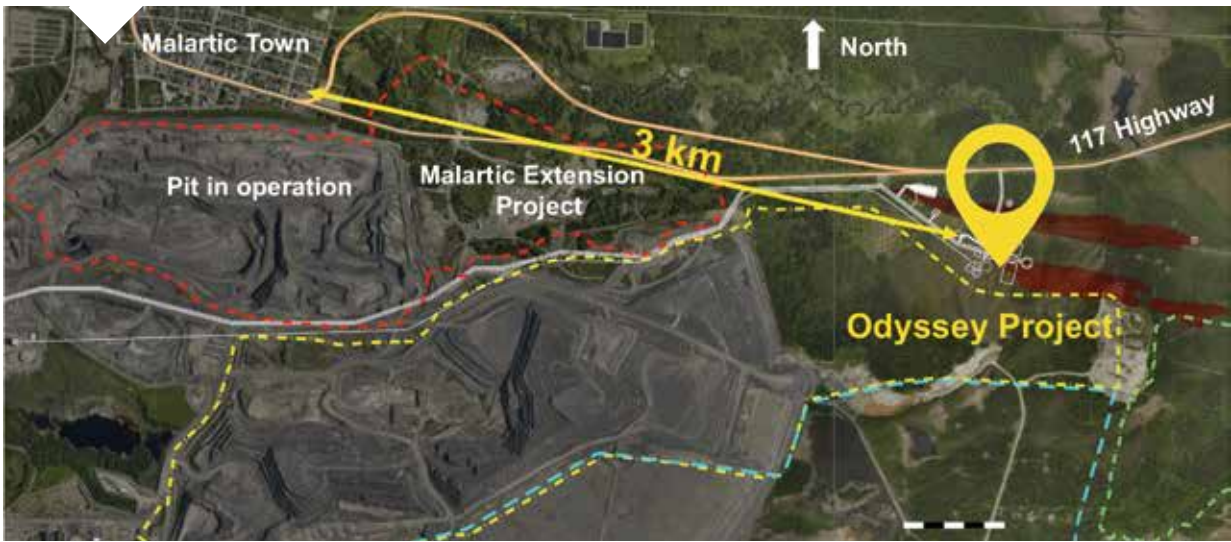
## Good Neighbour Guide Suspended in the Southern Neighbourhood

In late 2017, a law firm representing the class action petitioner initiated proceedings that have compelled us to suspend the Good Neighbour Guide's acquisition and compensation programs indefinitely in the southern neighbourhood (Zone A) of Malartic covered by the class action. We are monitoring the situation closely and will keep stakeholders with an interest in our operations informed of developments.

## LAUNCH OF THE ODYSSEY UNDERGROUND MINING PROJECT CONSULTATION

The Odyssey Project involves developing two mineralized zones near the Canadian Malartic pit, located deep underground, with new points of access at 3 kilometres east of the Malartic urban area. These zones would be developed through underground tunnels, requiring the development of a ramp. The project is located in the MEP'S existing footprint authorized under a decree granted in 2017.

### Odyssey Project Location



The purpose of the consultation was to give interested individuals and groups the chance to learn about the project and contribute their comments and suggestions to make it better, as much as possible. The following activities were conducted in 2017:

November 27, 2017	Malartic Town Council meeting
November 29, 2017	Meeting with Abitibiwinini First Nation representatives
December 6, 2017	Meeting of the <i>Comité d'échanges et de suivi Canadian Malartic</i>
December 8, 2017	Meeting with regional media
<b>December 13, 2017</b>	<b>Coffee Meetings in Malartic</b>
December 14, 2017	Meeting with representatives of the Lac Simon Anishnabe Nation

## Coffee Meetings on the Odyssey Project

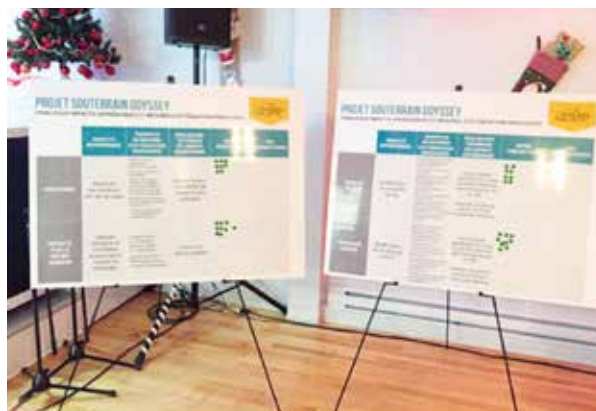
Three Coffee Meetings were held on December 13, 2017. In all, approximately fifty people took part in the activity, which was identical each time: a general presentation combined with six theme-based information booths set up in the room.

- 1 Community relations
- 2 General project information
- 3 Noise levels
- 4 Air quality
- 5 Vibration
- 6 Communication method perceptions and preferences among participants

Booths 1 to 5 gave participants a chance to meet and discuss face-to-face with the CMM experts and consultants involved.

The sixth booth let participants discuss their perceptions about the anticipated impacts and proposed mitigation measures. Attention then turned to the best means of communication.

During the activity, 91.8% of participants were reassured by the anticipated impact and proposed mitigation measures. The following figure shows the distribution of concerns shared during the activity:



### COFFEE MEETINGS

During the Coffee Meetings held on December 13, 2017, participants were asked to affix coloured dots to indicate their:

- perceptions about the anticipated impacts and proposed mitigation measures;
- communication method preferences.

**FIGURE 26 - RESULTS OF THE DECEMBER 13, 2017, COFFEE MEETINGS**

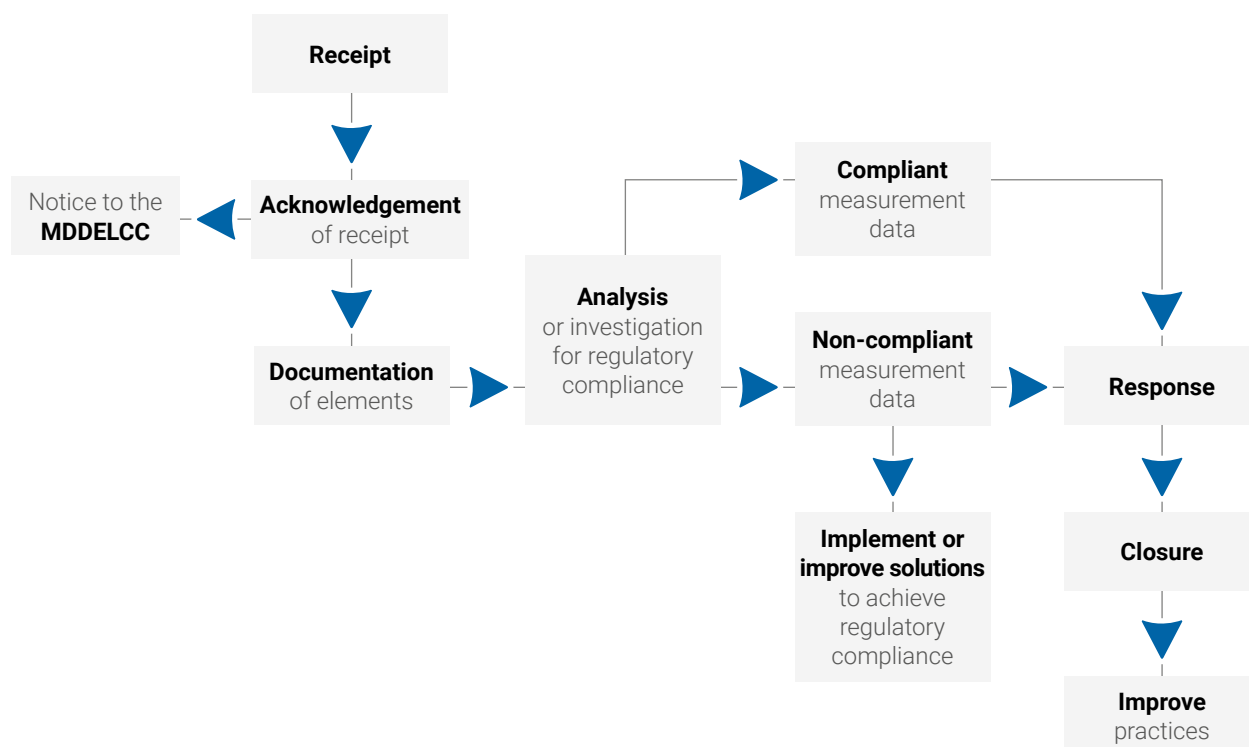
TOPICS OF INTEREST	RELATIVE DISTRIBUTION OF CONTRIBUTIONS	PERCENTAGE DISTRIBUTION OF PARTICIPANTS' PERCEPTIONS ABOUT THE MAIN ANTICIPATED IMPACTS		
		Reassured	Somewhat Concerned	Very Concerned
Surface Water	16.3%	93.7%	6.3%	-
Groundwater	16.3%	87.5%	12.5%	-
Air Quality	16.3%	87.5%	-	12.5%
Background Noise	17.3%	100%	-	-
Vibration	16.3%	93.7%	6.3%	-
Impact on the Human Environment	17.3%	88.2%	11.8%	-
<b>TOTAL</b>	<b>100</b>	<b>Calculated Using 98 Contributions</b>		



## 2. DILIGENT MANAGEMENT OF COMPLAINTS AND CONCERNS

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

CMM adopted a policy for handling complaints and concerns brought to the mine's attention directly or through a toll-free number. The procedure includes fast response and careful follow-up to each complaint or concern received. Each complaint is also entered into a register, while maintaining complainant confidentiality.



The following table shows complaints submitted directly to CMM over the past four years. In 2017, ten citizens filed 21 complaints. Complaints made directly to the mine peaked in March, April and May 2017.

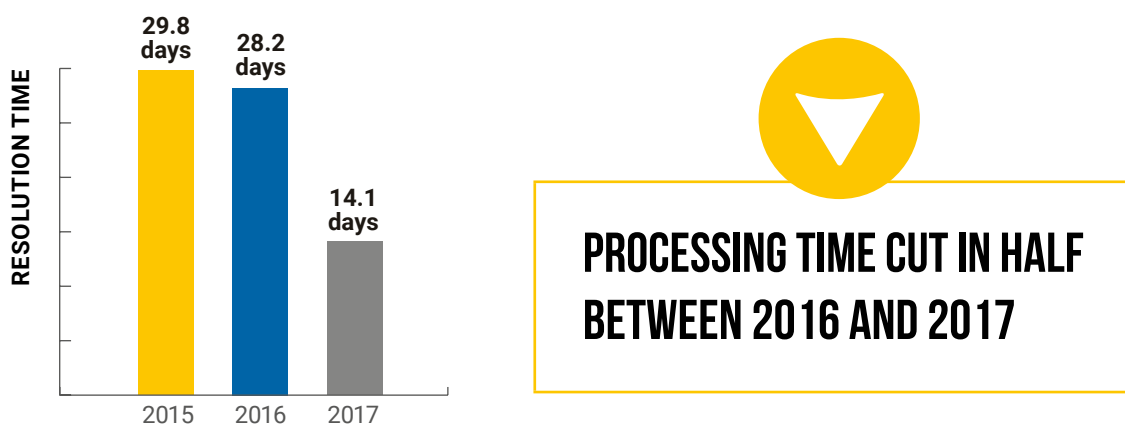
**FIGURE 27 - RECORD OF COMPLAINTS CONCERNING MINE ACTIVITIES**

TYPE OF COMPLAINT	2014	2015	2016	2017
Noise	7	58	42	5
Air Quality	3	10	1	*
Blasting	71	62	60	11
Other	3	4	1	5
<b>Total</b>	<b>84</b>	<b>134</b>	<b>104</b>	<b>21</b>

\* Three complaints concerned noise and dust. These were entered in the *Noise* category.

The average monthly complaint resolution time in 2017 was 14.1 days, a significant reduction over 2016 (28.2 days on average) and 2015 (29.8 days on average). One odour complaint required a more detailed evaluation and a change in firing practices, which resulted in a longer processing time.

**FIGURE 28 - AVERAGE ANNUAL COMPLAINT PROCESSING TIME**



## Optimized Management

In 2017, the Community Relations Team grew from two to three members. This new resource made it possible to reorganize the work to respond even more effectively to complaints, especially in terms of addressing them more quickly.

Optimal use of *Boréal*, a specialized software for planning and monitoring our commitments to various stakeholders interested in our operations, also helped to optimize complaint processing in 2017.

As a result, a significant decrease in the number of complaints was achieved in 2017 compared to previous years, along with an improvement in the time taken to process these complaints.

Of the 21 complaints made, only one concerned the Malartic Extension Project (MEP). This one complaint concerned noise during temporary deviation connection work.

## Addressing Concerns

In addition to complaints, our policy also provides for a response when concerns are brought to our attention. The procedure is similar to the complaints process: review the case, implement solutions as needed, and follow-up with the person concerned.

In all, 16 concerns were raised about the MEP. More than half of them concerned the temporary acoustic screen, especially concerns about snow removal. In response to this concern, snow removal operations were adjusted by creating an access to a lane where vehicles could turn more easily on Champlain Avenue.

Other topics concerned traffic on Highway 117, use of the land, and work to relocate the gas line along Highway 117. In 2017, the average turnaround time for processing concerns was 23.9 days.

### 3. COMMUNITY SUPPORT

#### Donations and Sponsorships

In 2017, the community received more than \$720,000 in donations and sponsorships as well as support for regional research.

Here are a few examples of community donations and sponsorships in 2017.

**\$720,000**  
**IN DONATIONS  
AND SPONSORSHIPS**

as well as support for regional research,  
in 2017.

#### Groupe ÉCOcitoyen

CMM is proud to partner with the Environmentally Responsible Events Fund led by the *Groupe ÉCOcitoyen (GÉCO)*. The mission of this Rouyn-Noranda-based social economy enterprise is to make people aware of the importance of protecting the environment through citizen action. CMM provided \$11,000 in financial support, enabling, among other things, two local organizations – *Supercross Malartic* and the *Festival Western de Malartic* – to receive free GÉCO services and become environmentally responsible events. Furthermore, people in charge of CMM's social activities took part in training on holding environmentally responsible events. CMM has since adopted several practices for various activities, such as using reusable glasses and providing waste and recycling sorting stations.

#### Partnership between CMM and the Musée Minéralogique

For a seventh consecutive year, the *Musée minéralogique de l'Abitibi-Témiscamingue*, located in Malartic, gave tours of Canadian Malartic Mine's facilities and enlightened visitors on the mining industry's technological development. The Museum welcomed more than 12,000 visitors in 2017, making a significant contribution to the local and regional tourist offering.

#### Refuge Pageau

CMM supported the *Refuge Pageau's*, located in Amos, by providing a \$13,000 donation to restore a rehabilitation aviary that was damaged in the winter of 2017.





## Comité Piste 4 saisons

In the summer of 2017, CMM formalized its partnership with the *Comité Piste 4 saisons* to develop a bike path connecting Malartic and Rivière-Héva. CMM has contributed \$150,000 to this 7-kilometre multi-functional path that runs through the forest and is accessible from Authier Street in Malartic.

## Support for the Rivière-Héva Intergenerational Park

CMM provided a \$15,000 sponsorship for the Municipality of Rivière-Héva's Intergenerational Park project.

## Comité du sentier de la nature of Rivière-Héva

CMM wanted to support the voluntary work done by Rivière-Héva *Comité du sentier de la nature* members. CMM provided \$10,000 towards the development of this interpretive trail that will aim to improve the quality of life of citizens and nature enthusiasts alike while delighting snowshoers and cross-country skiers.

## Association forestière de l'Abitibi-Témiscamingue

CMM signed a \$45,000, three-year agreement with the *Association forestière de l'Abitibi-Témiscamingue*. The agreement will enable the Association to maintain its mission to educate youth in Abitibi-Témiscamingue and Nord-du-Québec.

## Sports Challenges: Our Team Steps up to the Plate

Several members of CMM's team took up various sports challenges in 2017:

- Amos Festival H2O Dragon Boat Race and Desjardins Express Race (photo 1)
- Moreau half-marathon in Rouyn-Noranda (photo 2)
- Preissac *Défi contre-courant* (obstacle course) (photo 3)
- Leucan Ski Challenge at Mont-Vidéo (photo 4)
- Halloween trail run in Val-d'Or (photo 5)



# VOLUNTEER INVOLVEMENT

## Volunteer Encouragement Program

This program aims to establish a connection between organizations looking for volunteers and Mine employees interested in getting involved in the community. We keep our employees up to date by providing them with information on the various needs of local organizations by email and internal televisions.

We are proud to contribute to the success of several organizations through relationships developed under this program. In 2017, our team performed more than 1,304 hours of volunteer work.

To encourage as many employees as possible to play an active part in the Program, we hold an annual Volunteer Recognition Cocktail Hour during which four \$1,000 awards are given out randomly to four employees who participated in the Program. Recipients donate their award to a Malartic organization of their choice.

In 2017, the following awards were awarded:

- Two employees gave their \$1,000 award to the *Refuge Jeunesse de Malartic* (Malartic youth centre).
- The Malartic figure skating club received a \$1,000 award.
- *Gala Victoire* and the *Grand Défi Pierre Lavoie* each received a \$500 award.

### Paul Penna Award

The Paul Penna Award is given annually to an Agnico Eagle division employee who best exemplifies the philosophies of our founder, Paul Penna, through his or her community involvement, dedication, and hard work.

In 2017, Dany Lauzon, Operator - Mine Production Shovel, was given the Paul Penna Award in recognition of his community involvement and desire to help. Dany Lauzon is involved in the *Refuge Jeunesse de Malartic* and is a volunteer firefighter with the Malartic Fire Department.

Award winner Dany Lauzon (fourth from left).



Below are more examples of our employees' volunteer work in 2017:

### McHappy Day

During the *McHappy Day* held on May 3rd, 2017, several CMM team members joined the cause by donating their time to the McDonalds Restaurant in Malartic. This event was a wonderful opportunity to have the community and restaurant employees join forces to raise money for children in need.



## Participation in Malartic Community Tables

Some of our team members sit on the Newcomer Welcome Committee and Malartic's three Issue Tables: Food Security, Seniors, and Youth.

## EVENTS

### Québec Mining Week

The 26<sup>th</sup> annual Québec Mining Week was held from May 8 to 14, 2017, with Serge Blais, CMM General Manager, as honorary chairperson for Val-d'Or area. This year's Organizing Committee put together a wide range of programs, including field trips to the Cité de l'Or, the *Musée minéralogique*, and CMM for sixth-grade students from the Or-et-des-Bois School Board, the Western Québec School Board, and the Lac Simon Anishnabe Community. The field trips were an opportunity for students to learn about various mining professions and to stimulate their interest in the industry.



### Senior Recognition Day

In September, 74 seniors were able to visit the mine thanks to an initiative of the *Comité reconnaissance des aînés de Malartic* and the *Comité reconnaissance des aînés de Rivière-Héva*. Participants toured the facilities and talked with CMM employees, including CMM's General Manager, about operations at the mine. The visit ended with a group lunch and a presentation on the Malartic Extension Project.





## Fonds Eссор Canadian Malartic

The *Fonds Eссор Canadian Malartic* (FECM) strives to promote Malartic citizens' quality of life and fulfilment as well as the town's long-term growth by supporting initiatives that have a lasting impact on economic, social and cultural development.

CMM supports the FECM by investing \$150,000 annually. At December 31, 2017, the FECM had \$3,184,747 in capital.

In 2017, the FECM donated \$160,422 to the community. Since its inception in 2008, the Fonds has donated \$1,815,304 to the community.

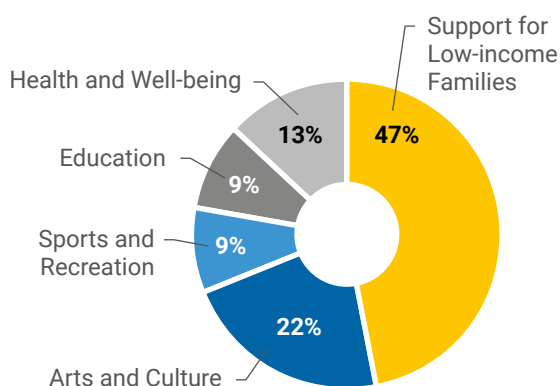


# \$160,422

## AMOUNT DONATED

to the community by the FECM in 2017.

**FIGURE 29 - DISTRIBUTION OF FECM COMMUNITY CONTRIBUTIONS IN 2017**



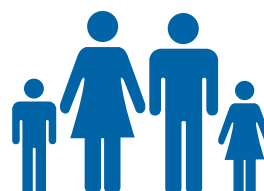
### Comité Piste 4 saisons

A three-year, \$75,000 agreement was developed for the *Piste 4 saisons* under which the FECM provided \$25,000 in 2017. CMM also contributed to this project for a bike path from Malartic to Rivière-Héva in 2017.



### Groupe Soleil de Malartic

The FECM contributed \$15,000 for the renovation of the *Groupe Soleil*'s living room. *Groupe Soleil* provides resources to improve the quality of life of individuals with mental illness.



### Comptoir familial de Malartic

In 2017, the FECM gave the *Comptoir familial de Malartic* a \$10,000 food-purchase credit for use at the IGA in Malartic.

Organizations that would like to receive financial support are invited to submit an application to the FECM. Applications are analyzed by its Board of Directors, which consists in two CMM Board members, four representatives from Malartic, and a representative from the Town of Malartic. Projects must meet specific criteria: they must improve residents' quality of life, help citizens reach their full potential, and encourage the growth of the Town of Malartic.

## 4. COMITÉ D'ÉCHANGES ET DE SUIVI CANADIAN MALARTIC



In 2017, CMM team members and Comité de suivi members initiated a pilot project to create a new committee that meets the requirements of the Mining Act and the Regulation respecting mineral substances other than petroleum, natural gas and brine.

Our team and the Comité de suivi jointly announced a new version of the Committee in the fall: the Comité d'échanges et de suivi Canadian Malartic (CESCM).

Several meetings were held to determine the Committee's mission and operating rules, and to define its make-up. The old committee will transition to the new committee during a 12- to 18-month pilot project at the end of which CMM and Committee members will reassess the situation.

To fulfil this new mission, CMM has made more than twenty commitments to support the CESCM's smooth operation. The CESCM's operating rules, validated by CESCM members in 2017, have been tailored to this mission. They include, among other things:

- Meetings facilitated by a facilitator who is not a Committee member.
- An individual dedicated to coordinating the CESCM, selected jointly by CMM and the CESCM.
- CMM participation in Committee meetings, as a resource person.
- Systematically follow up environmental and social topics affecting activities and projects.
- Disseminate meeting minutes by email.

### **CESCM: A MISSION FOCUSED ON DISCUSSION AND GOOD NEIGHBOURLINESS**

The CESCM is an ideal venue for discussions between CMM and the community, with a view to promoting good neighbourliness in Malartic.

## CESCM Website

The following documents are available on the CESCM website:

- Committee operating rules.
- Minutes.
- Presentations and other documents attached to the minutes.

[www.cescm.ca](http://www.cescm.ca)



The CESCM's make-up has been improved to better represent the citizens of Malartic:

**FIGURE 30 - COMITÉ D'ÉCHANGES ET DE SUIVI CANADIAN MALARTIC**

CATEGORY	MEMBERS (NUMBER)	CONTACT PERSONS (NUMBER)
Citizens of Malartic	3-4	
Citizen of Rivière-Héva	1	
People from the environmental community	2	
People from the socio-community sector	2	
Person from Malartic's municipal community	1	
Person from the economic community	1	
Person from the health and social services community	1	
Person from the education or research community	1	
Person from the tourism and recreational community	1	
Person from Aboriginal communities	1	
People representing CMM		1-2
Person representing government authorities		As needed

Almost 30 people took part in the CESCM's training meeting, which was held on October 3, 2017. The meeting set the context and explained the Committee's development, and filled a dozen vacant Committee positions by way of a self-appointment activity for those in attendance.



A tour of the Malartic Extension Project site was held for members in the fall. The CESCO subsequently met twice, on October 2 and December 6. After these meetings, the Committee's Operating Rules were adopted and a 2018 meeting schedule was prepared. The Odyssey Underground Mining Project was also presented. Members learned about the communication tools used during the coffee meetings as part of the consultation on the Odyssey Underground Mining Project, for validation and improvement purposes.

### **THE COMMITTEE SELECTED THE TOPICS IT WILL COVER IN 2018, WHICH INCLUDE, AMONG OTHERS:**

- Complaint management mechanism;
- Blasting, vibration and overpressure;
- Air quality;
- Mine tour;
- Water management and quality;
- Psycho-social and economic monitoring; and
- Sound environment.

## **5. RELATIONS WITH FIRST NATIONS**

We endeavour to live and cooperate with all stakeholders, including Aboriginal communities. Our approach that focuses on the values of respect, cooperation, transparency, and discussion also applies to the region's First Nations.

A First Nations working group was established in 2015; it represents the interests of the *Conseil de la Première Nation Abitibiwinini* (Pikogan), Long Point (Winneway), Lac Simon, and Kitcisakik Algonquin communities.

Four meetings were held in 2017. Our goal is to continue discussions initiated within the group in order to develop lasting relationships with these communities.

# ENVIRONMENTAL PERFORMANCE

## Innovative Practices

### SUMMARY

- The 2017 report shows that 100% of mine activities complied with standards governing air quality and noise, whether in terms of municipal noise limits or new noise limits applicable to CMM under its certificates of authorization. Furthermore, 99.5% of mine activities complied with Québec blasting standards.
- The Action Plan designed to prevent, manage and mitigate impacts continued to evolve in 2017, particularly with the new measures specific to the Malartic Extension Project.
- In 2017, CMM developed a Biodiversity Conservation Plan, a noteworthy outcome of consultations with communities of interest.

Our team constantly strives to implement innovative practices for a more effective use of natural resources and to limit the environmental impact of our activities.

The following sections contain more information about:

- 1 Our operational compliance**  
with regulations.
- 2 Our noise, air quality,**  
and blasting management practices.
- 3 Our environmental management:**  
water, energy, residual materials, and biodiversity.
- 4 Site restoration.**
- 5 Continuous improvement**  
initiatives.

# 1. REGULATORY COMPLIANCE

CMM is committed to being transparent in reporting its regulatory compliance results.

**FIGURE 31 - CMM COMPLIANCE IN 2017 FOR NOISE, AIR QUALITY AND BLASTING**

NOISE	AIR QUALITY	BLASTING
100% compliant with municipal noise by laws*	100% compliant with Québec air quality standards	99.5% compliant with Québec blasting standards: <ul style="list-style-type: none"> <li>• Vibration: 100%</li> <li>• NOx Emissions: 99.6%</li> <li>• Overpressure: 99.8%</li> </ul>

\* A normative change was made in 2017, and since then the mine has also been 100% compliant with noise limits under the Environment Quality Act.

CMM did not receive any administrative monetary sanction or notice of violation in 2017.

## 2. NOISE, AIR QUALITY, AND BLASTING

CMM is convinced that responsible management of its activities is the key to peaceful relations with the neighbouring community. The Good Neighbour Guide therefore includes an action plan composed of prevention, management, and mitigation measures targeting:

- Noise
- Air quality
- Blasting

This action plan is constantly being updated.



I have a team of about forty equipment operators who work in the pit to supply the crushers. We are reminded in many ways that two steps must always be followed to confirm whether operations may proceed. The first is: Is it safe? We do not hesitate to report a risk. It is clear that any necessary corrections must be made before work may continue. The second is: Does it respect the environment and the community? If we come close to the noise limit, for example, my team members will move their equipment or shut it down completely, day or night.

**Dave Morency**  
Mine Foreman – Production

## Noise Management

Since 2014, more than fifteen measures have been introduced to manage and reduce the noise that our activities generate.

Examples include gradually and completely shutting down our equipment when it comes close to the noise limit. Nearly 22,015 hours of equipment down-time were recorded in 2017.

Various tools let us monitor sound levels around the mining site at all times, and to take the necessary action quickly:



### 4 STATIONARY ACOUSTIC STATIONS

installed in four different locations in the town.



### DYNAMIC ACOUSTIC MAP

for the real-time identification of predominant noise generated by equipment, based on wind direction and speed.



### 2 MOBILE ACOUSTIC STATIONS

to measure noise in real time near work being done on the Malartic Extension Project.



### REAL-TIME TRACKING SOFTWARE

connected to the mobile acoustic stations, to interpret measurements.



New measures were also taken when work on the Malartic Extension Project began:

- Temporary acoustic screen installed on Champlain Avenue; it is covered with visual panels;
- Padding to reduce noise when dump truck tailgates are slammed;
- Use of electric equipment where possible;
- Temporary equipment screen installed; and
- Acoustic screen installed for pile driving.



## Air Quality Management

The Action Plan includes more than a dozen measures relating to air quality.

As is the case for noise, measures include the gradual and complete shutdown of equipment on nearing the air quality limit. In all, 4,663 hours of equipment down-time were recorded in 2017.



### 3 STATIONARY MEASURING STATIONS

to inform the team of new particles in real time, located at:

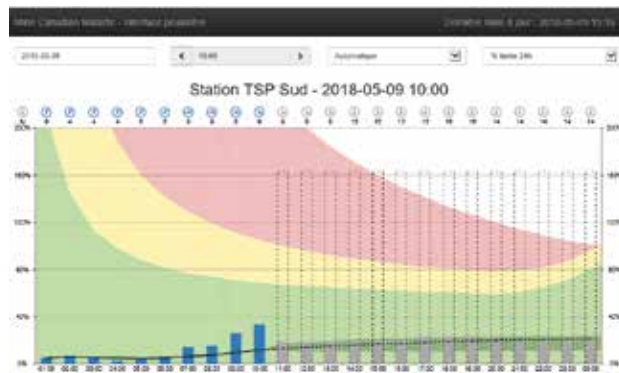
- Belvédère Park;
- Stoykovitch Park; and
- Champlain Avenue.

These locations are approved by the *Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques* (MDDELCC).



### 2 MOBILE STATIONS

for real-time data on particle levels near the work; one station is used on an on-going basis and the other when needed.



### DUST PREDICTION SOFTWARE

to monitor the change in air quality in the town. The tool also includes a predictive component, which gives us an idea of future concentrations.

New measures were added to the Action Plan in 2017, when work on the Malartic Extension Project began:

- Spray various roads on the site with water;
- Clean Highway 117; and
- Install a snow gun at the mobile crusher.

## Blast Management

CMM is authorized to perform two blasting activities per day, 365 days a year:

- Between 11 am. and noon; and
- Between 3 p.m. and 4 p.m.

The permitted length of blasting is 15 seconds.

In all, no blasting took place on 174 days, one blast took place on 148 days, and two blasts took place on 43 days in the pit. Some planned blasts are cancelled due to, among other things, wind blowing towards the Town of Malartic.

# 234

## NUMBER OF BLASTS IN 2017 IN THE PIT,

for an average of 0.64 blasts per day.

## 3. ENVIRONMENTAL MANAGEMENT

### Water Consumption

The water used by the mine comes from various sources and is used for various purposes:

**FIGURE 32 - WATER USE AT THE MINE**

SOURCE	USE
Southeast Basin, which collects runoff from the site and the tailings pond	Ore processing (processing plant)
Tailings Pond	Sent to the Southeast Basin, and then recirculated to the ore processing plant
Former underground mine shafts	Ore processing (processing plant)
Johnson Basin, fed by the Raymond Creek	A reserve in case of fire or back-up source of water should there be a supply issue with the other water sources
Barrette Well	Dust control in the Barrette sector
Potable water from the municipal water system	This water is used strictly for human consumption. It is discharged into the municipal sewer system.

# 89.9%



## WATER USED AT THE ORE PROCESSING PLANT

that was sourced from the Southeast Basin by recirculation in 2017.



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

## FIGURE 33 - WATER WITHDRAWALS IN CUBIC METRES (M<sup>3</sup>)

SOURCE	2014	2015	2016	2017
Southeast Basin (a)	12,473,537	12,302,620	12,105,308	11,177,309
Tailings Pond	(b)	(b)	(b)	(b)
Pit Dewatering (ground water) (c)	5,890,700	6,088,486	5,794,634	7,051,392
Johnson Basin	78,144	124,724	68,347	52,696
Barrette Well (dust control in the Barrette sector)	-	2,694	12,602	9,601
Municipal Potable Water	48,698	23,057	30,836	32,283
<b>Total</b>	<b>18,491,079</b>	<b>18,538,887</b>	<b>17,999,125</b>	<b>18,290,998</b>

(a) Water withdrawn from this basin is used by the ore processing plant.

(b) Water flows by gravity into the Southeast Basin.

(c) A portion of the water is used for spraying as part of dust control.

## Water Returned to the Environment

Effluent from the site enters the environment at Raymond Creek. The total volume of water discharged in 2017 amounted to 5,192,50 m<sup>3</sup>. The Parshall flume is used to measure the flow of effluent.

### PARSHALL FLUME

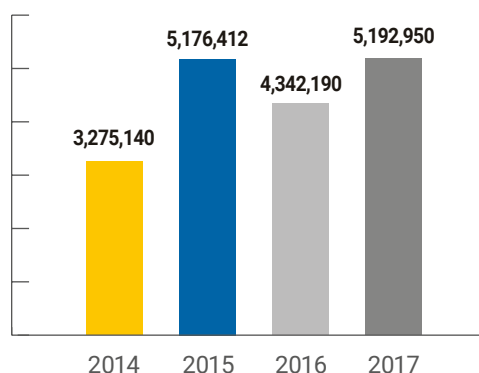
The Parshall flume is a device in the shape of a conduit that is often used to measure wastewater flow.



In 2017, the mine did not need to treat water at the effluent treatment plant because tailings contact water was fully reused by the ore processing plant. The rest of the water inputs managed on site did not require treatment and met standards governing releases to the environment.

The quality of water discharged into the environment in 2017 consistently met environmental standards.

## FIGURE 34 - CANADIAN MALARTIC MINE EFFLUENT



## WATER QUALITY

### Domestic Well Monitoring Program

A domestic well monitoring program has been introduced and will run from 2016 to 2021. This is a voluntary initiative designed to increase our knowledge and address citizens' concerns regarding a potential drawdown within a radius of approximately 7 kilometres (km) of the pit.

Twice a year, in the spring and fall, the program monitors the water quality and level in at least seven domestic wells within a radius of 7 kilometres of the centre of the pit. The program's water level component is carried out in collaboration with the Unité de recherche et de service en technologie minérale de l'Abitibi-Témiscamingue. An external firm with expertise in hydrogeology is mandated to monitor the program's water quality component.

Well water quality has remained relatively stable since the program's implementation. Concentrations measured to date are of the same order of magnitude. No downward trend in the water level has been observed and level fluctuations are closely linked to the hydrogeological cycle.

### Surface Water Quality Analysis Pilot Project

In 2017, the *Organisme de bassin versant Abitibi-Jamésie* (OBVAJ) presented the results of its first water quality monitoring on the territory, a project that CMM supports financially. In all, 12 sampling stations were monitored over the summer of 2017. Go to the OBVAJ's website for the complete report at [www.obvaj.org](http://www.obvaj.org).

## Energy and Climate Change

CMM primarily uses the following energy sources:

- Fuel: for the equipment fleet.
- Electricity: mainly to operate the plant, pumping systems, heating, air conditioning and lighting, as well as some production equipment, including hydraulic shovels.

Our greenhouse gas estimate is based on fuel and electricity consumption figures.

### FIGURE 35 - GREENHOUSE GAS EMISSIONS ESTIMATE

EMISSIONS SOURCES	CO <sub>2</sub> EQUIVALENT (TONNES)			
	2014	2015	2016	2017
<b>Direct Sources<sup>1</sup></b>				
<b>Mobile Equipment</b>	134,659	135,198	145,859	169,461
<b>Natural Gas Combustion by Fixed Equipment</b>	8,400	7,961	8,230	8,580
<b>Diesel Combustion by Fixed Equipment</b>	9,511	7,843	3,476	4,194
<b>Propane Combustion by Fixed Equipment</b>	160	165	171	98
<b>Use of Explosives and Sodium Carbonate</b>	13	11	10	9
<b>Total</b>	<b>152,743</b>	<b>151,178</b>	<b>157,745</b>	<b>182,342</b>
<b>Indirect Sources<sup>2</sup></b>				
<b>Electricity purchased from Hydro-Québec</b>	2,180	1,590	1,627	1,639
<b>Total</b>	<b>154,923</b>	<b>152,768</b>	<b>159,372</b>	<b>183,981</b>

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

<sup>2</sup> Indirect sources were calculated by multiplying the total kilowatt hours consumed by the conversion factors provided by Environment Canada in the Table A11-6 Electricity Generation and GHG Emission Details for Québec (2013), available at: <https://www.ec.gc.ca/ges-ghg/default.asp?lang=Fr&n=83A34A7A-1>

## Materials Consumed

Most of the materials consumed were for the ore processing plant and day-to-day operations.

**FIGURE 36 - MATERIALS CONSUMED IN 2017**

ORE PROCESSING PLANT	
Materials	Quantity Consumed (in kilograms of material per metric tonne of ore)
Nitric Acid (67%)	N/A
Fresh Activated Charcoal	0.032
Scale Inhibitor	0.009
Sulphur Dioxide	0.002
Flocculent	0.021
Balls for Tertiary Grinder	0.203
Balls for Secondary Grinders	0.390
SAG Balls	0.491
Quick Lime	0.531
Sodium Cyanide (100% NaCN)	0.188
Liquid Oxygen (kg/mt)	0.262
Hydrogen Peroxide (100% H <sub>2</sub> O <sub>2</sub> )	0.080
Caustic Soda (100% NaOH)	0.042
Cupric Sulphate (hydrated)	N/A
Sodium Metabisulphite	N/A
Zinc Sulphate (hydrated)	N/A
Sulphuric Acid (93%)	0.471
OPERATIONS	
Materials	Quantity Consumed
Explosives (tonnes)	18,302
Diesel (litres)	58,100,687
Electricity (kWh)	655,415,153
Tires (units)	1,510



## Recycling and Residual Materials Management

The figure below shows the total amount of residual materials generated in 2017, including recycled materials.

**FIGURE 37 - TOTAL AMOUNT OF RESIDUAL MATERIALS**

TYPE OF WASTE	AMOUNT GENERATED (TONNES)			
	2014	2015	2016	2017
<b>Residual Materials,</b> including recycled materials	2,030	3,137	3,915	8,949
<b>Residual Hazardous Materials</b>	724	1,213	1,098	2,546

In 2017, a total of 357 tonnes of residual materials were landfilled.

Residual hazardous materials are collected by a supplier and disposed of at sites authorized to receive them. In 2017, a total of 2,546 tonnes of residual hazardous materials were disposed of. No hazardous waste was exported.

Over the same period, 8,592 tonnes of residual materials were sent to recycling centres through our recycling program.



Recycled materials represent 96% of what is produced by CMM, for a 5.5% increase over 2016. This increase is due to the recycling of worn blasting mats.



### Blasting mats

Blasting mats are made of tires and used during blasting to prevent projectiles.

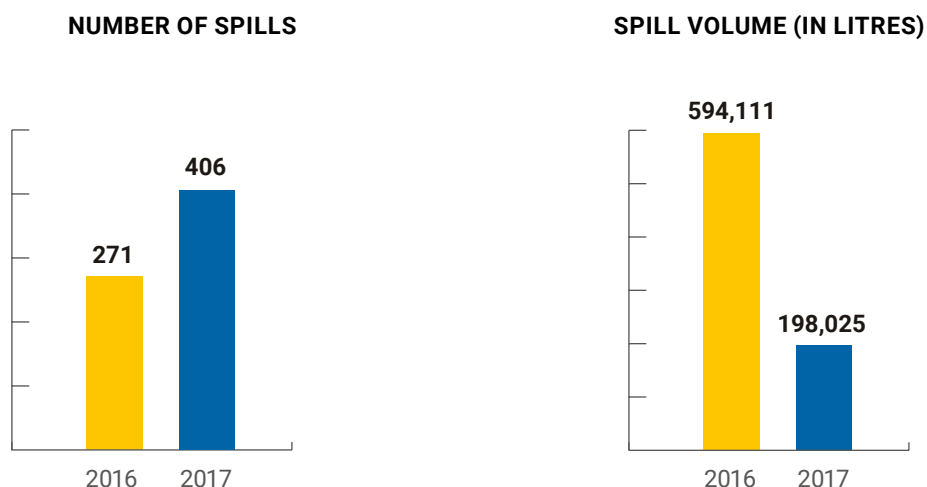
These mats have been recycled since 2017.

**FIGURE 38 - AMOUNT OF RECYCLED MATERIALS**

TYPE OF MATERIAL	AMOUNT RECYCLED (TONNES)			
	2014	2015	2016	2017
Wood	386	409	458	458
Paper and Plastic	102	154	182	170
Metal and Wire	1,108	999	1,405	1,004
Tires (Recyc-Québec)	48	170	28	110
Oversize Tires	n/a	920	1 059	386
Rubber	n/a	142	412	3,482
Worn blasting mats	n/a	n/a	n/a	2,980
IT and communication	n/a	n/a	n/a	2
<b>Total</b>	<b>1,644</b>	<b>2,794</b>	<b>3,544</b>	<b>8,592</b>

## Spill Management

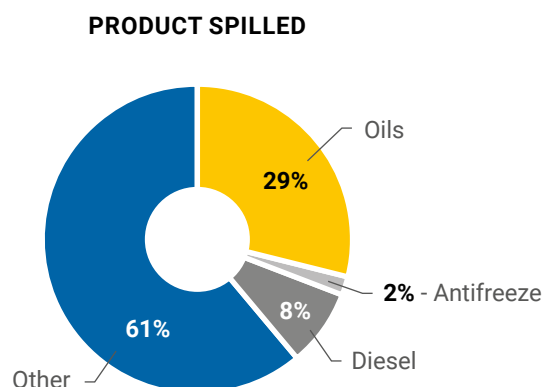
Each spill is recorded and closely examined. We ensure that causes are identified and action is taken to reduce risks and prevent spill recurrence.

**FIGURE 39 - NUMBER OF SPILLS AND SPILL VOLUME (IN LITRES)**

While the number of spills is up in 2017, the spill volume decreased significantly, primarily due to a drop in the number of spills at the plant. These spills occur whenever equipment fails or has issues, which can cause process water and slurry spills. The increase in the number of spills is mainly due to the fact that more equipment is used for the MEP. Our maintenance and continuous improvement teams continue to work on a process to improve our spill record.

These spills did not have any major impact or cause environmental contamination outside the footprint of the CMM facility. No spills occurred in any waterways.

**FIGURE 40 - SPILL VOLUME (PER PRODUCT SPILLED)**



The "Other" category includes cooling water, process water, process slurry, and detoxified slurry.

## Tailings, Waste Rock, and Overburden Management

The total amounts of overburden and waste rock mined in 2017, as well as the total amount of tailings created, are provided in the table below.

**FIGURE 41 - TOTAL AMOUNTS OF OVERBURDEN, WASTE ROCK, AND TAILINGS IN 2017**

TYPE OF MATERIAL	VOLUME IN TONNES
Overburden Mined	1,690,368
Waste Rock Mined (total)	42,148,709
Waste Rock Reused in Tailings Dam Construction	7,568,377
Waste Rock Reused in Other Construction	1,304,591
Waste Rock Placed on Surface Waste Rock Piles	33,275,741
Thick Tailings Placed in Surface Tailings Containment	20,138,344

## Projects Completed in the Tailings Pond in 2017

Our team carried out seven tailings pond projects over the year. See the table below for details.

### FIGURE 42 - PROJECTS COMPLETED IN 2017

<b>Expand Tailings Pond</b>	Construction of a new tailings pond cell started in 2017. Expansion was needed to maintain tailings storage capacity in accordance with the MEP authorization and is not included in possible storage in the Canadian Malartic pit. This cell will increase the pond's area by 150 hectares.
<b>Automate Geotechnical Monitoring Instrumentation for the Tailings Pond</b>	Some of the pond's geotechnical instrumentation has been automated to provide real-time results and send out emails in the event of a fault.
<b>Add Monitoring Instruments for the Tailings Pond</b>	Several new instruments were added to the tailings pond in 2017, specifically for the structure of the pond's new cell. The instruments measure water pressure and movements in the tailings and underlying soils and confirm that structures' actual geotechnical conditions meet design criteria.
<b>Construct a Tailings Pond Spillway</b>	A third spillway was added to the tailings pond. It will safely eliminate all runoff from the tailings pond by gravity, even in the event of extreme precipitation.
<b>Construct a Boosting Pumping Station for Tailings</b>	A boosting pumping station had to be built given the tailings pond's elevation and expansion. Construction was completed in 2017 and the station was commissioned in early 2018.
<b>Build Experimental Cells</b>	Ten new experimental cells were built to test our rehabilitation solutions.
<b>Electrify a Pumping Station</b>	A pumping station was fully electrified. It was previously powered by powerful generators. This project will reduce GHG emissions.



## Biodiversity

Through the *Towards Sustainable Mining* (TSM) initiative, our team started implementing a *Biodiversity Conservation Management Protocol* in 2016.

In 2017, CMM developed a Biodiversity Conservation Plan to guide the efforts that members involved in our team will have to make.

In addition to meeting TSM requirements, the Biodiversity Conservation Plan met our aspirations in the following areas:

- Our goal is to be a mining industry leader in biodiversity management.
- Minimize the impact of our activities and leave a positive record.
- Exceed the regulatory requirements.

Development of the plan involved evaluating important biodiversity factors, our activities' anticipated impacts, and the concerns and issues of the communities of interest.

A major consultation process took place in late 2017. In all, 15 communities of interest were consulted. The process allowed us an opportunity to share our biodiversity targets and directions, to present what we are currently doing and our projects, and to gather their comments and concerns. The process also allowed us to capitalize on the knowledge and qualifications of the communities of interest consulted to guide our efforts and improve our *Biodiversity Conservation Plan*.



# \$41,650

**DIRECT BIODIVERSITY  
PROJECT EXPENDITURES,**  
in 2017.

Various biodiversity-related actions were taken in 2017. Some regional projects were carried out in collaboration with Agnico Eagle Mines Limited.

## FIGURE 43 - TARGETS, DIRECTIONS, AND EXAMPLES OF BIODIVERSITY CONSERVATION PLAN PROJECTS

TARGETS	DIRECTIONS	EXAMPLES OF PROJECTS CARRIED OUT IN 2017
<b>Protect and Restore Ecosystems</b>	Take account of ecosystems when planning projects.	<ul style="list-style-type: none"> <li>• Draft an internal procedure for analyzing biodiversity before starting projects or work.</li> <li>• Develop an inventory of birds-of-prey nests before felling trees.</li> <li>• Catch and relocate garter snakes prior to starting excavation work.</li> </ul>
	Minimize and offset our impact on biodiversity.	<ul style="list-style-type: none"> <li>• Develop a tree-cutting report.</li> <li>• Relocate mature trees present in a work area.</li> <li>• Develop sediment barriers to prevent the erosion of certain bare slopes.</li> </ul>
	Help maintain or restore biodiversity.	<ul style="list-style-type: none"> <li>• Funding for new boat washing stations to prevent the arrival of invasive aquatic species in the region.</li> </ul>
<b>Develop Tools that Help Maintain Biodiversity</b>	Develop coaching and training tools to raise awareness, train and educate.	<ul style="list-style-type: none"> <li>• Include biodiversity concepts in the orientation training of new employees.</li> <li>• Distribute more than 150 trees free of charge to Malartic citizens under <i>ÉcoMalartic's</i> Adopt-a-Tree project.</li> <li>• Seek available biodiversity training for employees.</li> </ul>
	Collaborate and share knowledge with the community.	<ul style="list-style-type: none"> <li>• Ensure a CMM presence on the panels of organizations whose activities affect biodiversity.</li> </ul>
<b>Acquire Knowledge</b>	Establish tools that promote the acquisition of information about our sites.	<ul style="list-style-type: none"> <li>• Include biodiversity observation points in site inspection sheets.</li> </ul>
	Participate in research projects.	<ul style="list-style-type: none"> <li>• Five-year \$260,000 financial commitment to the <i>UQAT Chaire de recherche industrielle sur la biodiversité nordique en milieu minier</i>, starting in 2018.</li> <li>• Make a \$2,000 financial contribution to a research project on the use of sod to restore degraded sites.</li> </ul>



## 4. SITE RESTORATION

A number of closure scenarios are currently being studied to begin gradual restoration of the mining site.

In 2017, we continued studies and field tests aimed at identifying the best possible restoration strategy. Our intention remains to select a strategy that allows us to reuse mine waste to restore the site, rather than use natural material, like clay, sand, and gravel brought in from outside.

In this regard, we continue to cooperate with three leading research institutes:

- *Institut de recherche en mines et environnement (IRME) de l'Université du Québec en Abitibi- Témiscamingue (UQAT) et Polytechnique Montréal.*
- *Centre technologique des résidus industriels (CTRI).*
- *Unité de recherche et de service en technologie minérale (URSTM) de l'UQAT.*

On December 31, 2017, the Government of Québec held \$81 M in trust to ensure the safe and timely closure of the Canadian Malartic site once mine operations have ceased.

### **\$300,000 FOR ÉCOMALARTIC IN 2017**

CMM is committed to supporting local initiatives that contribute to Malartic's vitality and help to prepare for the post-mine period.

Since 2016, CMM has undertaken to support *ÉcoMalartic's* sustainable development program with \$300,000 annually. The plan strives, among other things, to prolong the mine's benefits.





## 5. CONTINUOUS IMPROVEMENT

Constantly engaged in improving our practices, our Continuous Improvement Department is pursuing its goal of generating new ideas and monitoring projects to improve our health and safety, environmental, production, and social engagement performance.

For CMM, continuous improvement is a management approach that fosters the adoption of gradual improvements in a daily effort to achieve efficiency and progress. We believe that pooling the creativity of various players in the organization and aiming for constant progress will create an environment conducive to new concepts and new ideas. In 2017, a number of actions were taken in this regard.

First of all, close to 15 CMM employees from different departments were given *Lean Six Sigma – Green Belt* training in order to improve the quality and effectiveness of project management procedures.

In the fall of 2017, the Management Team also held an annual project prioritization workshop based on different areas of interest. The workshop generated 367 ideas in all, and close to 40 of them will take shape as projects in 2018.

Furthermore, a delegation of about ten CMM employees took part for the first time in the *Salon sur les meilleures pratiques d'affaires* in November 2017, held by the *Mouvement québécois de la qualité*. These employees staffed a booth on the *Lean Turnaround*, a production method centred on efficiency and waste reduction, for implementing the principle of continuous mining improvement.

CMM is also a member of the *Groupe MISA*, whose main objectives include helping to ensure the mining industry's vitality and sustainability by developing technologies and methodologies in the fields of mining exploration, rock extraction, ore processing, and energy optimization, as well as environmental restoration. The *Groupe MISA* organizes quarterly meetings that include visits to other member mining companies. The purpose of these visits is to encourage co-development and the sharing of best practices, and to ensure the industry's sustainability through access to each member's know-how. A Canadian Malartic Mine site visit is planned in 2018.





# ECONOMIC PERFORMANCE

Contributing Beyond the Mine

## SUMMARY

- CMM is the largest private employer in the Vallée-de-l'Or RCM and contributes 10% to Abitibi-Témiscamingue's mining GDP.
- In 2017, CMM purchased \$300 million in goods and services from 450 suppliers in Abitibi-Témiscamingue. Of that amount, \$64 million was allocated to suppliers in Malartic.

As the largest private employer in the Vallée-de-l'Or RCM, CMM's economic responsibility goes beyond the mine and includes several development levers. Our record in 2017 continues to reflect CMM's economic commitments in the region.

The following sections contain more information about:

- 1 Local employment.**
- 2 Regional economic spinoffs.**
- 3 Efforts to ensure lasting benefits.**

## 1. JOBS

In order to promote local and regional jobs, CMM's practices do not include fly-in, fly-out commuting for workers who are not willing to move near the mine site.

In 2017, several measures continued to apply to encourage our employees to settle in Malartic:

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

Furthermore, in connection with the implementation of the Good Neighbour Guide, CMM developed a program to renovate and resell residences acquired in the southern sector. Under the program, houses will be renovated in order to revitalize the neighbourhood and encourage new families to move there.

**98%**  
**OF CMM JOBS**

were held by people from Abitibi-Témiscamingue in 2017, including 42% by citizens of Malartic.

## 2. REGIONAL ECONOMIC SPINOFFS

Our goods and services procurement policy aims to encourage the local and regional economy.

We favour suppliers who own a business in the region, provided they are competitive with the market. In 2017, we held fifteen meetings with various businesses in Malartic to discuss our way of doing business and make any necessary adjustments.

In 2017, CMM purchased \$300 million in goods and services from 450 suppliers in Abitibi-Témiscamingue. More specifically, \$64 million was allocated to some thirty suppliers in Malartic.

### FIGURE 44 - REGIONAL ECONOMIC SPINOFFS GENERATED BY THE MINE IN 2017

<b>Expenditures in Abitibi-Témiscamingue</b>	\$300 million
<b>Value of contracts awarded in Malartic</b>	\$64 million
<b>Number of suppliers in Abitibi-Témiscamingue</b>	450
<b>Number of workers on the mine site</b>	1,500
<b>Investment in the Malartic Extension Project</b>	+\$200 million
<b>Value of donations, sponsorships, bursaries, and research support</b>	\$720,000

**FIGURE 45 - DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED BY CANADIAN MALARTIC MINE IN 2017**

<b>Revenue</b>	\$1,043,495,000
<b>Operating Costs</b>	\$675,593,000
<b>Payroll and Employee Benefits</b>	\$96,663,000
<b>Repayment of Long-term Loans</b>	\$48,800,000
<b>Payments to Government</b>	
Government Royalties	\$41,200,000
Payroll Taxes (paid by employer)	\$6,884,000
Payroll Taxes (paid by employees)	\$28,409,000
Municipal Taxes	\$2,870,000
Mining Leases and Claims	\$9,000

**FIGURE 46 - ENVIRONMENTAL INVESTMENTS IN 2017**

TYPE OF INVESTMENT	AMOUNT INVESTED
<b>Environmental Protection</b>	\$9,500,000
<b>Environmental Management</b>	\$14,650,000
<b>Environmental Infrastructure</b>	\$22,626,000
<b>Waste Management</b>	\$5,687,000



### 3. ENSURING SUSTAINABLE BENEFITS

A decree authorizing the MEP was passed in 2017, extending CMM's operations by six years.

The project maintains and enforces the local and regional goods and services procurement policy. Consequently, five major project contracts – for the highway, surface stripping, temporary bridge, tree clearing, and water treatment engineering – were awarded to suppliers in the region.

Also in 2017, our team put effort into the Odyssey Project. This project, if accepted, would continue operations beyond 2028. It also provides that 350 to 450 direct jobs will be maintained or created. Approximately \$500 million will be invested in the development of the Odyssey Project.





# ACKNOWLEDGEMENTS

We would like to thank all Canadian Malartic Mine employees for their enthusiasm and determination; they are a great inspiration to us. We would also like to express our appreciation to the contractors, shareholders, citizens of the Towns of Malartic and Rivière-Héva, the *Comité d'échanges et de suivi Canadian Malartic*, the Town Council of Malartic, and the members of First Nations.

A special thank-you to the members of the following teams who helped draft this report:

- Administration
- Environment
- Human Resources
- Health and Safety
- Operations
- Community Relations

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# GLOBAL REPORTING INITIATIVE (GRI) INDICATORS INDEX

## **THIS REPORT HAS BEEN DEVELOPED IN ACCORDANCE WITH RECOGNIZED INTERNATIONAL RECOMMENDATIONS**

for sustainability and corporate social responsibility reports, such as the G4 Guidelines of the Global Reporting Initiative (GRI) used to present specific information on the three main aspects of sustainable development (environmental, social and economic), as well as general information that enables each company to address important points specific to its activities.

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## INDICATORS INDEX

GRI INDICATORS		Reference in the CMM Sustainability Report (page)
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## INDICATORS INDEX

GRI INDICATORS		Reference in the CMM Sustainability Report (page)
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