



**2019**

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# Sustainability Report

**CANADIAN  
MALARTIC**  
MINE

A large yellow CAT mining truck is shown from a low angle, emphasizing its massive size. The truck is positioned in front of a large, modern building with a flat roof. The background shows a clear blue sky and a rocky, mountainous landscape. The truck's large, treaded tires and the 'CAT' logo on its side are prominent features.

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# Sustainable Development

## About This Report

### INTEGRITY AND TRANSPARENCY

The Canadian Malartic Mine (CMM) team is responsible for preparing the 2019 Sustainability Report and ensuring the integrity of the information it contains.

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

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

### WE LOOK FORWARD TO HEARING FROM YOU

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

# Canadian Malartic Partnership

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

By publishing this report, Canadian Malartic Partnership commits to regularly update its stakeholders on its projects, activities and achievements aimed at advancing sustainability throughout the Company.

## VISION

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

## PRINCIPLES

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





# 2019 Sustainability Report

## Development Process

OUR INSPIRATION: PUTTING SUSTAINABLE DEVELOPMENT POLICY AND MANAGEMENT TOOLS TO WORK

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

Our Sustainable Development Policy is implemented through the application of a management system for health and safety, the environment, and relations with our employees and host communities. It takes shape through the application of three steps that define the work done by all workers on the mine site every day.

- 1 | Is it **safe** for employees?
- 2 | Does it **respect the environment and the community**?
- 3 | Once the first two steps have been confirmed, operations may **proceed**.

This report reflects our commitments and represents our accountability for the environmental, social and economic components of our operations in 2019.

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

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







« OUR FUTURE  
IS EQUALLY  
PROMISING »

## A Note from Management

First, I would like to sincerely thank everyone who helped in one way or another to prepare this report. Despite the COVID-19 situation, your steadfast collaboration made it possible for us to meet our commitment to share this annual update.

The joint work, tireless efforts and dedication of more than 2,000 full-time mine workers, a record since operations began, have allowed us to finish 2019 having reached important milestones in our growth.

After more than two years of work, the Highway 117 deviation, at the eastern entrance to Malartic, has opened to traffic. With the extension of the green wall completed at the end of the year, preparations for commercial production of the Barnat pit continued.

Even with so much activity, we managed to achieve 100% compliance with current water, air and noise quality standards. For air quality, this represents 1,698 consecutive days of compliance. This level of performance poses a daily challenge and our teams deserve all the credit. As for vibration standards, our results have been practically perfect. Hats off to the entire team and thank you! Our environmental performance remains a constant priority.

Concerning our relations with the citizens of Malartic, we opened a brand-new Community Relations Office better suited to our needs and better able to serve citizens. Finally, the settlement reached at the end of the year in connection with the class-action lawsuit represents a positive outcome for both the Malartic community and our organization.

Our future is equally promising. We continued to develop the Odyssey Underground Project, including additional drilling and economic studies, taking into account the discovery of the East Gouldie zone. We also continue to fine-tune the parameters of this major project, which we hope will move forward in a positive direction.



We will continue to use our three steps of operation without interruption until the last day of operations. Not only are they the means we use to implement our Sustainable Development Policy on site, but they are also unquestionably the core of the Canadian Malartic Partnership.

Happy reading!

**Serge Blais, ing.**  
General Manager

# Sustainable Development Policy

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



## 1. HEALTH AND SAFETY

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

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







## 2. ENVIRONMENT

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

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



# Sustainable Development Policy



## 3. EMPLOYEES AND COMMUNITIES

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

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



# Stakeholders

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

CANADIAN  
MALARTIC  
MINE

EMPLOYEES

CITIZENS OF MALARTIC AND  
RIVIÈRE-HÉVA

CURRENT AND POTENTIAL  
INVESTORS

MUNICIPALITIES AND  
GOVERNMENTS

COMMUNITY PARTNERS

FIRST NATIONS

ENVIRONMENTAL GROUPS

MINING INDUSTRY

SUPPLIERS

MEDIA

INDIVIDUALS AND GROUPS  
INTERESTED IN OUR  
ACTIVITIES



Visit our Sustainable Development section  
[canadianmalartic.com/en/sustainable-development/](http://canadianmalartic.com/en/sustainable-development/)

# Canadian Malartic Mine

## 2019 Portrait

CMM operates Canada's largest open-pit gold mine. Its world-class deposit is estimated at close to 10,000,000 ounces of gold. The mine is located in the Town of Malartic, in the heart of Québec's Abitibi Gold Belt.

In 2019, CMM gold production exceeded the production target set in late 2018 by 1.4%. Production includes ounces from the Barnat pit, which has been in pre-commercial production since October. Tonnes of ore extracted increased 5% over 2018.

- 21 million tonnes of ore extracted; and
- 669,192 ounces of gold produced.

### MALARTIC MINING CAMP

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

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





GOVERNANCE

Canadian Malartic GP is indirectly held by Yamana Gold Inc. and Agnico Eagle Mines Limited. 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.

For more information regarding financial reports:  
Yamana Gold Inc. : [www.yamana.com](http://www.yamana.com)  
Mines Agnico Eagle Limitée : [www.agnicoeagle.com](http://www.agnicoeagle.com)

Figure 1 - Canadian Malartic Mine's Simplified Governance Structure



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

## MINING COMPLEX AND LARGE-SCALE OPERATIONS

Figure 2 - Malartic Mining Complex



A. CRUSHING ZONE

B. ORE STOCKPILING ZONE

C. ORE PROCESSING PLANT

D. TAILINGS POND

E. ADMINISTRATIVE BUILDING  
AND GARAGE

F. PIT

G. SURFACE WASTE ROCK PILE



Figure 3 - Ore Processing



1. Ore extracted from pit
2. Primary ore crushing
3. Secondary ore crushing
4. Auxiliary dumping site used to feed the conveyor

5. Ore taken by conveyor
6. Ore stack
7. Ore grinding
8. Leaching process

9. Gold extraction process, gold pour, and gold bar extracted from mould and cleaned

## 2019 FINANCIAL OVERVIEW

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

**Table 1 - Direct Economic Value Generated and Distributed by Canadian Malartic Mine in 2019**

Expenditure Item	Amount
Earnings	\$1,240,282,000
Operating Costs	\$722,258,000
Payroll and benefits	\$113,418,000

**Table 2 - Payments Made to Governments in 2019  
(municipal, provincial and federal)**

Expenditure Item	Amount
Mining taxes	\$77,000,000
Payroll taxes (paid by employer)	\$7,856,000
Payroll taxes (paid by employees)	\$32,281,000
Municipal taxes	\$3,193,000
School taxes	\$120,000

The *Extractive Sector Transparency Measures Act* (ESTMA) introduces reporting and transparency obligations for the Canadian extractive sector and contributes to global efforts against corruption in the sector. CMM complies with these requirements of the Government of Canada. ESTMA reports are available at: [www.rncan.gc.ca](http://www.rncan.gc.ca)



# Major Player in Local Economic Development

## LOCAL GOVERNANCE

### A 100% Quebec Team

The CMM Management Team is a Quebec team through-and-through, and 88% of its members come from the Abitibi-Témiscamingue region.

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

The Management Team is made up of 9% women and 91% men. Governance bodies have a slightly lower ratio than the total ratio of women working at CMM, which is 12%.

## A LEADING EMPLOYER

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

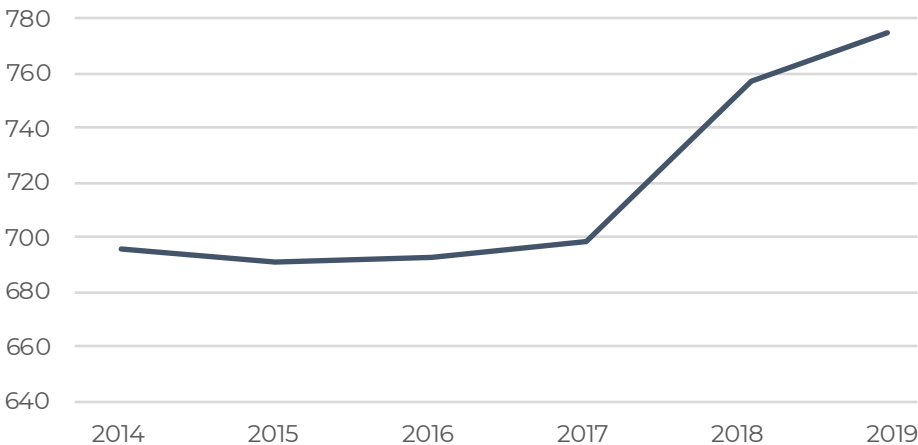
**3-h** Contribute to the economic development of our host communities by creating jobs and promoting local purchases.

The number of employees on site has continued to increase since 2017, particularly contractor employees, due to the Malartic Extension Project and work to deviate Highway 117.

## A total of 770 CMM employees

This number does not take into account the more than 1,300 contractor employees.

**Figure 4 - Change in Total Staff at Canadian Malartic Mine, 2014 to 2019**



IN 2019, THERE WERE MORE THAN 2,000 FULL-TIME WORKERS ON THE MINE SITE.

NEW HIRES: INCREASED RECRUITMENT IN 2019

- 90 new hires compared to 77 in 2018.
- 20% women hired compared to 17% in 2018.
- 52 staff departures in 2019 compared to 49 in 2018.
- For the first time in three years, 30- to 49-year-olds accounted for the largest portion of new hires, at 40, or 45%. Those between 18 and 29 years of age held that position in 2017 and 2018.

93% of new hires come from Abitibi-Témiscamingue

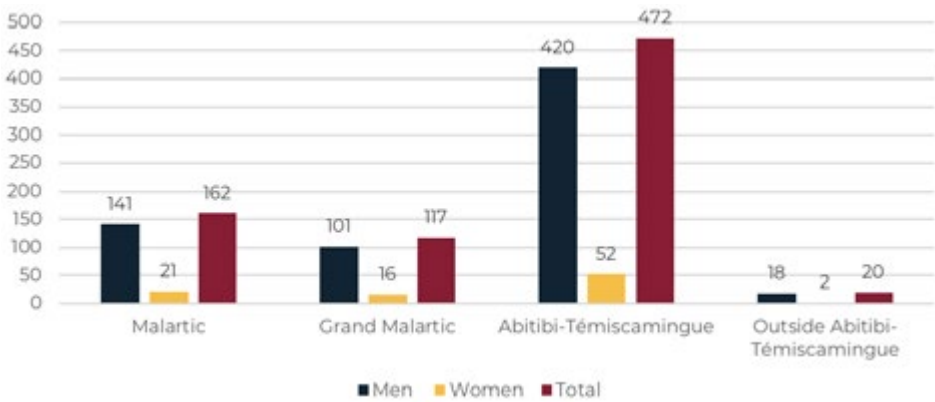
In 2019, we continued to implement several measures to encourage our employees to settle in Malartic:

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

Local and regional employment is one of the main benefits that we hope to maximize.

The majority of our employees come from the region, and many live in Malartic.

Figure 5 - Geographical Distribution of Employees by Gender in 2019







## EMPLOYER AND EMPLOYEE CONTRIBUTIONS AND ECONOMIC CONTRIBUTIONS

In 2019, CMM entry-level wage was \$30.16 for hourly-rated employees, while Québec's minimum wage was \$12 on April 30, 2019, and \$12.50 on December 31, 2019.

- Average annual wage<sup>1</sup> (hourly-rated employees and management employees): \$98,000, or average weekly earnings of \$1,885 (compared to average weekly earnings of \$945.29 in Quebec<sup>2</sup>).
- For an employee contribution rate of 5%, CMM contributes up to 6% to employee group RRSPs.
- 100% of permanent CMM employees are enrolled in its retirement plan.
- Payroll and benefits: More than \$113 M.

<sup>1</sup> Includes night shift and weekend premiums.

<sup>2</sup> *Institut de la statistique du Québec* - Rémunération hebdomadaire et horaire des employés, régions administratives et ensemble du Québec, 2015-2019.

## AN INDISPENSABLE BUSINESS PARTNER

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

- \$443 M spent in Abitibi-Témiscamingue.
- 765 suppliers in the region.
- \$87.7 M worth of contracts awarded to Malartic suppliers.
- \$72.5 M invested in the Malartic Extension Project and the deviation of Highway 117 in 2019.

## COMMUNITY INVESTMENT AND RESEARCH AND DEVELOPMENT



# MORE THAN \$1.7 M

In 2019, more than \$1.7 M was invested in charitable donations, sponsorships, community infrastructure, beautification campaign, support for population services and funding for research and development.



Visit Our Operation section  
[canadianmalartic.com/en/about-us/operating-mine/](https://canadianmalartic.com/en/about-us/operating-mine/)



# Health and Safety

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

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

Figure 6 – Our 3 Steps to Safe Operations

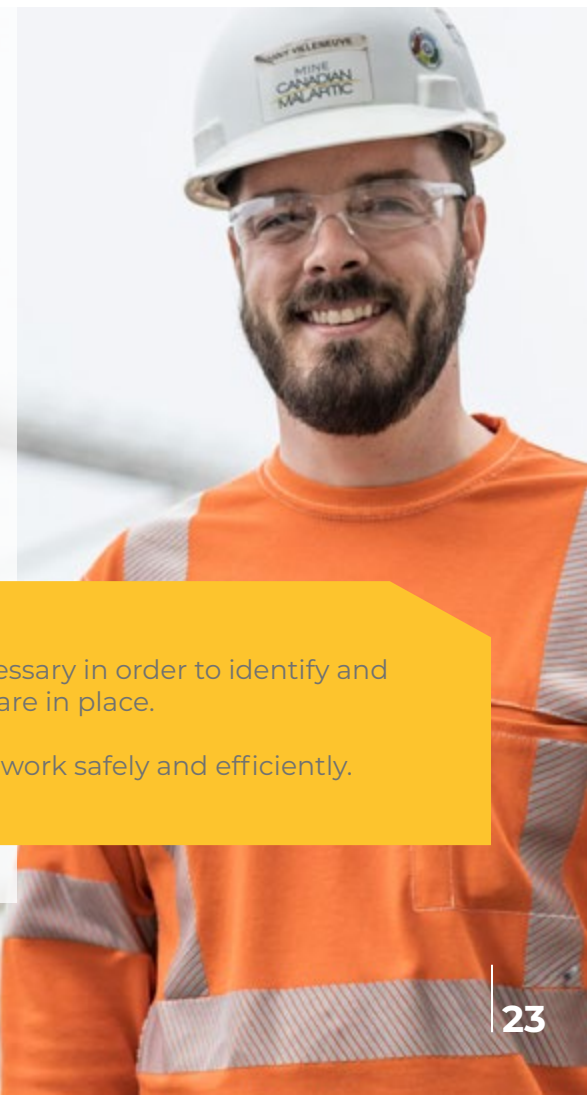


## STEP 1 - IS IT SAFE FOR EMPLOYEES?

Worker health and safety remains a constant challenge. We use the combined frequency rate as our performance indicator. In 2019, that rate was 1.12 and included both CMM and contractor employees. This is our third best performance since 2014. In 2017 we set a record with a combined frequency rate of 0.72.

The following is a summary of actions taken in 2019 with respect to our Sustainable Development Policy.

- 1-a** Assess risks on a regular basis and investigate incidents when necessary in order to identify and minimize hazardous conditions and ensure that appropriate controls are in place.
- 1-e** Provide adequate resources and appropriate tools to carry out the work safely and efficiently.



# A Preventive Health and Safety Program for all Employees

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

To improve practices in this area, we introduced a three-year action plan that is reviewed annually.

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

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

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





## COMBINED FREQUENCY

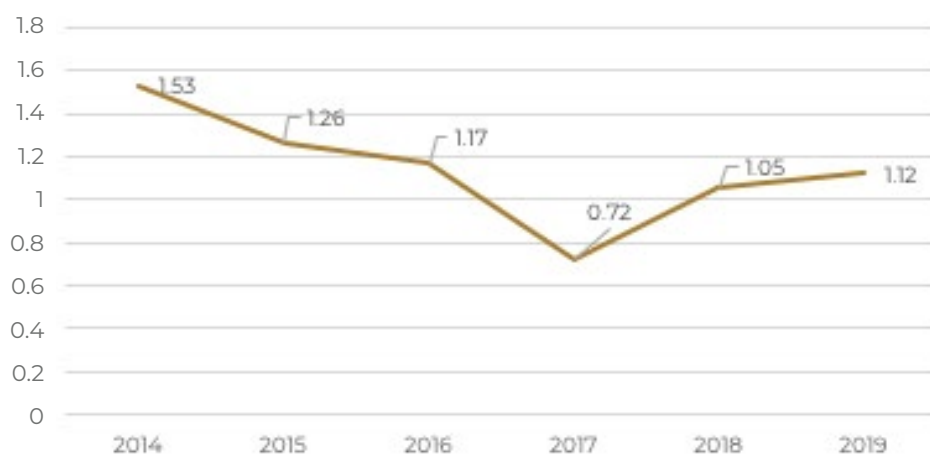
The combined frequency rate allows us to assess the Company's overall health and safety performance and, to some extent, the effectiveness of our control measures. Ultimately, any injury, no matter how minor, should be avoided.

**2019 target: 0.96**

**Combined frequency rate: 1.12**

This means that for every 200,000 hours worked, there were 1.12 work incidents resulting in lost time or the temporary assignment of CMM employees or contractor employees.

**Figure 7 - Change in Occupational Health and Safety Combined Frequency, 2014 to 2019**



**7.8% INCREASE IN  
HOURS WORKED  
OVER 2018**

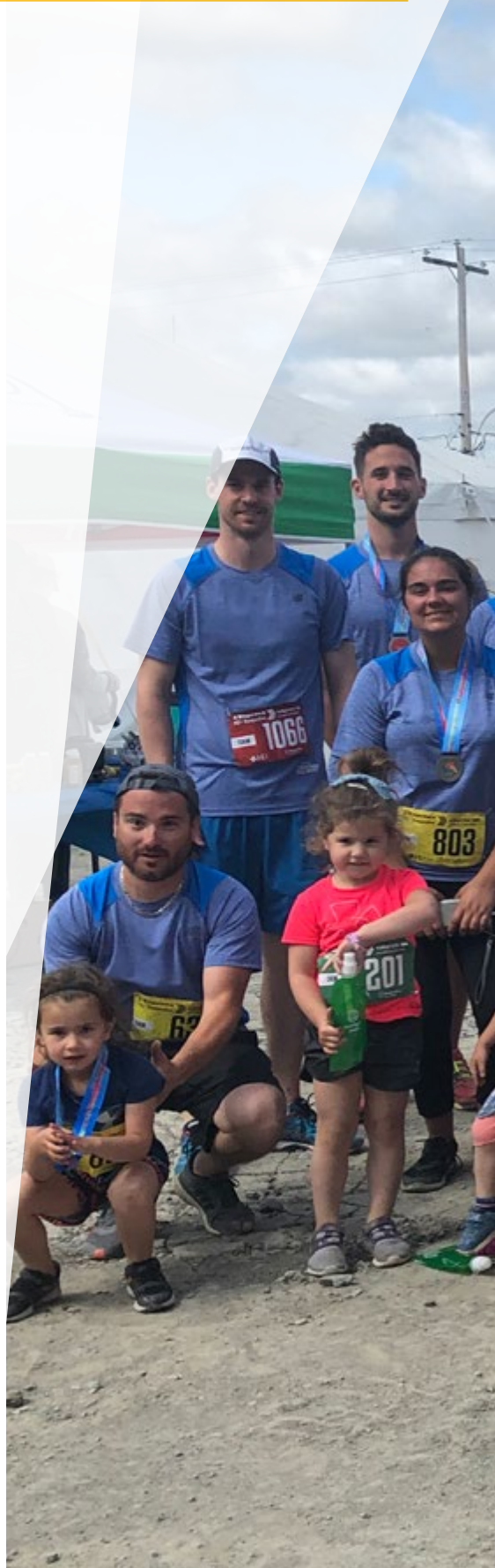
- A total of 290 events were reported in 2019, up from 240 in 2018.
- There were 23 accidents with lost-time or temporary assignments in 2019, compared to 20 in 2018.

In 2019 alone, the number of hours worked increased by close to 300,000 hours. During that same year, there were 300 more full-time employees working on the site than in 2018.

## **COMITÉ SANTÉ ET MIEUX-ÊTRE**

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

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







# MAIN HEALTH AND SAFETY ACTIVITIES



## AWARENESS

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

More awareness-raising was done in 2019. This included more official health and safety meetings in 2019: 700, all departments combined, up significantly from 421 in 2018.

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



## TRAINING

Just over 2,400 employees received departmental introductory health and safety training at CMM in 2019. Contractor employees accounted for slightly more than 97% of participants, due, among other things, to contractors' employee turnover rate and to some 1,000 contractor employees assigned to four major annual planned plant shutdowns.



## INSPECTIONS

Employees, contractor employees and their supervisors make daily equipment and workplace inspections using the "worker logbook". 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.





## SITE VISITS BY MANAGEMENT

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

**1-d** Provide appropriate health and safety training to our employees and contractors.

**Table 3 - Annual Inspection Frequency**

	Site visits by the Management Team	Inspections by Management
General Management	4	2
Managers	4	4
Administration Superintendents	4	-
Operations Superintendents	4	4



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

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

Internal and external audits are conducted to ensure that best practices are applied in our various areas of activity. Examples include rock mechanics, geotechnics or drilling and boring.

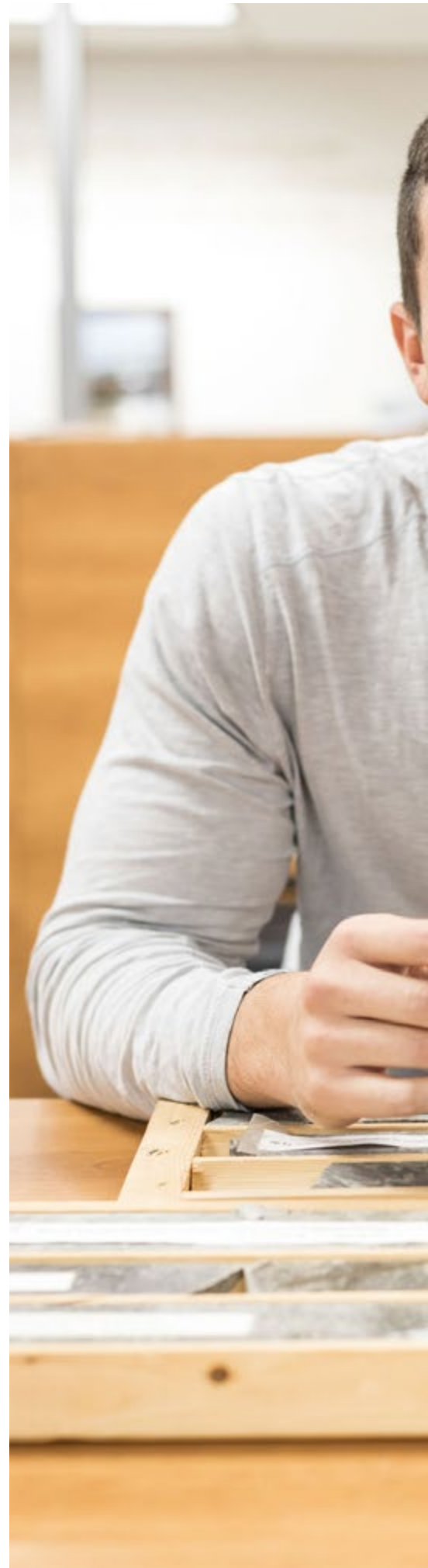
Finally, our team includes more than 30 employees specifically associated with engineering in the mine's various departments. Other employees who are licensed engineers hold positions involving duties not directly related to the engineering profession.

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

## HEALTH AND SAFETY COMMITTEE

The Health and Safety Committee brings together the Company's workers and management to promote collaboration. It combines employees' practical knowledge, managers' overall vision and the Company's general procedures. It advises managers, management and teams. The Committee meets about ten times a year. The percentage of CMM employees on this committee is 3% of the total workforce.

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







**1-h** Ensure that emergency response plans are in place to reduce the impact of unforeseen events.

**2-h** Ensure that emergency response plans are in place to reduce the impact of unforeseen events.

## EMERGENCY RESPONSE AND CRISIS MANAGEMENT

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

The Emergency Response Plan is updated twice a year. Three exercises were held in 2019 for the following situations:

- Fire evacuation;
- Cyanide leak; and
- Hydrogen peroxide leak.

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

We also have a Crisis Management and Communications Plan. It serves as a working tool for management and/or executives who have a role to play in any potential media or communications crisis management situation involving CMM. This plan applies to any crisis that has, or could have, a significant impact on the organization as a whole. The crisis unit met three times as part of the exercises emergency measures. The plan has been the subject of three updates in 2019.

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

## AUDITS

Audits are an integral part of our Health and Safety Program. They represent an opportunity to assess our health and safety performance and to implement any necessary improvements. In 2019, the Health and Safety Committee, the supervisory team and management conducted more than 630 internal audits, preventive observations and inspections. More than 180 isolated and specific observations were made by the supervisory team. In 2019, an external audit regarding application of the Supervision Formula was carried out by an auditor from Agnico Eagle Limited, one of our two partners.

# Health and Safety Successes

## NO TIME-LOSS ACCIDENTS: 13 SUPERVISORS SET NEW RECORDS

The Quebec Mining Association (QMA) recognized the efforts of 13 CMM supervisors and their teams for achieving between 50,000 and 550,000 consecutive hours without a lost-time accident. This is one of the best performance levels in Quebec. The awards were presented at the QMA's 55<sup>th</sup> annual Occupational Health and Safety Symposium held in Rouyn-Noranda on September 17, 2019.



CMM was a regional finalist for the *Grands Prix santé et sécurité du travail* (occupational health and safety awards) of the Quebec Labour standards, pay equity, and occupational health and safety commission (CNESST) in the Large Business category. Held in Val-d'Or on October 31, 2019, the event highlighted the CMM team's initiative in producing videos that allowed all workers to take online training about basic, essential OHS principles even before setting foot on the site.

Earlier in the year, CMM won third place in the "Innovation - Large Business" category at the National Gala for its a rolling warehouse ladder with a hoist attachment.



Visit our Health and Safety section  
[canadianmalartic.com/en/health-and-safety/](https://canadianmalartic.com/en/health-and-safety/)



# Environment

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

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

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

**Table 4 - Environmental Investment in 2019**

Environmental protection	\$15,552,000
Environmental management	\$19,987,000
Environmental infrastructure	\$11,642,000
Waste management and water purification and treatment	\$6,087,000



## 2-a Make efficient use of natural resources.

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

### WATER USE

Below are the water sources used at the mine:

**Table 5 - Water Use in 2019, by Source**

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

**96.5%**

**OF WATER USED AT THE ORE PROCESSING PLANT WAS SOURCED FROM THE SOUTHEAST BASIN BY RECIRCULATION IN 2019.**

## WATER CONSUMPTION

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

**Table 6 - Change in Water Withdrawals in Cubic Metres, 2014 to 2019**

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

(a) The Southeast Basin is the main source of water for ore processing.

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

## WATER RETURNED TO THE ENVIRONMENT

In 2019, 10,704,885 cubic metres of effluent from the site was discharged into Raymond Creek.





## QUALITY

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

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

This monitoring program, which will run until 2021, is a voluntary initiative to increase our knowledge and address citizens' concerns about a potential drawdown of the water table within a radius of approximately seven kilometres of the Canadian Malartic pit.



## Environmental Compliance: A Constant Priority

Environmental compliance results were excellent in 2019.

- **Air Quality:** 100% compliant with Quebec air quality standards (*Clean Air Regulation*): 1,698 consecutive days from May 8, 2015, to December 31, 2019.
- **Noise:** 100% compliant with applicable noise limits under the standards in effect.
- **Blasting:** 98.6% compliant with Quebec blasting standards.
  - Vibration: 100%
  - NOx emissions: 99.3%
  - Overpressure: 99.3%
- **Water:** 100% compliant with current standards.

## A Range of Impact Mitigation Solutions

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

# AIR QUALITY

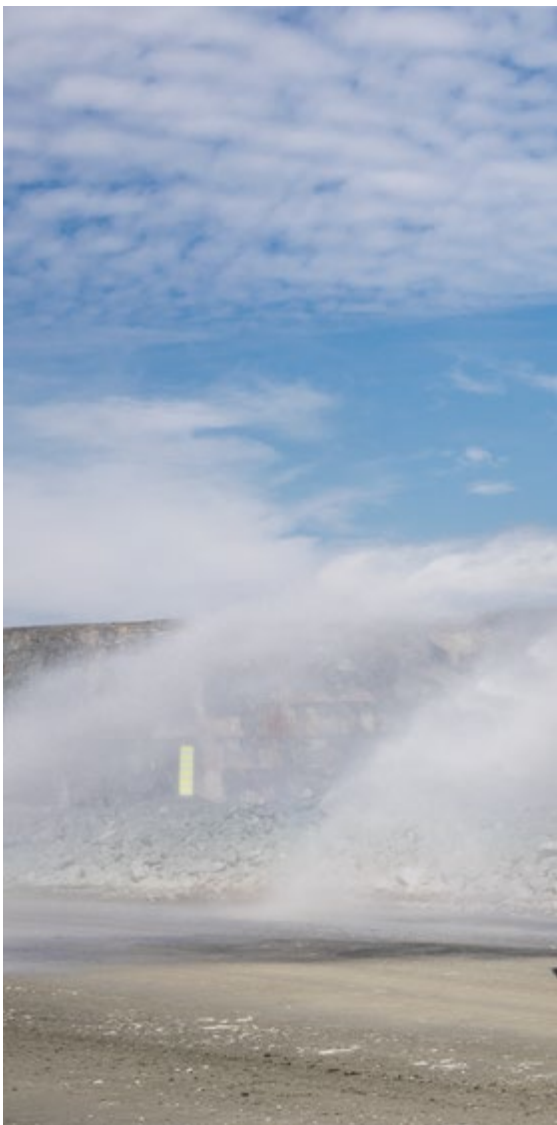
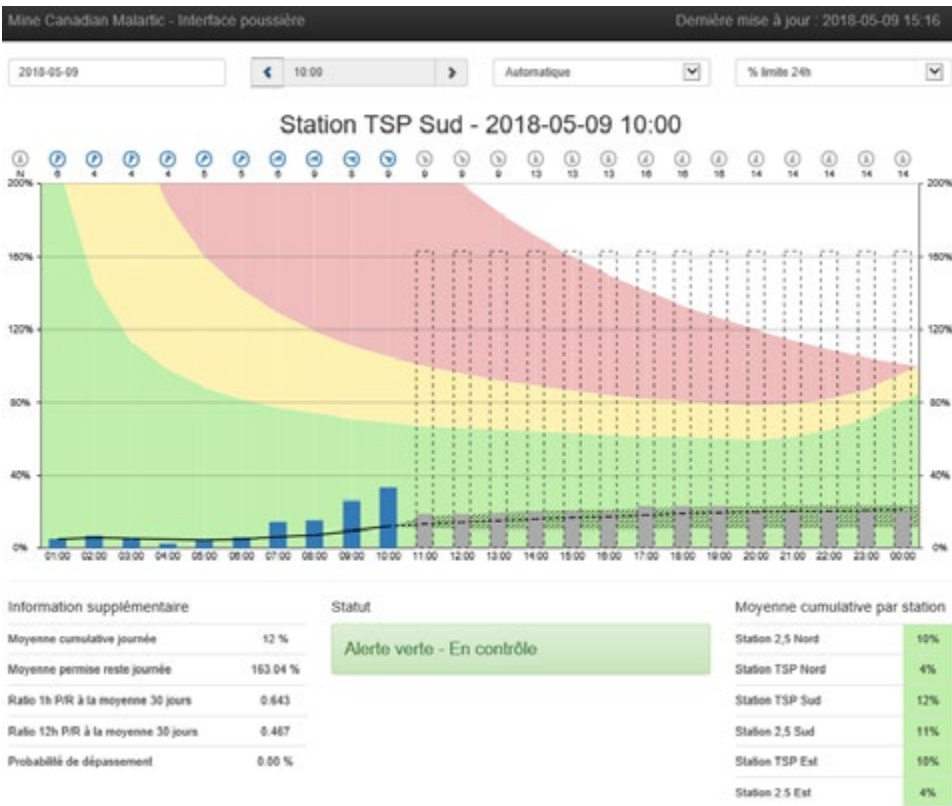
Air quality is a constant concern, as is noise. Several tools are used to constantly measure air quality in the Town of Malartic:

- 1. **Three stationary measuring stations** to inform the CMM team of particle levels in real time. The locations are approved by the Ministry of the Environment and the Fight against Climate Change.
- 2. **A mobile station** for real-time data on particle levels near work being done on the Highway 117 deviation and the Malartic Extension Project.

**Dust prediction software** developed by CMM to monitor the change in air quality in the Town of Malartic and predict concentrations.

**Figure 8 - Dust Prediction Software**

The stationary stations measure total particles, fine particles, some metals and nitrogen dioxide.





## MECHANISMS FOR MANAGING EXCEEDANCES

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



EQUIPMENT  
DOWNTIME TOTALLED  
**4,099 HOURS**  
IN 2019.

## NOISE

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

Our main measurement tools are:

1. **Four stationary acoustic stations** installed in four different locations throughout the Town of Malartic. The locations are approved by the Ministry of the Environment and the Fight against Climate Change.
2. **Dynamic acoustic map** for the real-time identification of predominant noise generated by equipment, based on wind direction and speed.
3. **Two mobile acoustic stations** to measure noise in real time near work being done on the Highway 117 deviation and the Malartic Extension Project.
4. **Real-time tracking software** connected to the mobile stations to interpret measurements.

Below are a few examples of noise-reduction measures taken in 2019:

- Completely shut down equipment when the noise level approaches the limits indicated in municipal noise by-laws and the ministerial authorizations issued to CMM.
- As part of work being done near Champlain Avenue, temporary wooden acoustic panels were installed to reduce noise impacts for nearby citizens. Other measures taken include using rubber-tracked machinery or installing a baffle directly on an air hammer.

**EQUIPMENT  
DOWNTIME TOTALLED  
9,593 HOURS IN 2019.**





## 13,692 HOURS

TOTAL NUMBER OF EQUIPMENT DOWNTIME HOURS WHEN AIR QUALITY AND NOISE LEVELS APPROACHED THE LIMITS INDICATED IN THE APPLICABLE STANDARDS

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



- A. Stationary Air Quality Stations
- B. Stationary Sound Monitoring Stations

**Note :** The settlement reached in December 2019 in the class-action lawsuit called for the installation of temporary sound monitoring and air quality stations in order to assess the situation on des Merles Road in Rivière-Héva. Monitoring will be conducted for a total of six months.



## BLASTING

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

In 2019, blasting operations in the pit were as follows:

- 279 blasts;
- On 173 days, one blast was performed; and
- On 53 days, two blasts were performed.

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

## Malartic Extension Project

The Malartic Extension Project (MEP) has two components: extending the Canadian Malartic pit, which is currently being mined, and deviating a section of Highway 117.

The deviation of Highway 117 was opened to traffic on October 5, 2019, making it possible to develop the Barnat gold deposit. Work on the new town entrance and MEP-related work will be completed sometime in 2020.

Work is always carried out in a way that respects the environment, the community and our stakeholders.





## TEMPORARY ACOUSTIC SCREEN

A screening mound was built as work progressed on the deviation of Highway 117. It led to the dismantling of the temporary acoustic screen that had been built in 2017 on Champlain Avenue to reduce the noise coming from the construction site.

Shrubs, trees and grasses were planted and some fifty mature trees transplanted along the perimeter of the screening mound in order to blend it into the linear park along Champlain Avenue. The trees had been identified in 2017 in another MEP sector.

## USING WATER TO CONTROL DUST

As with mining operations, the MEP team ensured that the construction site was watered whenever climate conditions were favorable to the spread of dust. If this was inefficient, work was modified or completely stopped in order to ensure compliance with current standards.

## SCREENING MOUND OF THE PIT

When the Highway 117 deviation was opened to traffic, the pit's screening mound, also called a "green wall", was extended to the east of the deviation. This took a total of 360,000 tonnes of waste rock.

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

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

## Energy and Climate Change

CMM uses various energy sources for its operations:

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

### GREENHOUSE GASES

Based on an annual inventory taken under the *Towards Sustainable Mining* initiative (TSM) of the Canadian Mining Association (CMA), diesel consumption accounts for more than 90% of Canadian Malartic Mine's GHG emissions. Of all activities requiring diesel, three account for nearly 65% of total diesel consumption: ore hauling, production drilling and the loading of 793F trucks. Targets are set each year in order to improve our performance, such as reducing the number of litres of fuel used per tonne loaded. All targets set in 2019 were reached.

### Greenhouse Gas Emissions Estimate

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



**Table 7 - Estimate of Greenhouse Gas Emissions and Precious Metals Production, 2014 to 2019**

Emission Sources	CO <sub>2</sub> Equivalent (tonnes)					
	2014	2015	2016	2017	2018	2019
Production (gold and silver, in ounces)	1,068,785	1,172,525	1,264,975	1,315,630	1,570,620	1,511,183
<b>Direct Sources<sup>1</sup></b>						
Mobile equipment	134,659	135,198	145,859	169,461	202,247	208,092
Natural gas combustion by fixed equipment	8,400	7,961	8,230	8,580	8,936	8,805
Diesel combustion by fixed equipment	9,511	7,843	3,476	4,194	5,987	8,260
Propane combustion by fixed equipment	160	165	171	98	47	59
Use of explosives, sodium carbonate and coolants	13	11	10	9	8	3,251
<b>TOTAL</b>	<b>152,743</b>	<b>151,178</b>	<b>157,745</b>	<b>182,342</b>	<b>217,225</b>	<b>228,467</b>
<b>Indirect Sources<sup>2</sup></b>						
Electricity purchased from Hydro-Québec	2,180	1,590	1,627	1,639	874	874
<b>TOTAL</b>	<b>154,923</b>	<b>152,768</b>	<b>159,372</b>	<b>183,981</b>	<b>218,099</b>	<b>229,341</b>
<b>Tonnes of emissions per ounce of gold and silver</b>	<b>0.14</b>	<b>0.13</b>	<b>0.12</b>	<b>0.14</b>	<b>0.14</b>	<b>0.15</b>

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

2 Indirect sources were calculated by multiplying the total kilowatt hours consumed by the conversion factors provided by Environment Canada in the following table: Electricity Generation and GHG Emission Details for Quebec (2017).

## Materials Management

### SPILLS

Our operations can cause two types of accidental spills:

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

Number of spills\*

2018 : 548

**2019 : 462**

Spill volume (in cubic metres)

2018 : 1 087 m<sup>3</sup>

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

\*Spills of 20 litres or more.

Spill volume was down in 2019 compared to 2018, when it had increased because a basin overflowed during an intense storm resulting in precipitation levels that exceeded the regulatory precipitation event. The overflow had no environmental impact because it mainly consisted of rainwater associated with an intense storm. No such event occurred in 2019.

In 2019, no major impact or contamination was observed beyond the footprint of our mining facilities, such as in waterways

## RECYCLING

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

**Table 8 - Amount of Residual Materials Generated, 2014 to 2019**

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

- The hazardous materials referenced in the table above include 663,507 litres of waste oil that was generated by CMM and treated by an authorized company.
- 638 tonnes – Landfilled materials.
- No hazardous waste was exported.

**Table 9 - Recycled Volumes by Material, 2014 to 2019**

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

\*In 2017, we stepped up our on-site blasting mat and scrap rubber inventory disposal measures, which resulted in reduced amounts in 2019.





## Management of Tailings, Waste Rock and Overburden

### TAILINGS, WASTE ROCK AND OVERBURDEN

Rock mining generates huge amounts of waste that we seek to use to limit above-ground piles.

Rock mining generates:

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





## Where do residual materials go?

- Non-recyclable residual materials      ➤ Landfill sites
- Hazardous residual materials          ➤ Authorized treatment sites in Quebec
- Recyclable residual materials          ➤ Recycling centres

**Table 10 - Total Amounts of Overburden, Waste Rock and Tailings in 2019**

Type of Material	Volume in Tonnes
Overburden mined	6,617,758
Thick tailings placed in surface tailings containment	21,049,061
Waste rock reused in tailings dam construction	4,618,251
Waste rock reused in other construction	1,077,686
Waste rock placed on surface waste rock piles	28,773,173
Waste rock mined	34,469,110

## TAILINGS MANAGEMENT POLICY

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

CMM's Tailings Pond Management Manual is the tool that operationalizes the Tailings Management Policy. The manual undergoes a formal review as part of the TSM initiative, as it is Indicator 5 of the Tailings Management Protocol, "Operation, Maintenance and Surveillance Manual for Tailings and Water Management Facilities". The Manual contains, among other things, emergency preparedness plans and emergency response plans.



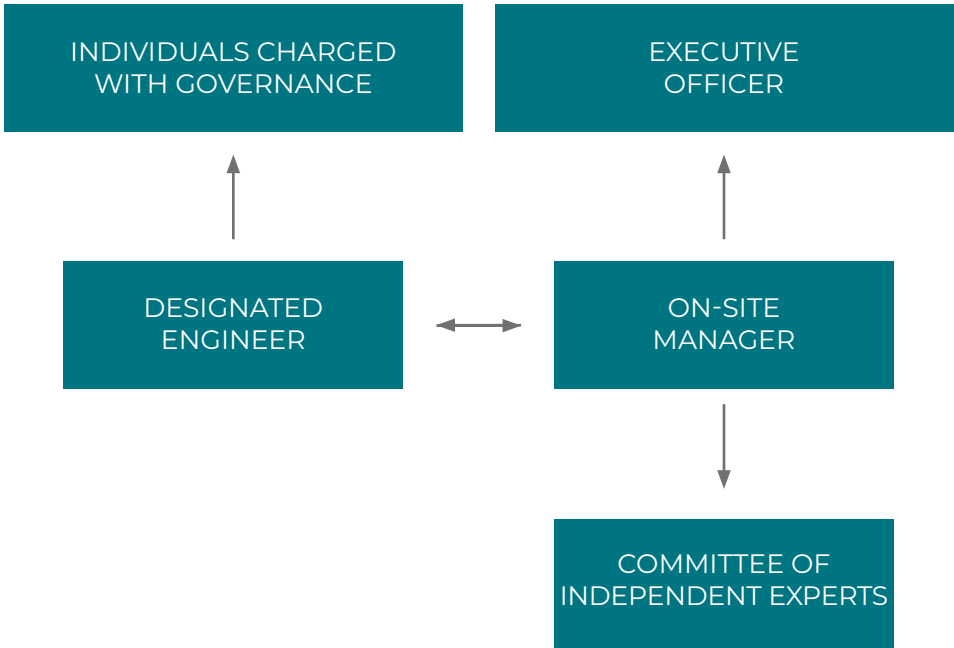




In 2019, implementation of a strong governance framework continued for tailings management, in accordance with the Canadian Mining Association's Guide to the Management of Tailings Facilities. This framework more clearly assigns the roles and responsibility for managing tailings and critical infrastructure. In practice, specific management responsibilities have been assigned to an on-site manager, an independent designated engineer, an executive officer, and those charged with governance for each partner. In addition, a committee of independent experts has been established to review practices and monitor tailings and infrastructure management. The committee held its first meeting in 2019.

Lastly, for greater transparency, a specific risk analysis for each retention infrastructure was released in June 2019.

**Figure 10 - Tailings Management Governance Framework**



## PROJECTS UNDERWAY IN 2019

Not only did the tailings pond team continue projects initiated last year, but it also completed new projects in 2019.

**Table 11 - Tailings Pond and Water Management Projects Completed in 2019**

Expand tailings pond	Expansion of the tailings pond continued in 2019 to maintain tailings storage capacity for the Malartic Extension Project. The expansion will increase the pond's area by 150 hectares.
Automate geotechnical monitoring instrumentation for the tailings pond	CMM continued to automate the tailings pond by installing geotechnical instrumentation for collecting real-time results and receiving emails in the event of a fault.
Add monitoring instruments for the tailings pond	New instruments were added to the tailings pond in 2019. The instruments measure water pressure and potential movements in the tailings and underlying soils and confirm that structures' actual geotechnical conditions meet design criteria.
Drilling a deep well	CMM drilled a well to a depth of approximately 450 m in order to reach an entrance to the former Canadian Malartic Mine. The well keeps mining operations in the Canadian Malartic pit dry. A 1,500-HP electric pump, which eliminates the need for several generators, pumps out water and avoids the emission of a large amount of GHG.
Field tests	Construction of four large-scale cells covering an area of about 30,000 m <sup>2</sup> to test possible coverage options began in a designated sector of the tailings pond. The cells will be finalized in 2020, after which their performance will be measured for at least two seasonal cycles. The data will be used to select the tailing pond's final coverage model.



## MANAGEMENT OF CONTAMINATED SOIL

Several tens of thousands of cubic metres of contaminated materials have been removed from the site since work on the MEP began in order to ensure the work site's areas are compliant. Some of the contaminated soil is disposed of in accordance with the standards for the mine's tailings pond for use in its restoration.

- 1,026,388 cubic metres of metal-contaminated soil treated at the tailings pond.
- 2,041 cubic metres of hydrocarbon-contaminated soil was sent to a contaminated soil treatment centre.
- 28,680 cubic metres of soil contaminated with invasive alien species was added to backfill for the former Buckshot pit to be neutralized.

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

## Biodiversity and Environmental Protection

In 2017, CMM launched its Biodiversity Conservation Plan following on the Biodiversity Conservation Management Plan in 2016. It is the result of a vast consultation of 15 communities of interest, including the *Association forestière de l'Abitibi-Témiscamingue* (AFAT), the Abitibiwinini (Pikogan) First Nation Council, the Town of Malartic and ÉcoMalartic.

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



## KEY DIRECTIONS OF THE BIODIVERSITY CONSERVATION PLAN

### Target 1 – Protect and restore ecosystems

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

*Direction 2:* Minimize impacts on biodiversity.

*Direction 3:* Help maintain or restore biodiversity.

### Target 2 – Develop tools for maintaining biodiversity

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

*Direction 5:* Collaborate and share knowledge with the community.

### Target 3 – Acquire knowledge

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

*Direction 7:* Take part in research projects.

## WETLAND AND FISH HABITAT LOSS COMPENSATION PLAN

The decree issued in 2017 concerning the Malartic Extension Project includes the implementation of a wetland loss compensation plan.

With this in mind, several projects selected in consultation with the Ministry of the Environment and the Fight against Climate Change are being carried out. The following provides a general overview:

- 1) **Southeast Basin:** Restore wetlands once the mine is closed.
- 2) **Research Chair:** Provide a grant to the UQAT Industrial Research Chair on northern biodiversity in a mining context from 2018 to 2021.
- 3) **Malartic River Linear Park:** Start discussions on cleaning up the river and developing recreational paths in the Town of Malartic, in collaboration with municipal authorities.
- 4) **Lake Parguière Wildlife Management:** Start discussions on preserving habitat for flora and fauna with Ducks Unlimited, a non-profit wetlands conservation organization.
- 5) **Halet Road Bridge:** Clean up the river and dismantle the old bridge structure that collapsed into the river to promote the upstream migration of fish during spawning.
- 6) **Financial Contribution for the Ministry of Forests, Wildlife and Parks, dismantling of a bridge,** whose eventual collapse threatens a sturgeon spawning ground.
- 7) **Fiske Marsh Wildlife Management:** Start discussions on rehabilitating a dike to preserve waterfowl habitat with Ducks Unlimited.

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

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

## Environmental Monitoring Program

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

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

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

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

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





# Towards Sustainable Mining

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

We have incorporated the following TSM protocols into our operations:

- Biodiversity Conservation;
- Aboriginal and Community Outreach;
- Crisis Management and Communications Planning;
- Energy and GHG Emissions Management;
- Tailings Management; and
- Safety and Health Management.

The "Water Stewardship" protocol will be phased in over 2020 with the objective to formally implement it.

In 2019, we conducted a TSM self-assessment of each protocol in order to measure performance. The assessment confirmed strong performance for all indicators of each protocol and identified improvements needed to comply with all MAC criteria. Our results will undergo an external assessment in 2020.



# International Cyanide Management Code

We are in the process of obtaining certification from the International Cyanide Management Institute, through our voluntary membership in the International Cyanide Management Code, which will enable us to enhance the safe management of cyanide at the mine site.

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

**2-i** Rehabilitate our mine sites to ensure physical and chemical stability in consultation with the communities and where possible through progressive rehabilitation.

## Site Restoration

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

In 2019, construction of cells to test the efficacy of four possible coverage options began. Once completed, the cells will feature an organic layer for vegetation, a key aspect of erosion and moisture control.

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

On December 31, 2019, the Government of Quebec held \$163.4 M in trust to ensure the safe and timely closure of the Canadian Malartic site once mine operations have ceased.



Visit our Sustainable Development section  
[canadianmalartic.com/en/sustainable-development/](https://canadianmalartic.com/en/sustainable-development/)

# Employees

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

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

## Meeting with Management

We are committed to keeping our employees informed about our operations. Up to three times a year, senior management meets with workers to give them an overview of our activities and performance. These meetings are an excellent opportunity for interaction with management.

Once a year, the Health and Safety Committee also holds an awareness event for all CMM and contractor employees working on the mine site.

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

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

EMPLOYEES



### RETENTION RATE

- 2019 : 94.3%
- 2018 : 93.0%
- 2017 : 93.6%
- 2016 : 96.2%



# Employee Benefits

## Insurance and Assistance

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

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

## 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. Employees' maximum contribution is 10% of their annual base salary.

## Retirement Plan

All our permanent employees are automatically eligible for CMM's retirement plan. The Company's contribution is equal to the employee's. A minimum contribution of 1% is mandatory to ensure the future financial security of all our employees. CMM contributed up to 6% of its employees' salaries to the Employee Retirement Plan, based on employees' individual contributions.





# Training

The Company’s success is closely tied to our team’s strength and motivation. CMM sees training as a means for employees to excel in their current duties and prepare to possibly take on other responsibilities. While the types of training and the employees who were given training this year differ from 2018, CMM maintained its investment in training in 2019, which totalled \$1.7 M, including wages, training costs and related costs.

- Employees received a total of 18,135 hours of training, compared to 20,808 hours in 2018.
- More than 815 employees, including student employees and interns, received training in 2019.

Employee needs determine training. Training can also be determined once annual assessment meetings have been held with all of the Company’s management employees.

Figure 11 - Training Hours Accumulated in 2018 and 2019



The average number of training hours per employee dropped compared to 2018 for both management and hourly-rated employees.

Figure 12 - Average Number of Training Hours Per Employee in 2018 and 2019

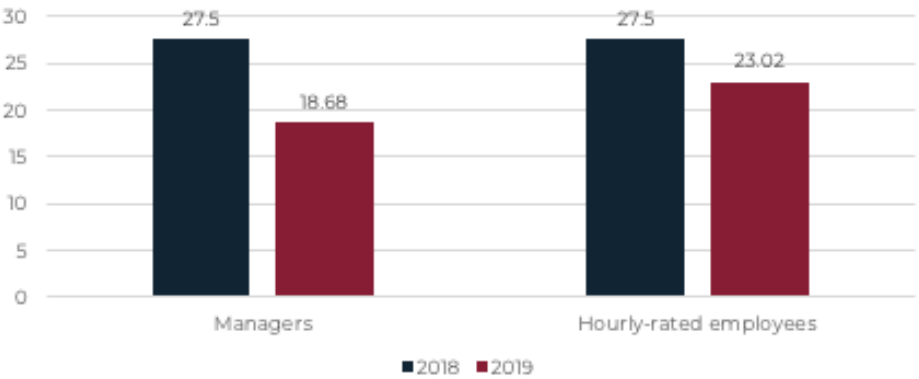
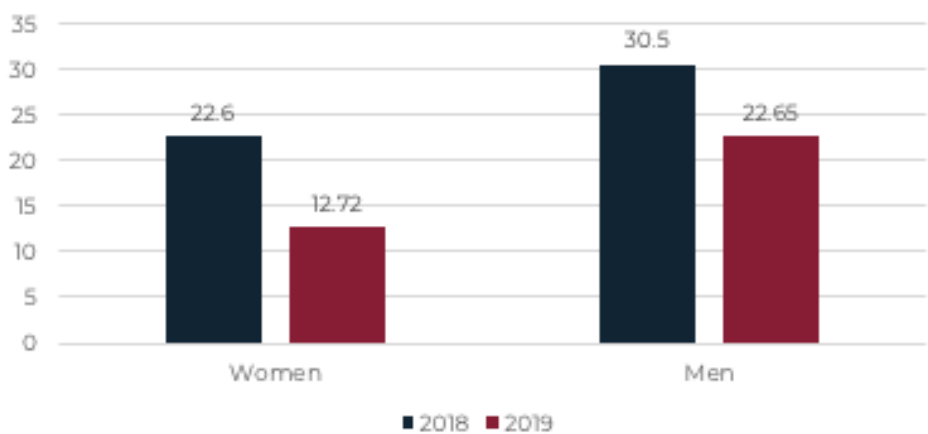




Figure 13 - Average Number of Training Hours by Gender in 2018 and 2019



The average number of training hours fell between 2018 and 2019, both among women and men. Women were given an average of 12.7 hours of training in 2019, down from 22.6 hours in 2018. Men were given an average of 22.65 hours of training in 2019, down from 30.5 hours in 2018.



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 and helps them achieve their objectives and confirm the activity sector that best fits with their interests. 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. Five employees benefited from the program in 2019.

## Internships and Summer Jobs

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

### Universities:

- Laval University
- *École de technologie supérieure*
- *Université du Québec en Abitibi-Témiscamingue*
- *Polytechnique Montréal*
- University of Sherbrooke
- University of Montréal
- McGill University
- Laurentian University
- *Université du Québec en Outaouais*

### Colleges:

- *Cégep de l'Abitibi-Témiscamingue*
- *Cégep de Thetford*
- *Cégep de Jonquière*

### Vocational Schools:

- *Centre de formation professionnelle Val-d'Or*
- *Centre de formation professionnelle Lac Abitibi*



CMM not only gives presentations on its operations at various schools, but it also offers summer jobs and internships, particularly to the children of CMM employees. These jobs are an opportunity for students to familiarize themselves with the work environment and develop a network of contacts.

- 17 presentations and visits at schools, on the mine site and at themed fairs. These activities tell participants about us and allow us to recruit talent.
- 65 interns in 2019.
- Average internship duration:
  - University: 15 to 16 weeks
  - College: 11 to 12 weeks
  - Vocational training: 3 weeks
- 64 students were hired in the summer of 2019.

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

## Code of Ethics

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

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

## Commitment and Action Plan

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

Targeted actions include introducing a performance management system for hourly-rated employees, increasing Executive Committee presence in the field, reviewing supervisors' roles and responsibilities, preparing for retirement, and establishing a program to recognize years of service without a lost-time accident.



## Return to Work and Work-Life Balance

Forty-seven employees took parental leave in 2019, and 46 returned to their positions.

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

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

## Retirement Preparation

For a second year in a row, CMM offered a voluntary retirement preparation training program to employees of 50 years and over. The program includes a financial component and a psychological component.

In 2019, 19 employees and some of their spouses took the two-day training program.

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

## Strong Policies

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





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

## **Comité bonne entente**

The *Comité bonne entente* (Harmony Committee) is a forum for sharing that aims to improve the understanding of employees' concerns and to work collaboratively to improve and maintain good labour relations. It is an advisory mechanism that leads to concrete action to resolve the issues reported or to improve human resources management and the workplace. The Committee embraces the values of listening, collaboration and respect. It 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 2019, in addition to departmental and bargaining meetings.

The committee meets all hourly-rated employees once a year. The departmental meetings are an opportunity to select the subjects to be addressed during bargaining and to learn about successes and desired improvements. Various reports are then submitted to the departments concerned. *Comité bonne entente* members are also regularly invited to sit on ad hoc working committees.

## **Integrity Monitoring**

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

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

## **Alcohol, Drug and Medication Policy**

After the Canadian Parliament passed the *Cannabis Act* in 2018, CMM updated its Alcohol, Drug and Medication Policy.

The revised Policy was presented to all employees in early 2019, and training was provided to all supervisors. All employees were also given a copy of the revised Policy and signed a form to undertake to fully comply with the Policy.



Visit our Jobs section  
[canadianmalartic.com/en/jobs/](https://canadianmalartic.com/en/jobs/)





# Community

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

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

## Many Tools and Forums for Dialogue

Maintaining good neighbourliness requires, first and foremost, complete and transparent information. Communications are also designed to update various stakeholders: citizens of Malartic and Rivière-Héva, CMM and contractor employees, suppliers, community partners, municipalities and governments, First Nations, the media, mining industry members and any group interested in CMM's activities.

In 2019, CMM published newsletters, news releases, advertising, citizen memos and other printed material. CMM was also active on its website and social networks to provide information on the mine's activities, answer questions, and remind everyone of the many ways they can use to communicate with the Company.

CMM issued four newsletters for the residents of Malartic in 2019. The newsletters primarily share information on mine activities and community involvement achievements.

### HIGHLIGHTS

More than 40 communications sent to citizens and various stakeholders.  
Close to 20 different communication media used.  
Nearly 20 documents distributed door-to-door in Malartic.

# Community Relations Office

In July 2019, CMM moved into a new, larger Community Relations Office at 1041 Royale Street in Malartic in order to better accommodate and serve citizens.



In September 2019, the people of Malartic were invited to visit our new office location and meet our team during an open house held from 4 to 7 p.m.

Traffic at the Community Relations Office edged downwards to 6,718 visitors in 2019 from 7,460 visitors in 2018. The main reasons for visiting the Office were to register for the compensation program, the program to resell acquired properties, request information and share concerns.

**AVERAGE MONTHLY TRAFFIC IN 2019: 560 PEOPLE**

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

## Management of Complaints and Concerns

CMM's policy for resolving complaints and concerns focuses on preserving — as much as possible — Malartic residents' quality of life. The policy helps to frame and clarify methods for resolving and handling complaints and concerns sent to the mine.

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

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

CMM received 20 complaints in 2019, up from six in 2018. The increase is due mainly to road traffic incidents, particularly at the intersection of the mine entrance and du Lac Mourier Road. CMM and contractor employee awareness efforts have been stepped up in order to address this road safety issue.

**Table 12 - Type and Number of Complaints Received by Canadian Malartic Mine in 2019**

Event	Quarter			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Vibration and overpressure	1	0	2	0
Noise	0	0	1	0
Dust	0	0	0	0
Other*	4	3	6	3
<b>Total per quarter</b>	<b>5</b>	<b>3</b>	<b>9</b>	<b>3</b>
<b>Total</b>	<b>20</b>			

\*Includes road traffic complaints

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

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



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

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

## ***Comité d'échanges et de suivi Canadian Malartic***

### **A Committee Serving the Community**

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

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

The Committee continued its activities in 2019, holding three meetings during which members expressed their willingness to work on growth-generating projects in order to instill a sense of pride in the citizens of Malartic.

Members decided to support thinking on a joint mobilizing project. Therefore, a sub-committee was established in order to work towards that objective and examine concrete actions that could be carried out.

The CES-CM's meeting minutes and annual report are available on its website: **[cescm.ca](http://cescm.ca)**.



# Good Neighbour Guide

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

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

The following map shows the location of the three areas covered by the Compensation Program in 2018.

**Table 13 - Map of Compensation Areas, 2018**



## COMPENSATION PROGRAM

The buy-in rate of the Compensation Program among citizens of Malartic illustrates a deeply rooted practice since the implementation of the Good Neighbour Guide in 2016.

## COMPENSATION PROGRAM RESULTS FOR 2018

**92%** buy-in of the Compensation Program among residents of Malartic.

**\$2.5 M** paid out to citizens of Malartic in early 2019.

## SETTLEMENT IN THE CLASS-ACTION LAWSUIT

The Superior Court approved the settlement reached by CMM and Dave Lemire, class action representative and member of the Committee of citizens living in Malartic's southern sector, on December 13, 2019.

Under the settlement, which is fair and equitable for everyone, all citizens living in Malartic's southern sector, whether they are class members or not, will be able to use the Compensation Program in the Good Neighbour Guide for the July 1, 2013, to December 31, 2018, retroactive periods, if they are eligible and have not previously used the program. Building owners in Malartic's southern sector will also be able to take advantage of a new revitalization program to be rolled out in 2020.

The settlement saw the addition of a new area (Area D) to the Good Neighbour Guide, so that citizens on des Merles Road in Rivière-Héva will be able to receive compensation equal to that given to citizens in Area C of the Guide, for the past and the future.



## PROGRAM TO RESELL RESIDENCES ACQUIRED

The Good Neighbour Guide includes guidelines on the acquisition of residences in Malartic. Since 2016, CMM has purchased residences from homeowners who wanted to move out of the southern sector, which is the closest to the mine. CMM acquired five residences in 2019. This component of the Guide will end on November 9, 2020.

In May 2018, CMM implemented a program to resell the homes it had acquired, some of which were renovated, in order to revitalize the neighbourhood and encourage new families to purchase them. Anyone wishing to purchase a property in Malartic is eligible for the program. To meet the guiding principles established by the Working Group on Coexistence Issues in Malartic, CMM posts and makes available for sale a maximum of five properties at a time. A total of 22 residences were sold in 2019.

**2019 :**  
**5** residences acquired  
**22** residences sold

## IMPACT MITIGATION EQUIPMENT

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



Example of a mitigation measure: Our blasthole drills are equipped with rubber skirting and water tanks to limit the spread of dust during drilling.







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

## Community Support

### VARIED INTERVENTIONS TO ADDRESS THE COMMUNITY'S NEEDS

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

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

In 2019, CMM continued to honour its commitment to be part of a dynamic and healthy living environment, providing \$1.7 M for community investment and research and development.



**\$1.7 M FOR  
COMMUNITY  
INVESTMENT AND  
RESEARCH AND  
DEVELOPMENT**



## DONATIONS AND SPONSORSHIPS

As part of its community involvement, CMM invests in several areas, such as training, education, health, culture and sports.

Examples of donations and sponsorships in 2019.

The end of the school year is a time for recognizing several students. Committed to student retention and succession training, CMM awarded scholarships at graduation ceremonies held by several educational institutions and organizations:

- Cégep de l'Abitibi-Témiscamingue, Rouyn-Noranda and Val-d'Or campuses
- Val-d'Or Vocational Centre
- Centre Polymétier de Rouyn-Noranda
- Liberal adult education at l'Or-et-des-Bois School Board
- Mëmëgwashi Gala at the Aboriginal Friendship Centre of Val-d'Or
- Aboriginal Role Model Recognition Day at the Val-d'Or Urban Services Centre
- Le Tremplin High School

CMM contributed to a fund-raising campaign held by the Amos Cathedral Heritage Foundation. Funds raised benefit the improvement and restoration of the Amos Cathedral, a historical, cultural, social and tourism treasure in our region that will soon celebrate 100 years of existence.

We are pleased to have contributed to the completion of the Canadian Malartic Mine All-season Bike Path. The result of many years of work, this seven-kilometre nature trail connects Malartic and Rivière-Héva.

In our view, community development requires youth education and various projects in which they can be involved and flourish. At the end of the year, we confirmed our willingness to continue to support academic, sports and cultural success by announcing a three-year, \$45,000 partnership with Le Tremplin High School in Malartic.

### J'ADOpte UN ARBRE

For the third year in a row, CMM teamed up with ÉcoMalartic to launch the *J'adopte un arbre* project, an initiative that aims, among other things, to revitalize the community and beautify neighbourhoods throughout the town by offering free ornamental trees to homeowners in Malartic.

**TOTAL COST of the *J'adopte un arbre* project:**  
**\$40,000**

**Trees distributed in 2019: 300**



Gala Mëmëgwashi



Heritage Foundation



Canadian Malartic Mine All-season Bike Path



Entente Le Tremplin



J'adopte un arbre

## VOLUNTEER PROGRAM

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

## RESEARCH AND DEVELOPMENT

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

**Table 14 - Canadian Malartic Mine Contributions to Research and Development in 2019**

Research Institute on Mines and Environment (RIME) of the <i>Université du Québec en Abitibi-Témiscamingue</i> (UQAT) and <i>Polytechnique Montréal</i> .	\$300,000
NSERC-UQAT Industrial Research Chair on northern biodiversity in a mining context	\$65,000
Industrial Waste Technology Centre (CTRI) of the Abitibi-Témiscamingue CEGEP	\$24,250
COREM (ore-processing research consortium)	\$200,000
<i>Unité de recherche et de service en technologie minérale</i> (URSTM) of the UQAT	\$90,500
<b>Total</b>	<b>\$679,750</b>

FONDS ESSOR CANADIAN MALARTIC:  
FOR SUSTAINABLE DEVELOPMENT

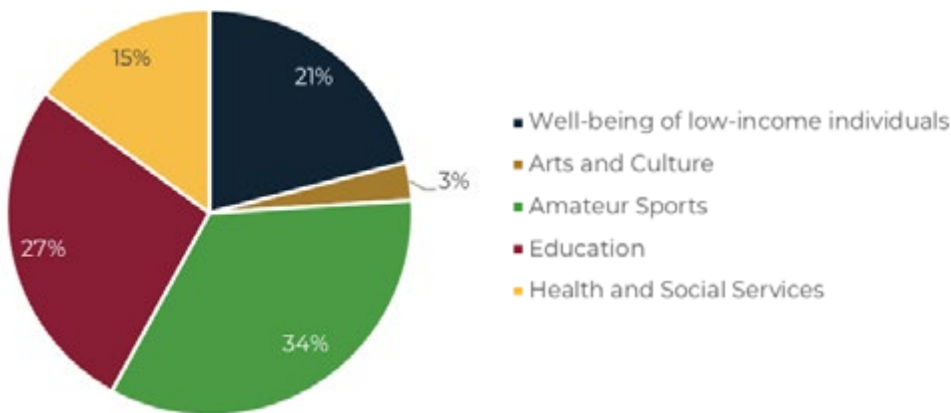
The Fonds *Essor Canadian Malartic* (FECM) was established in 2008 to leave a positive legacy for future generations. It strives to promote Malartic citizens' quality of life and fulfilment as well as the town's long-term growth by contributing to and supporting initiatives that have a lasting impact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

CMM contributed \$165,000 to the Fonds in 2019.

In 2019, FECM:

- Donated close to \$119,000 to the community;
- Focused its support on the well-being of low-income individuals and amateur sport.

Figure 14 - Percentage of Monies Given to the Community in 2019



FECM's 2019 Investment Report is available at:  
<https://canadianmalartic.com/en/community-engagement/fecm/>

Organizations wishing to receive funding from the FECM are required to file a funding application and complete the form available at:  
<https://canadianmalartic.com/en/community-engagement/fecm/>





Gym-Céleste  
Trampoline purchase: \$7,000



Carrefour Jeunesse-Emploi –  
Community worker: \$4,000



Malartic Food Bank: \$12,000



Transport collectif Malartic: \$7,000

## ÉCOMALARTIC AND THE POST-MINE PERIOD

CMM is committed to supporting local initiatives that contribute to Malartic's vitality and that help to prepare for the post-mine period. Since 2016, CMM has undertaken to support ÉcoMalartic's sustainable development plan with \$300,000 annually. The plan strives, among other things, to prolong the mine's benefits. To learn more, visit [ecomalartic.com](http://ecomalartic.com).



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

## FIRST NATIONS

CMM endeavours to live and cooperate with all stakeholders, including Aboriginal communities. In March 2018, a working group composed of representatives of CMM and the Abitibiwinni, Lac-Simon, Winneway and Kitcisakik First Nations was established. Its mandate is to develop and reach a mutually satisfactory cooperation agreement to support the sustainable development of the communities involved. The working group held several meetings in 2019. The parties' commitment, diligence and good faith guided the group as it continued its work, the findings of which will be released sometime in 2020.\*

\*A cooperation agreement was reached with all four Aboriginal communities in 2020 and released on June 3, 2020. To learn more, view our news release.



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





**Coordination and Drafting:**  
Canadian Malartic Mine

**Graphic design:**  
LEBLEU Communication humaine

**Translation:**  
Eurotranslation Inc.



