



AGNICO EAGLE

# We Make Mining Work

2022 Sustainability Report

Agnico Eagle is a senior Canadian gold mining company, producing precious metals since 1957. Our operating mines are located in Canada, Australia, Finland and Mexico, with a pipeline of high-quality exploration and development projects in each of these regions, as well as in the United States.

Agnico Eagle is a partner of choice within the mining industry, recognized globally for its leading environmental, social and governance practices.

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### Navigating the Report

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# About This Report

The 2022 Sustainability Report marks the 14th year that Agnico Eagle Mines Limited has produced a detailed account of our health, safety, environmental and social performance.

This report is intended to provide information on Agnico Eagle's oversight, strategy, practices and risk management approach to key environmental, social and governance (ESG) areas and to report on the sustainability performance of all mining operations.

References to "Agnico Eagle", "the Company", "we" and "our" refer to Agnico Eagle Mines Limited. This report reflects performance from January 1 to December 31, 2022, of mining assets under Agnico Eagle's operating control as of December 31, 2022. The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards with additional mining industry-specific indicators from the Sustainability Accounting Standards Board (SASB) Metals and Mining disclosures and metrics. It is aligned with the Task Force on Climate-related Financial Disclosures (TCFD).

To facilitate assessment of our performance against these frameworks, we have highlighted the standards throughout our report and included references to the relevant content that can be found on our website. A four-year global performance summary of key indicators is included on page 92 of this report. Our 2022 GRI and SASB indexes and disclosures of performance indicators by operation can be found on our [website](#). Details of reporting boundaries for the 2022 Sustainability Report are provided on page 4.

Unless otherwise specified, all funds are reported in USD and all information in this report is as of December 31, 2022.

## We Make Mining Work

The theme of Agnico Eagle's sustainability report reflects our long-standing approach to doing business – which is to responsibly develop mineral resources for the benefit of all.

### Everywhere we operate, we make mining work by:

- being reliable and honouring our commitments;
- innovating and using technology to improve our results and reduce our impact on the environment, the people and surrounding communities;
- having open dialogue and being a trusted community partner;
- offering mutual respect and ensuring everyone's voice is heard;
- sharing opportunities with communities and partners; and
- building, earning and continuing to maintain the trust of our stakeholders, on whom our success depends.

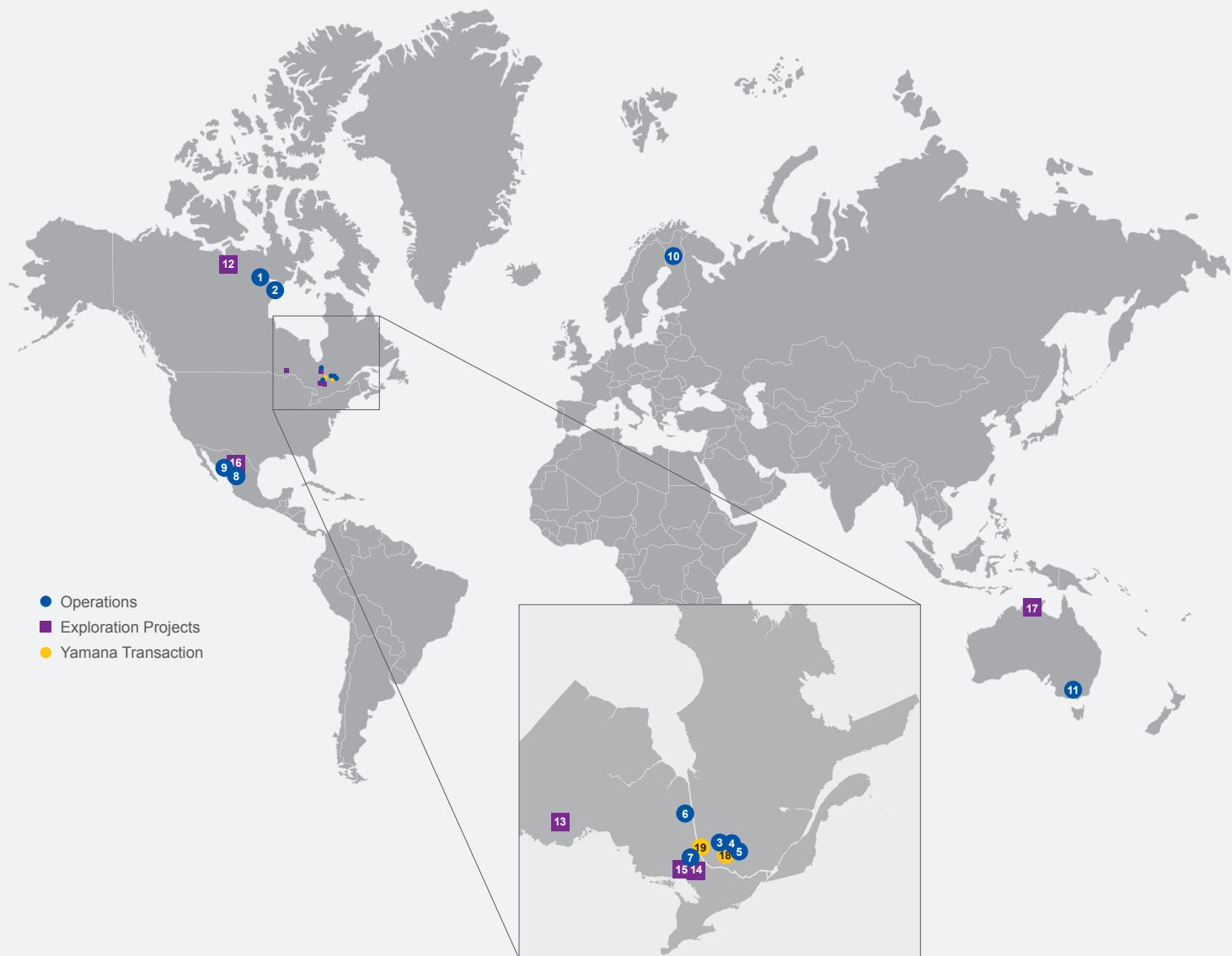
We believe that in order for mining to work, it must work for all stakeholders. It is the way we have done business for over 65 years; it is the way we intend to do business for decades to come.

We will continue to collaborate with our stakeholders to create growth and prosperity, helping key stakeholders to benefit from our mining experience.



# Operations At-a-Glance

Agnico Eagle has established a valuable reputation for staying true to our mission, faithfully executing our business strategy, and delivering measured, responsible, growth.



## 2022 PRODUCTION<sup>1</sup>

# 3.14M

Gold (in ounces)

# 2.29M

Silver (in ounces)

# 8.20k

Zinc (in tonnes)

# 2.90k

Copper (in tonnes)

<sup>1</sup> 2022 production at Detour Lake, Macassa and Fosterville is for the period from February 8, 2022 to December 31, 2022. Includes Canadian Malartic Mine production (50%).



## ● Mining Operations

**1. Meadowbank Complex (100%)** Nunavut, Canada  
Open pit and underground mine

2022 payable production: **373,785 ounces of gold**

**2. Meliadine Mine (100%)** Nunavut, Canada  
Underground and open pit mine

2022 payable production: **372,874 ounces of gold**

**3. LaRonde Complex (100%)** Quebec, Canada  
Underground mines in Abitibi region

2022 payable production: **356,337 ounces of gold**

**4. Goldex Mine (100%)** Quebec, Canada  
Underground mine in Abitibi region

2022 payable production: **141,502 ounces of gold**

**5. Canadian Malartic Mine (50%)** Quebec, Canada  
Open pit mine in Abitibi region, Underground being developed in 2023  
2022 payable production (50%): **329,396 ounces of gold**

**6. Detour Lake Mine (100%)** Ontario, Canada  
Open pit mine in northeastern Ontario

2022 payable production<sup>1</sup>: **651,182 ounces of gold**

**7. Macassa Mine (100%)** Ontario, Canada  
Underground mine in northeastern Ontario

2022 payable production<sup>1</sup>: **180,833 ounces of gold**

**8. Pinos Altos Complex (100%)** Chihuahua State, northern Mexico  
Open pit and underground mine with milling and heap leach operation (gold, silver by-product)

2022 payable production<sup>2</sup>: **99,152 ounces of gold**

**9. La India Mine (100%)** Sonora State, northern Mexico  
Open pit mine with heap leach operation in Mulatos Gold Belt

2022 payable production: **74,672 ounces of gold**

**10. Kittila Mine (100%)** Lapland, northern Finland  
Underground mine

2022 payable production: **216,947 ounces of gold**

**11. Fosterville Mine (100%)** Victoria, Australia  
Underground mine in southeastern Australia

2022 payable production<sup>1</sup>: **338,327 ounces of gold**

1 2022 production at Detour Lake, Macassa and Fosterville is for the period from February 8, 2022 to December 31, 2022.

2 2022 payable production at the Pinos Altos Complex includes 2,630oz from the Creston Mascota mine.

## ■ Exploration Projects

**12. Hope Bay (100%)** Nunavut, Canada  
Underground project

The Hope Bay property contains substantial mineral reserves and mineral resources at the Doris, Madrid and Boston deposits.

**13. Hammond Reef (100%)** Northwestern Ontario, Canada

A gold exploration project with significant open pit measured and indicated mineral resources.

**14. Kirkland Lake Regional (100%)** Northeastern Ontario, Canada

Large property located in an historic gold district. Upper Beaver flagship project has gold-copper mineralization in an intrusive complex. Several other gold deposits (such as the AK, Anoki/McBean and Upper Canada zones) in altered rock near the Larder Cadillac Deformation Zone.

**15. Timmins East Properties (100%)** Northeastern Ontario, Canada

The Timmins East land package covers 100 km strike length between Timmins, Ont., and the Quebec border. Properties host multiple past-producing gold mines including Holt, Holloway, Hislop, Taylor and Aquarius.

**16. Santa Gertrudis (100%)** Sonora, Mexico

Significant shallow mineral resources at the site of a historical heap leach operation that produced approximately 565,000 ounces of gold at a grade of 2.1 g/t gold from 1991 to 1994.

**17. Northern Territory (100%)**

Gold targets at Pine Creek, Maud Creek, Mt Paqualin and Union Reefs in Australia's Northern Territory.

## ● Yamana Transaction

The Yamana Transaction further solidifies Agnico Eagle's presence in the Abitibi gold belt, a region of low political risk and high geological potential. Post closing, Agnico Eagle will own 100% of the Canadian Malartic Complex, 100% of the Wasamac project located in the Abitibi region of Quebec and several other exploration properties located in Ontario and Manitoba.

**18. Canadian Malartic Complex (100% post closing)**  
Quebec, Canada

**19. Wasamac Gold Project (100%)** Quebec, Canada

The Wasamac Gold project is comprised of six mining concessions, 281 mineral claims and five mining leases, covering approximately 10,269 hectares.

**Yamana Exploration Projects:**

**Monument Bay (100%)** Northern Manitoba, Canada

**North Madsen (100%)** Northwestern Ontario, Canada

# Reporting Boundaries

Over the past two years, we have expanded our operating portfolio, as well as our sustainability contributions, impacts and responsibilities. To maintain a high standard of reporting, ensure that our full scope is covered, and measure year-over-year performance, we updated 2019-2021 historical data to reflect current operating boundaries unless otherwise stated.

Sites included in reporting boundary	Exceptions
<b>Australia:</b> Fosterville Mine <sup>1</sup>	On March 31st, 2023 Agnico Eagle acquired Yamana Gold Inc.'s Canadian assets including Canadian Malartic Mine (previously 50% Agnico Eagle). Unless specified otherwise, data is not consolidated in Agnico Eagle's ESG performance. Information on Canadian Malartic's ESG performance will be made available on our website.
<b>Canada, Quebec:</b> LaRonde Complex, Goldex Mine	
<b>Canada, Nunavut:</b> Meadowbank Complex, Meliadine Mine, Hope Bay Project	On February 2, 2021, Agnico Eagle acquired Hope Bay. Data for Hope Bay Project is inclusive for 2021 and 2022, and exclusive for 2019–2020. Production at the mine was suspended in October 2021 and the focus in 2022 was on exploration and expanding the property. Any present or forwarding-looking statements on active operations do not include the site.
<b>Canada, Ontario:</b> Macassa Mine <sup>1</sup> , Detour Lake Mine <sup>1</sup>	
<b>Finland:</b> Kittilä Mine	Historical performances from assets resulting in the merger with Kirkland Lake Gold on February 8th, 2022 have been consolidated for 2019-2021, unless specified otherwise.
<b>Mexico:</b> La India Mine, Pinos Altos Complex (includes the Creston Mascota and Pinos Altos Mines)	Data from administrative offices, smaller exploration projects and closed sites is limited to health and safety, workforce, and economic reporting unless specified otherwise.

<sup>1</sup> Sites acquired through merger with Kirkland Lake Gold. References to "Kirkland Lake Gold", "KL Gold" or "Legacy Kirkland Lake Gold" refer to Kirkland Lake Gold Ltd. prior to its merger with Agnico Eagle. References to "Legacy Agnico Eagle" refer to Agnico Eagle Mines prior to the merger with Kirkland Lake Gold.

LaRonde Complex (Quebec, Canada).



# Supplemental Information

Agnico Eagle's approach is to disclose and report on its environmental, social and governance impacts and opportunities in a manner that is consistent, comprehensive, and publicly accessible. To meet the varied needs of our stakeholders, sustainability-related information is disclosed through multiple platforms in addition to the Company's annual sustainability report. Below is a summary on where you can find key additional ESG-related information. If you are unable to find the information you are looking for, please contact [sd@agnicoeagle.com](mailto:sd@agnicoeagle.com).

GRI & SASB Index	ESG Data Tables	UN SDGs	Financial Reporting
<p>Every year we provide an index as part of our <a href="#">ESG workbook</a> that specifies each of the GRI and SASB standards used and lists where you can find all relevant information related to the disclosures.</p> <p>Relevant GRI and SASB indicators are listed throughout this report in our analyst corners.</p>	<p>A complete list of annual global and site level results are provided in Microsoft Excel format as part of our ESG workbook available on our <a href="#">website</a>.</p> <p>A three-year performance summary of key ESG data is provided at the end of this report.</p>	<p>A summary of our commitments and initiatives related to all 17 of the United Nations Sustainable Development Goals can be found on the <a href="#">UN SDG page</a> of our website.</p> <p>Highlights of key contributions can be found on page 21.</p>	<p>For additional information on our annual financial results consult our 2022 Annual Report, for executive compensation consult our Management Proxy Circular 2022, for financial risks consult our Annual Information Form, for information on payments to governments consult our <a href="#">ESTMA reports</a>.</p>
Tailings Management	Climate, Water & Biodiversity	Human Rights	Regional Information
<p>For more information on our tailings management, including a list of tailings storage facilities and risk evaluation details, consult our <a href="#">2023 Tailings Summary Report</a>.</p>	<p>For additional details on our climate change response consult our <a href="#">2022 Climate Action Report</a>.</p> <p>More information is also disclosed in our CDP Climate, Water and Forests responses available on the <a href="#">CDP website</a>.</p> <p>Facility-level TSM results for <i>Energy and GHG Emission Management</i>, <i>Water Stewardship</i>, and <i>Biodiversity Conservation Management</i> are available on the <a href="#">MAC<sup>1</sup> website</a>.</p>	<p>Detailed information on our human rights approach and actions is available in our <a href="#">Conflict-Free Gold Standard Report</a> and <a href="#">Report on Voluntary Principles on Security and Human Rights</a>.</p>	<p>Many of our mine sites have regional websites and social media pages where you can find current information on operational activities including stakeholder engagement, project development and career opportunities.</p> <p>To direct yourself to these pages, consult our corporate website.</p>

<sup>1</sup> Mining Association of Canada



# Who We Are

## Our Guiding Principles

Agnico Eagle developed a series of Guiding Principles to reinforce our management approach and culture throughout the Company.

### A

#### Anchored in our values

- Safe production;
- Open and transparent communications;
- Highest standards of honesty, responsibility and performance;
- Highest levels of employee engagement;
- Share and develop employees' skills and expertise; and
- Maintain our entrepreneurial skills and innovative spirit.

### B

#### Based on collaboration

- Encourage respectful open debates and healthy discussions; and
- Recognize success resulting from both exceptional contributions and teamwork.

### C

#### Clear and simple

- Simple practices based on common sense;
- Clarity on people's roles and contributions; and
- Alignment of employees and management on our business priorities.

## Our Business Strategy

Our mission is to build a high-quality, easy-to-understand business, one that generates superior long-term returns for our shareholders, creates a great place to work for our employees and contributes positively to the communities in which we operate. Our leadership team will continue to deliver on this mission and reflect the values that have propelled our company into a position of leadership in the global business community.

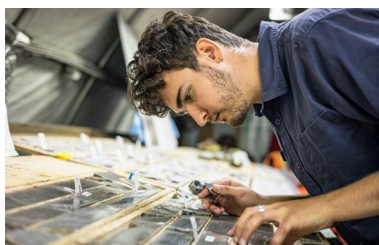
Our business strategy is centred on three pillars: **performance**, **pipeline**, and **people**.

### Three Pillars of Our Business Strategy



#### Performance

- Execute on Our Five-Year Plan
- Optimize Our Assets



#### Pipeline

- Build Reserve and Resource Life
- Add High-quality Development Assets



#### People

- Maintain an Engaged Workforce
- Improve Operational Efficiency





Exploration field work (Kivalliq region, Nunavut, Canada).

## 2022 ESG Ratings & Recognition

We are recognized for our leading industry practices in ESG by independent research agencies.<sup>1</sup>

MCSI <sup>2</sup>	Sustainalytics	S&P Global CSA <sup>4</sup>
<b>AA</b>	<b>22.6</b> Medium Risk <sup>3</sup>	<b>49</b> / <sub>100</sub> Top quintile of Metals and Mining Sector

<sup>1</sup> ESG ratings and rankings are subject to change, either based on Agnico Eagle's performance, or relative sector rankings and/or ratings agency scoring changes and updates. Scores and rankings shown here are effective as of April 27th, 2023.

<sup>2</sup> AA (on a scale of AAA-ACCC) in the MSCI ESG Ratings assessment.

<sup>3</sup> 40+ Severe Risk

<sup>4</sup> 2022 S&P Global Corporate Sustainability Assessment



## Messages from Leadership

# A Message from Our President & CEO

Agnico Eagle works hard to earn and maintain the trust of our stakeholders. We understand that in order for mining to work, it must work for everyone. For our employees, stakeholders, business partners, governments, Indigenous communities and for our operating communities.

Throughout this report, we highlight the work we are undertaking to ensure the benefits of mining endure well beyond the life of our mines. We discuss our efforts to support the social and economic infrastructure that is so vital to enhancing the quality of life in our host communities. We also describe where we have faced challenges, and the actions we are taking to maintain Agnico Eagle's standards of excellence.

I want to thank our employees for contributing to the best safety performance in Agnico Eagle's over 65-year history. I also commend our Steering Committee on Climate-related Risks and Opportunities for their extensive work in developing our Climate Action Plan and targets, and for moving us further along our decarbonization pathway to Net-Zero. As a leader in the global mining industry, we aim to also be a climate action leader. We are proud to be among the leaders in GHG emissions performance<sup>1</sup> with an average intensity of 0.40 tonnes of CO<sub>2</sub>e per gold ounce produced.



As we continue to grow and evolve, being a trusted and valued member of the communities associated with our operations remains a fundamental principle and priority for Agnico Eagle. We strive to build and maintain strong partnerships with all stakeholders, including Indigenous communities, and continue to support their development priorities. In 2022, we provided more than \$800 million in annual value of contracts to indigenous businesses and contributed \$16 million in community investments.

On behalf of the leadership team, I want to thank all employees for helping us make mining work for the benefit of all regions where we operate.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Al-Joundi', written in a fluid, cursive style.

**Ammar Al-Joundi**  
President and Chief Executive Officer

<sup>1</sup> Industry average of 0.697 tCO<sub>2</sub>e for Scope 1 and 2 emissions per ounce of gold produced, as per S&P Global Market Intelligence 2021.



# A Message from Our Executive Vice-President, Operational Excellence

We make mining work for Agnico Eagle stakeholders by building trust, sharing opportunities, and operating with respect for others. We take our sustainability commitments seriously and work hard to be a good employer, a good neighbour and a welcome member of the communities where we operate.

## Working for Employees

We are working to provide a safe, diverse, inclusive and collaborative workplace for our employees.

In 2022, the efforts of our employees to identify and eliminate or mitigate safety hazards as part of our Towards Zero Accident initiative led us to achieve our best safety performance ever. Despite this strong effort, we experienced the tragic loss of a contractor at our Taylor Mine site in February. We will continue to develop solutions that deliver an even safer workplace for our employees, ensuring that risks are identified and mitigated from design through operations, before work begins and as each day evolves.

We continued to accelerate and broaden our approach to diversity, equity, and inclusion in the workplace. In 2022, we created a Diversity, Equity and Inclusion (DEI) Index to measure feelings of inclusion and perceptions of fairness at Agnico Eagle through our *Great Place to Work Survey™*, a key step in shaping our future DEI actions and reporting.

In support of gender diversity, six women were welcomed into a scholarship and development program in memory of Dr. Leanne Baker, a valued member of our Board of Directors, and a trailblazer and inspiration to women in mining. The active participation and feedback from this inaugural group has been a key part of forming the program for the cohorts who will follow them.



## Working for Communities

We want our impact to be positive for the communities associated with our operations, both for the economy and the quality of life. One way we do this is by providing long-term jobs and career development opportunities that enhance social and economic development in our host communities. In 2022, our Nunavut team introduced the *Sanajiksanut* program, a community-based approach to recruitment that is designed to be more inclusive and adapted to meet the needs of community members who are looking for employment.

We also make a difference in our communities by providing support in times of need.

Employees from our Fosterville Gold Mine were extensively involved in helping communities in Central Victoria recover from devastating floods that hit the region late in the year. Eighteen members of the Fosterville Emergency Response Team and 48 employees readily volunteered to provide relief efforts through water rescue, sandbagging and evacuating residents in badly affected areas. Fosterville also pledged AUD 750,000 to help the community recover from the devastation.

Kittilä mine water treatment facility (Lapland, Finland).



## Working for the Environment

We are taking action to decarbonize our operations, mitigate the impacts of future climate change, and contribute to a low-carbon economy. Our inaugural *Climate Action Report* was issued in 2022 and we announced an interim carbon reduction target of 30% by 2030, an important step on the pathway to achieving net-zero by 2050. Now, our site and technical teams, are developing initiatives to reduce our overall carbon emissions while we work to engrain a low-carbon culture, aiming to be more efficient in every action we take. Similar to our safety journey, it is the small daily actions that can have the biggest impact on reducing our carbon footprint.

We are also working to reduce our environmental footprint by enhancing our water stewardship and introducing new biodiversity initiatives. From initial mine planning and throughout the mine life cycle, our goal is to leave a lasting positive legacy.

## Working for the Future

In 2023, we want to support and strengthen employee resilience in the workplace, providing effective systems to properly respond to mental health challenges in the workplace. We will continue our path forward on climate action by setting regional targets and evaluating potential decarbonization projects. We intend to develop and implement a Truth and Reconciliation plan and we will work with our people to ensure our DEI strategy is communicated and adopted throughout the organization.

I want to thank all Agnico Eagle employees for advancing our sustainability performance and culture, and for ensuring that mining works for everyone, everywhere.

Sincerely,

A stylized, handwritten signature in black ink, likely belonging to Carol Plummer.

**Carol Plummer**

Executive Vice-President, Operational Excellence







# Our Approach

We are committed to not only meeting, but going beyond, regulatory requirements for health, safety, environmental, social and governance matters. With the expertise of the Agnico Eagle team, and our strong regional focus in some of the most politically stable jurisdictions in the world, we firmly believe we will continue to demonstrate clear leadership not only in sustainability, but in all aspects of our business.

## Our Sustainability Commitment

At the core of our *Sustainable Development Policy*, we are committed to creating value for our shareholders while operating in a safe, socially and environmentally responsible manner, contributing to the prosperity of our employees, their families and our operating communities, and respecting the human rights, cultures, customs and values of those impacted by our activities.



### Operate a Safe and Healthy Workplace

We believe that all accidents/incidents are preventable. We aim to operate a safe and healthy workplace that is injury and fatality free. We believe that if we all work together, we can achieve zero accidents in the workplace and enhance the well-being of employees, contractors, and communities.



### Respect for Environment

We aim to eliminate, minimize and mitigate impacts of our operations on the environment and maintain its viability and diversity.



### Respect for Employees

We aim to maintain a safe and healthy work environment that is based on mutual respect, fairness and integrity.



### Respect for Community

We aim to contribute to the social and economic development of sustainable communities associated with our operations.

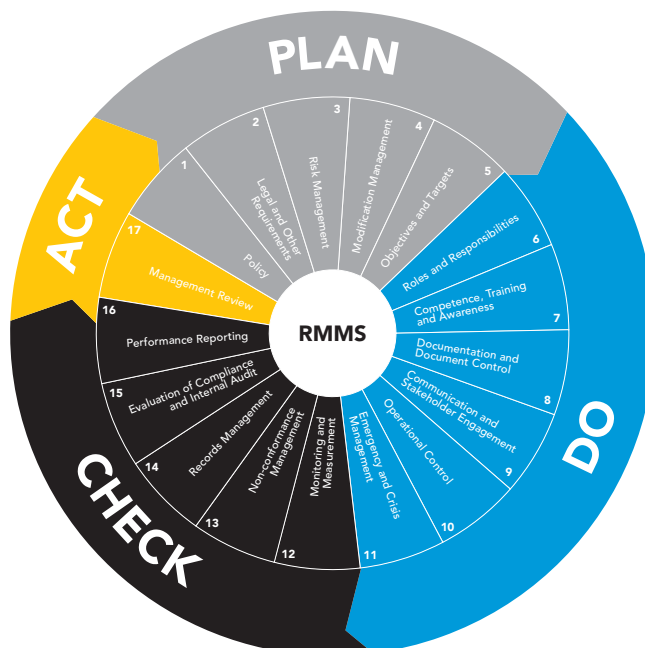


Sustainability is a fundamental consideration during all phases of operations from exploration to reclamation. We assess potential impacts, risks and opportunities associated with our activities across the whole life cycle of our projects and operations, including the potential impacts of possible acquisition and divestiture decisions.

We are committed to implementing standards developed through international initiatives, principles, codes, and programs to which Agnico Eagle is a signatory. In 2022, we conducted a gap analysis for all newly acquired operating sites and developed an action plan for each site to ensure implementation is completed within the designated timelines.

## Risk Management and Monitoring System

The Risk Management and Monitoring System (RMMS) is the foundation for managing the commitments made in our *Sustainable Development Policy* and under the international initiatives, principles, codes, and programs to which we adhere. Our RMMS is aligned to the ISO 14001 Environmental Management System and the ISO 45001 Occupational Health and Safety Management Systems.



## Towards Sustainable Mining

The Mining Association of Canada's (MAC) Towards Sustainable Mining (TSM) initiative promotes best practices in environmental protection, energy and climate change management, Indigenous and community relations, safety and health. Agnico Eagle is a strong supporter of TSM, is committed to applying the TSM protocols at all operations no matter where they are located globally, and will continue to actively support this initiative in the future.

TSM external verifications are a condition of membership in MAC and are performed every three years. In 2022, Meliadine Mine completed its first TSM external verification and was evaluated AA and higher for all indicators. Both external verification and self-assessment results are disclosed publicly, mine by mine, on the MAC [website](#). Our Ontario and Australian sites are in the process of adopting TSM and completed verification on their progress as new adopters in 2022. Macassa, Detour Lake and Fosterville will publicly report on their TSM self-assessment in 2024 and be externally verified in 2025.

## International Cyanide Management Code

The Detour Lake Mine, Kittilä Mine, La India Mine, as well as the Pinos Altos and Meadowbank Complexes are currently certified as compliant with the International Cyanide Management Code (ICMC). Meliadine Mine completed its first certification audit in late 2022 and is awaiting certification from ICMC. The LaRonde Complex is scheduled to have its first certification audit in early 2023. Fosterville and Macassa completed ICMC gap assessments in 2022. Fosterville will become a signatory in 2023 and work towards certification.

Audit reports are disclosed publicly on the ICMC [website](#) mine by mine.

## Conflict-Free Gold Standard

Agnico Eagle understands that operating responsibly and maintaining the trust of our stakeholders requires that we demonstrate that the gold we produce has been extracted in a manner that does not fuel unlawful armed conflict, nor contribute to serious human rights abuses or breach international law. As such, we have adopted and implemented the World Gold Council's (WGC) *Conflict-Free Gold Standard (CFGs)*. Annual audit and certification reports are available on the Agnico Eagle [website](#).

## Responsible Gold Mining Principles

In 2019, the WGC launched the *Responsible Gold Mining Principles (RGMP)*, a framework that sets out clear expectations for consumers, investors, and the downstream gold supply chain as to what constitutes responsible gold mining. The WGC principles aim to address key environmental, social and governance concerns for the gold mining sector. Agnico Eagle is a member of the WGC and remains committed to implementing and upholding the *RGMPs*. Annual assurance reports on *RGMP* conformance are produced using third-party verifiers. The *RGMP* requires external audit on site once every three years. In 2022, Detour Lake, Macassa, Fosterville and Meliadine mines were externally verified. Agnico Eagle's annual *RGMP* implementation progress and verification reports are available on our [website](#).

## Voluntary Principles

The *Voluntary Principles on Security and Human Rights (VPSHRs)* guide companies in maintaining the safety and security of their operations within an operating framework that ensures respect for human rights and fundamental freedoms. Agnico Eagle began adopting the *VPSHRs* in 2016 and became a formal member in 2017. A specific set of criteria was developed and approved in 2020 to enhance our risk management process. Agnico Eagle reports annually on *VPSHR* conformance. In addition, an external audit was performed in 2022 for the Meliadine Mine. All reports are on the *VPSHR* [website](#).

## The United Nations Sustainable Development Goals

Agnico Eagle is working to support progress on the United Nations (UN) Sustainable Development Goals (SDGs). We recognize that the mining industry has an opportunity to positively contribute to all 17 of the SDGs. We also have a responsibility to manage the potential negative impacts of mining. A summary of our efforts to contribute to UN SDGs is provided on p. 21, in addition to an archive of all our initiatives on our [website](#).

## CDP

The CDP, formerly known as the Carbon Disclosure Project, goal is to encourage a rational response to climate change, water management and biodiversity by facilitating a dialogue between stakeholders and businesses supported by harmonized, quality data. Agnico Eagle has been reporting to CDP for over a decade and continues to report on an annual basis. We participate in all three questionnaires: Climate Change, Water Security and Forests.

To consult our latest CDP disclosures, visit the CDP [website](#).



Water distribution network project (Community of Yepachic, northern Mexico).





Macassa mine (Kirkland Lake, Ontario).

## Task Force on Climate-related Financial Disclosures

Agnico Eagle recognizes the importance of providing clear, comprehensive, high-quality information on the impacts of climate change on our business and our impact on the climate. In 2021, we committed to support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and have aligned our sustainability report's energy and climate change section accordingly (see page 46). We continue to refine our understanding of climate-related financial risks and in 2022 released our first [Climate Action Report](#), working to provide more detailed disclosures as outlined by the TCFD.

## Workforce Disclosure Initiative

The [Workforce Disclosure Initiative \(WDI\)](#) aims to improve corporate transparency and accountability on workforce issues, provide companies and investors with comprehensive and comparable data, and help increase the provision of good jobs worldwide. Agnico Eagle participated for the first time in 2022.

### Analyst Corner

GRI 2-23, 2-28, 3-3

MT

# Our Performance, Objectives and Targets

We hold ourselves accountable for improved performance over time, ensuring rigorous and progressive oversight of high-performance standards in health, safety, environment and community relations.

We set sustainability goals that align with Agnico Eagle's business strategy and sustainable development commitments. By delivering on these goals, we can continue to build our production base and generate increased value for shareholders, while making meaningful contributions to the social, environmental and economic well-being of employees and communities.

## Performance Metrics

+ Favourable    - Unfavourable    = Neutral



### Health, Safety and Wellness

(See page 36 for more details)

	2020	2021	2022	Performance <sup>1</sup>
Total Recordable Injury Frequency <sup>2</sup>	6.54	5.26	4.84	+
Employee Total Recordable Injury Frequency <sup>3</sup>	4.56	2.98	3.71	+
Fatalities	0	1	1	-



### Environmental Stewardship

(See page 46 for more details)

	2020	2021	2022	Performance
Total tonnes CO <sub>2</sub> e <sup>4</sup>	1,043k	1,180k	1,175k	-
CO <sub>2</sub> e/oz <sup>4</sup>	0.37	0.37	0.40	-
Total Water Recycled	79%	78%	78%	=
Significant Spills	0	0	0	+



### Our People

(See page 70 for more details)

	2020	2021	2022	Performance
Proportion of Women in the Workforce <sup>4</sup>	14%	15%	15%	=
Local Employment	59%	68%	61%	=
Indigenous Employees <sup>5</sup>	410	647	694	+



### Communities

(See page 80 for more details)

	2020	2021	2022	Performance
Number of Significant Disputes	0	1	0	+
Operations Payments to Local Suppliers <sup>6</sup>	1.24B	1.58B	1.36B	+

<sup>1</sup> Performance is based on targets or where targets are absent three-year performance trends.

<sup>2</sup> Per 1,000,000 hours worked by employees and contractors. Excludes former Kirkland Lake Gold sites for 2020-2021.

<sup>3</sup> Per 1,000,000 hours worked by employees. Excludes former Kirkland Lake Gold sites for 2020-2021.

<sup>4</sup> Values for 2020-2021 have been restated to reflect updated methodology and ensure consistency with year-over-year reporting.


<sup>5</sup> Value for 2020 excludes former Kirkland Lake Gold sites. Trend performance is adjusted to two years for comparability.

<sup>6</sup> Values for 2020 have been restated to ensure consistency with year-over-year reporting.



## Our Objectives and Targets

✓ Achieved    → Ongoing    ... Delayed    ✕ Not Achieved

Topic	2022 Objective	2022 Status	2023 Objectives
<div>  <b>Health, Safety and Wellness</b>            We aim to operate a safe and healthy workplace that is injury and fatality free.         </div>			
<b>Injury Frequency</b>	Achieve a Global Combined Frequency <sup>1</sup> below 4.45	✓	3.85
<b>Fatalities</b>	Zero fatalities	✕	Zero fatalities
<b>Total Employee Field Engagements</b>	NEW OBJECTIVE		Year-over-year increase in the number of “Boots in the Field” visits
<b>Critical Risk Management</b>	NEW OBJECTIVE		Year-over-year reduction in the number of significant incidents
<b>Mental Health</b>	NEW OBJECTIVE		Year-over-year reduction in number of short-term and long-term disabilities related to mental and psychological health
<b>Long-Term Objective &amp; Goals<sup>2</sup></b> Toward Zero Accidents: Reduction of 25% in both global combined and total recordable incident frequencies over a period of 5 years			

LaRonde Zone 5 mine (Quebec, Canada).



<sup>1</sup> Global Combined Frequency includes lost-time and restricted work incidents for employees and contractors over 1,000,000 hours worked.

<sup>2</sup> Long-term objectives and goals have timeline of 3 to 10 years.



Topic	2022 Objective	2022 Status	2023 Objectives
 <b>Environmental Stewardship</b> We aim to eliminate, minimize and mitigate impacts of our operations on the environment.			
<b>Environmental Compliance</b>	Implement Environmental Incident Standard at the sites and prepare for internal audit in 2023	→	Continue to implement the Environmental Incident Corporate Standard at the sites with a focus on the newer sites in the organization
	Achieve zero major or critical/extreme environmental incidents	✓	Achieve zero major or critical/extreme environmental incidents
<b>Water Stewardship</b>	Begin implementation of corporate water management strategy at Ontario and Australian operations to ensure consistent approach by 2023	✓	Ensure an updated water balance model is in place at all sites to predict water needs in the short and medium term
<b>Integrated Closure</b>	Continue to focus on progressive reclamation of active mine sites while reducing risks at closed sites	✓	Continue to focus on progressive reclamation and assessing site-based approaches to closure planning. Continue to reduce risk at both active mine sites and closed sites
	Submit regulatory package to Quebec government and commence landform design and revegetation activities for Lapa Mine site	→	Develop closure guidelines and conduct trial of the gap assessment tool at two mine sites that are updating existing closure plans
<b>Tailings &amp; Waste Management</b>	Ensure Agnico Eagle's critical infrastructure governance model is applied consistently across this organization with a focus on newly acquired sites.	→	Continue to implement the governance of critical infrastructure at Detour Lake, Macassa and Fosterville
<b>Climate Change</b>	Develop integrated Climate Change Strategy for Agnico Eagle informed by scenario analysis that includes interim targets	✓	Develop a Corporate Climate Standard and site-level reduction targets
<b>Long-Term Objectives &amp; Goals</b> <ul style="list-style-type: none"> <li>– Reduce overall number of environmental incidents (moderate and above)</li> <li>– 30% reduction of Scope 1 &amp; 2 emissions by 2030</li> </ul>			

Topic	2022 Objective	2022 Status	2023 Objectives
 <b>Our People</b> We aim to maintain a work environment that is based on mutual respect, fairness and integrity.			
<b>Workforce and Employee Engagement</b>	Regions to continue developing plans and finalize improvements to workforce cost and productivity reporting	→	Develop and implement a plan for key opportunities identified in the 2022 Great Place to Work (GPTW) survey. Target a 3% increase globally for the Respect dimension.
<b>Diversity &amp; Inclusion</b>	Implement interview bias training, continue leadership development programs, and advance other elements of DEI strategy	✓	Ensure DEI strategy is communicated and adopted throughout the organization  Develop baseline for DEI reporting in all regions where we operate
<b>Long-Term Objectives &amp; Goals</b> <ul style="list-style-type: none"> <li>– Agnico Eagle is recognised by GPTW as a Best Place to Work by 2026.</li> <li>– Demonstrate progress on advancing women into leadership roles and overall female representation across the organization</li> </ul>			

Topic	2022 Objective	2022 Status	2023 Objectives
 <b>Communities</b> We aim to contribute to the social and economic development of sustainable communities associated with our operations.			
<b>Community Relations and Satisfaction</b>	Ensure common approach to documenting and mapping of stakeholder interactions	✓	Address 100% of grievances within 30 days  Develop a baseline of community relations and satisfaction in all regions where we operate
<b>Indigenous Rights and Relationships</b>	Continue to negotiate relevant and mutually beneficial agreements with Indigenous communities and ensure full compliance to existing agreements	✓	Develop and implement a Truth and Reconciliation plan with a focus in 2023 on education and awareness
	Enhance our process to align expectations between Indigenous groups and communities, governments and Agnico Eagle	✓	Deliver 2,000 hours of culture awareness training/activities through the Company
<b>Long-Term Objectives &amp; Goals</b> <ul style="list-style-type: none"> <li>– Improve community relations satisfaction in all regions where we operate</li> <li>– Enhance capacity-building initiatives focussed on employment, education, training and business opportunities with, and for, Indigenous Peoples</li> </ul>			






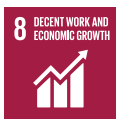


Waterline construction, Kittilä mine (Lapland, Finland).



# Committed to the UN Sustainable Development Goals

The United Nations Sustainable Development Goals (UN SDGs) are a universal set of 17 goals, 169 targets and 230 related indicators aimed at eliminating poverty, protecting the environment, and providing a blueprint for peace and prosperity for our society. We recognize that we have a role to play in contributing to the UN SDGs and a responsibility to enhance the quality of life in the areas where we operate. Agnico Eagle's work contributes directly and indirectly to each of the 17 UN SDGs, however the significance of our potential impact varies. We will continue to work on defining priorities and goals related to the UN SDGs and further integrating them in our business strategy. The following pages cover many key UN SDGs relevant to our activities and impacts. For a complete list consult our UN SDG [webpage](#).

## Examples of related commitments and impacts

UN SDG	Our Commitments	Our Impacts
<b>Climate Action</b> 	We are taking action to reduce greenhouse gas emissions by improving our overall energy efficiency and by implementing our climate strategy.	Our combined emission intensity (0.4 tonnes of CO <sub>2</sub> e for every ounce of gold in 2022) and our net emissions (1.2 M tonnes of CO <sub>2</sub> e) have slightly increased over the last few years. We are working to decarbonize our operations and reduce our overall carbon footprint in order to achieve net-zero.
<b>Decent Work and Economic Growth</b> 	We promote social economic growth in the regions where we operate by providing high-quality employment opportunities and having community investment programs that target initiatives supporting local economic development, even after mining ceases.	We continue to increase our local procurement spend with a combined spend of over \$1.4 billion in 2022. Local employment in many of our operating regions exceeds 85%. Several career development programs, training and recruitment initiatives such as <i>Sanajksanut</i> (p. 77) focus on building future leaders within local communities and providing high-quality employment in the regions where we operate.
<b>Good Health and Well-Being</b> 	Ensure our workforce has the knowledge, tools and training necessary to perform their duties in an optimal and safe manner. Develop well-being programs to promote and support healthy lives.	Our improved accident frequency is overshadowed by the loss of one of our contractors in Ontario. We have several ongoing programs aimed at mitigating risks, reducing the numbers of injuries on site and addressing the wellness of our employees. In 2022, we continued to target community investments to support vulnerable groups and support health care research.
<b>Life on Land</b> 	Under the <i>Biodiversity Conservation Protocol</i> of the TSM initiative, each of our mines is tasked with finding ways to contribute to the preservation of biodiversity and to leave as small an ecological footprint as possible.	The total area physically disturbed by mining activity is approximately 11 thousand hectares for our operations. We continue to rehabilitate areas where mining activity has ceased and collaborate on biodiversity-related research initiatives (see p. 62).



## Examples of Initiatives that Contribute to the UN SDGs

### Composting Programs

Agnico Eagle has composting programs at several mining operations. These programs have a variety of benefits depending on the location such as reducing waste, providing organic material to support revegetation, and reducing GHG emissions.

SDG 9.4, 12.5



### Scholarship and Development Program in Memory of Dr. Leanne Baker

Agnico Eagle has a Scholarship and Development Program in memory of Dr. Leanne Baker, which is designed to support the advancement of women through a two-year mentorship and training programs.

SDG 4.4, 5.5



### Goldex-Manitou Project

In partnerships with the Quebec government, the Goldex-Manitou project is using alkaline tailings produced by the Goldex mill to rehabilitate the abandoned contaminated Manitou tailings site. As the rehabilitation progresses, many species of flora and fauna have returned to the surrounding wetlands.

SDG 6.6, 15.1, 15.5, 17.17



### Supporting Vulnerable Populations

We continue to provide support to vulnerable groups throughout our communities, including sponsoring a foodshare program that distributes food to nearly 13,000 vulnerable people across Central Victoria, Australia and holding food drive collections in Northern Ontario. In 2022, we contributed \$5.6 M in health-related community investments across the organization.

SDG 2.1, 3.3, 11.1



### Advocating for clean energy infrastructure projects

Agnico Eagle is a supporter of the proposed Kivalliq Hydro-Fibre Link that would deliver reliable renewable energy and broadband internet service to the Kivalliq Region of Nunavut. Agnico Eagle is in frequent communication with the Inuit-led development partner for this project to support its technical studies and preparation of its business case.

SDG 9.1, 11.6, 13.1, 13.3



### Digitizing Operations for Improved Safety

Our mines are technology trendsetters, investing in the latest digital cellular and automation solutions to improve safety and provide better working conditions for our employees. In Northern Ontario, we supported building a 5G LTE public network bringing more than 180km of connectivity to the local community with 8 new wireless towers.

SDG 3.6, 11.2



### Environmental Research and Development

Agnico Eagle supports various R&D projects including projects that support mining restoration, biodiversity and integration of climate change into mine design.

SDG 9.5, 12.5, 13.1, 15.5, 17.17



# Stakeholder Engagement

Engagement with our key stakeholders – from local communities and rightsholders, to our investors – helps to enhance mutual understanding of interests, concerns and objectives, while also strengthening relationships throughout the mining life cycle.

We have a responsibility to ensure we address the evolving needs and priorities of our business as well as those of key stakeholders.

Our approach is to foster open, transparent and respectful dialogue that encourages collaboration and builds long-term trust-based relationships. Direct engagement with local stakeholders is fostered by our presence in the communities, open dialogue, information and consultation sessions, social media presence, availability to local media and providing access to a confidential grievance reporting mechanism.

## Stakeholder Advisory Committee

Our Stakeholder Advisory Committee (SAC) provides feedback on our corporate social responsibility efforts and helps us make strategic adjustments to stakeholder engagement activities. This group of independent individuals, from an array of stakeholder groups, is selected to be representative of civil society. Members have expertise in ESG, community development, Indigenous affairs, mining, reporting, and governance matters. This approach supports our global efforts to engage stakeholders on a regular basis and in a meaningful way. The SAC was established in 2011 and has met annually since then. After two years of virtual meetings due to the pandemic, we were excited to welcome many of our committee members back in-person with a hybrid meeting held in late November.



Engaging with community stakeholders (Fosterville Gold mine, State of Victoria, Australia).

### SAC Membership

2

SAC members identify as Indigenous

70%

of SAC members are female

4

Members have a background in education or academia

1

SAC member is under the age of 25

90%

Have experience engaging with the mining sector





Goldex mine is located in the town of Val-d'Or (Quebec, Canada).

## 2022 SAC Key Recommendation Highlights

Every year the SAC provides Agnico Eagle with a broad list of recommendations. Several were selected for immediate consideration and work continues to advance on addressing them. For the full list of recommendations and updates on our progress visit our [website](#).

### Nature & Biodiversity

- Work with Indigenous knowledge keepers to incorporate Indigenous Knowledge into biodiversity strategies and data collection more extensively;
- Expand community-based monitoring programs to other species and sites, building on lessons learned to-date and consider what role communities can play in providing assurance on nature-related data and information; and
- Monitor evolving frameworks and initiatives to inform how the company tracks and reports on biodiversity

### Social Responsibility in Exploration and Closure

- Support local leaders in developing economic diversification strategies from exploration to closure activities in alignment with local community visions, needs and goals; and
- Develop mitigation strategies for addressing the potential negative social impacts of exploration and closure, and the potential social impacts of Fly-In-Fly-Out (FIFO) operations on sending and receiving communities

### Other Recommendations

- Maintain consistency in communications on the level of ambition on climate action, whether in public disclosures or government advocacy;
- Involve local communities in climate transition planning, and provide periodic updates;
- Review key audiences, language and format for external communications



# 2022 Key Engagement

## Our Workforce

### Key Topics

- Ensure workforce availability, productivity, and long-term sustainable jobs
- Employee engagement
- DEI plan implementation
- Integration of employees following acquisitions

### Our Response

- Regions continued to develop improvements to workforce cost and productivity reporting
- Analyzed engagement survey results and created improvement plans
- Dedicated resources and budget to promote DEI
- Implemented Managing Bias in Hiring training, embedded inclusive leadership training into Leadership Development Programs, implemented a scholarship development program targeted to advance women into leadership roles, and advanced other elements of diversity and inclusion strategy
- Took action to harmonize elements of succession planning, organizational structure, total rewards, policies and processes to complete successful integration and merger activities

## Communities

### Key Topics

- Merger with Kirkland Lake Gold
- Community consultation
- Community support

### Our Response

- Introduced Agnico Eagle in new host communities following the merger to share our intentions, values and approach in community relations
- Informed, consulted and collaborated with communities on activities to increase social and economic benefits and mitigate potential negative impacts
- Provided support and training on community engagement best practices to our workforce from exploration through operation and closure
- Consulted with communities to align support and donations where most needed and identify opportunities for partnerships

## Indigenous Groups

### Key Topics

- Reconciliation
- Collaboration and benefit agreements
- Indigenous employment

### Our Response

- Cultural awareness activities provided to our workforce
- Implementation of our corporate strategy to contribute to Canada's reconciliation process
- Ongoing negotiations and discussions with Indigenous groups
- Implemented many initiatives at our different sites to create an inclusive workplace and for hiring and retention of Indigenous workers
- Communicated in plain and accessible language, adding more visuals and when required, communicating in local languages

## Governments and Regulatory Bodies

### Key Topics

- Community support and economic development
- Indigenous relations
- Environment, climate change and GHG reduction
- Employment and training
- Responsible mining development

### Our Response

- Undertook discussions with governments for energy alternatives and infrastructure in Nunavut and Ontario
- Raised awareness on projects, activities and opportunities with government and community stakeholders
- Shared first Climate Change Action Report, supplementing the Sustainability Report, to outline key actions to the pathway to decarbonization

## Suppliers

### Key Topics

- Increased opportunities for local and Indigenous businesses
- COVID-19 Response
- Supply chain resilience
- Pathway to decarbonization

### Our Response

- Supported local and Indigenous businesses
- Continued to provide up-to-date information on COVID-19 protocols
- Collaborated with suppliers to identify and mitigate supply chain risks
- Continued our electrification journey by working closely with our supply base in assessing and ordering BEV equipment

## Investors and Analysts

### Key Topics

- Climate change
- Business sustainability
- Risk management
- Workforce diversity

### Our Response

- Committed to be net-zero by 2050, set an interim 30% reduction in GHG emissions by 2030 and issued our inaugural Climate Action Report
- Organized an ESG investor day to provide an update on business sustainability and risk management
- Advanced our DEI Action Plan
- Integrated new operations from the merger into our RMMS

### Analyst Corner

GRI 2-12, 2-29



# Sustainability Materiality Assessment

As part of meeting our sustainability commitments and providing high-quality reporting, it is important to have a thorough understanding of which economic, environmental, and societal topics matter most to our stakeholders, as well as understanding the significance of our impacts.

We assess these topics regularly and update them through a collaborative process. This includes research studies, stakeholder and operational risk-mapping, surveys, data collection, and engagement with leadership. This enables us to build a network of sustainability topics that have an impact or potential impact on the environment and/or society, and/or have a current or potential impact to our business.

In 2022, we reviewed our materiality process and completed a new assessment that includes all operations covered in this report. Topics assessed were identified as emerging topics, important topics, priority, or high priority. Priority and high priority topics are considered material for sustainability reporting. No emerging topics were identified in our 2022 assessment.

As part of the assessment many topics were renamed to better reflect the current sustainability landscape and our operating realities. Three new topics were identified: customer and product responsibility, cyber security and digital privacy, and labour relations. Changes relative to last year's assessment include the addition of security and human rights, cyber security and digital privacy, human capital and labor relations as material topics. No emerging topics were identified in our 2022 assessment.

We recognize many topics are interrelated, and that the relative priority and significance of impacts may be viewed differently by each stakeholder group and by each individual operation. In both our initiatives and reporting we strive to balance global and regional interests while highlighting the interconnectivity of relevant topics.

## Analyst Corner

GRI 3-1, 3-2

MT



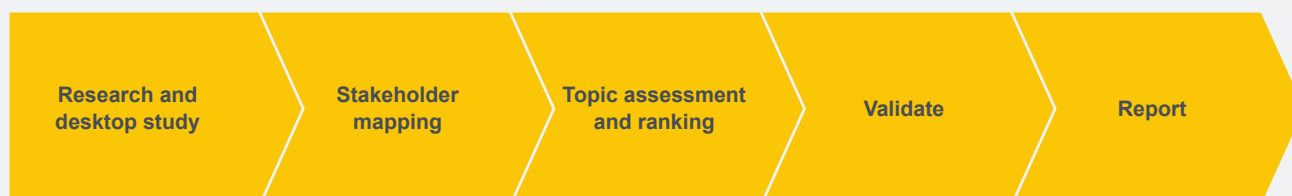
Water sampling near Pinos Altos mine (Chihuahua State, northern Mexico).

# 2022 Materiality Assessment

- Material Topic – High Priority
- Material Topic – Priority
- Other important topics



## Our materiality assessment process:





# Governance

Good oversight and governance strengthens our accountability, enhances our sustainability performance and helps uphold our core values to operate in an ethically responsible manner.

It is why we have adopted clear policies regarding ethical conduct and adherence to strict human rights protection standards, and publicly disclosed information on our practices and payments.

## In this Section

- 29 A Message from the Chair of the HSED Committee of the Board
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## A Message from the Chair of the Health, Safety, Environment and Sustainable Development (HSESD) Committee of the Board



It's key that no matter where we work in the world, we apply the same best practices to sustainability. Ensuring that the company, and the people responsible for sustainability, have a framework in place allows us to measure and demonstrate our progress. Both investors and employees can look to that framework to see how we are doing."

– Deborah McCombe



## Sustainability Governance Structure

Sustainability is integrated at the Board, executive, and operational levels. Agnico Eagle's governance structure, as of the date of this report, is illustrated on page 30. Our governance structure creates clear lines of accountability, gives us the flexibility to adapt to unforeseen circumstances, and ensures sustainable practices are considered in all aspects of our business.

At the Board level, sustainability matters are presented to the Health, Safety, Environment, and Sustainable Development (HSESD) Committee of the Board of Directors at each quarterly Board meeting.

At the executive level, corporate oversight and implementation of the sustainability program are the direct responsibility of one executive officer – the Executive Vice-President of Operational Excellence who reports directly to the President & CEO. The corporate sustainability team is responsible for overseeing our sustainability strategy, and, in collaboration with the operations and corporate teams, for setting and implementing goals, and measuring progress against key performance indicators.

At the operational level, processes are in place to ensure that sustainable development matters, including risk assessment and mitigation, are integrated into the day-to-day management of our business. General Managers are responsible at the site level for the implementation of our RMMS, adherence to our [Sustainable Development Policy](#) and continuous improvement toward our sustainability goals.



Meliadine mine power plant (Nunavut, Canada).

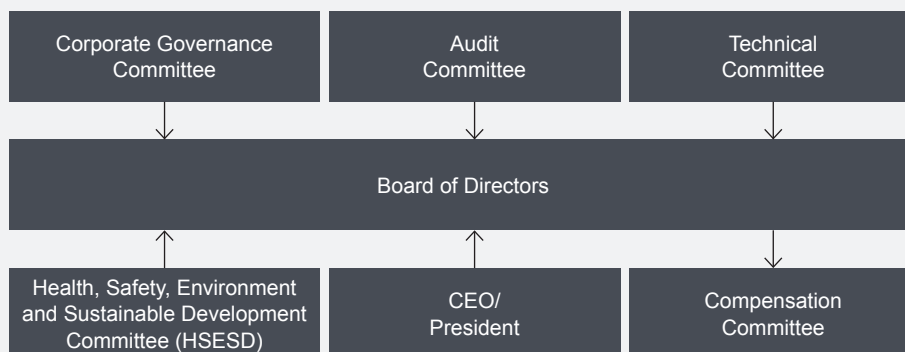
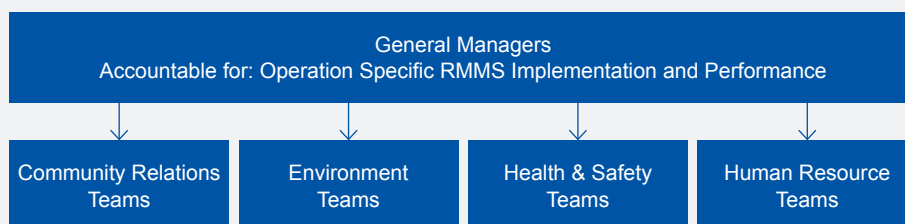
Analyst Corner

GRI 2-12





Figure 1.

**Sustainability Management Structure****Board of Directors****Executive Management Committees****Corporate Sustainability Structure****Sustainability Management at Operations****Role of the HSESD Committee**

The HSESD Committee of the Board of Directors oversees health, safety, environmental and corporate social responsibility strategies, policies, programs and performance. In this role, the Committee assists the Board in monitoring and reviewing risks and ensuring compliance in these matters. The HSESD Committee also encourages the adoption of best practices in mining operations, the promotion of a healthy and safe work environment, and environmentally sound and socially responsible resource use and development.

For more details on the role of the HSESD Committee consult Agnico Eagle's *Health, Safety, Environment, and Sustainable Development Committee Charter* available on our [website](#).

## ESG Performance Incentives

Employee remuneration at all levels and locations is tied to individual and/or operational performance, the objectives for which are set annually. All operations have remuneration incentives linked to health, safety and environmental objectives. Short-term incentive compensation (i.e., annual bonus) for the Named Executive Officers is broadly based on the Company's three pillars: people, performance, and pipeline. For the year ended December 31, 2022, 25% of the short-term incentive plan was linked to sustainability performance. For more details on executive compensation consult our Management Proxy Circular 2023.

### Analyst Corner

GRI 2-9, 2-13

MT



Hope Bay project (Nunavut, Canada).

## Business Conduct and Ethics

*Agnico Eagle's Code of Business Conduct and Ethics* outlines the standards of ethical behaviour we expect from our people and those working on our behalf around the world. The Code applies to all directors, officers, employees and agents and commits them to conducting business in accordance with all applicable laws, rules, and regulations to the highest ethical standards.

We have also adopted a *Code of Business Ethics for consultants and contractors* and a Supplier Code of Conduct. The Audit Committee is responsible for monitoring compliance with the adopted codes. We have established a toll-free "whistleblower" ethics hotline for anonymous reporting of any suspected violations of the Code of Business Conduct and Ethics, including concerns regarding accounting, internal accounting controls or other auditing matters, Code of Conduct violations, ethical conflicts, environmental issues, harassment, or discrimination.

In 2022, Agnico Eagle received 15 reports through the whistleblower hotline. Ten of the reports were in relation to Human Resources related matters, one report was procurement related, and two were sexual harassment related reports. Each of these cases were reviewed and evaluated, four resulted in investigations leading to disciplinary action. Two of the reports received were determined not to be made in good faith.

### Analyst Corner

GRI 2-16, 2-23, 2-26, 205-1, 205-2, 205-3, SASB EM-MM 510a.1

MT

## Anti-Corruption

We aim to conduct business in accordance with all applicable laws, rules and regulations and to the highest ethical standards. We do not tolerate bribery or corruption and we are committed to acting professionally, honorably and with integrity in all business dealings and relationships. Operations and business activities are assessed on a periodic basis to ensure that the requirements of our Anti-Corruption and Anti-Bribery Policy and applicable procedures and guidelines are met. In 2022, no instances of fraud were reported to Agnico Eagle's Audit Committee and there were no legal actions for anti-competitive behaviour, anti-trust, or monopolistic practices against the company.



# Security and Human Rights

We conduct business in regions where human rights laws are respected and promoted, and we are committed to upholding fundamental human rights as defined in the United Nations Universal Declaration of Human Rights (UDHR). This includes providing assurance that our operations will not support, benefit, or contribute to unlawful armed conflict, human rights abuses, or breaches of international humanitarian law. We believe everyone has the right to a life free from modern slavery and condemn all forms of severe exploitation for personal or commercial gain. Agnico Eagle does not tolerate the use of child labour, prison labour, or any form of forced labour, slavery, or servitude.



Environmental monitoring, Meliadine mine (Nunavut, Canada).

## We ensure the protection of human rights by:

- Actively communicating our approach and expectations to all stakeholders, including suppliers
- Engaging with stakeholders to understand the impacts of our activities and working with them to optimize benefits and limit negative impacts
- Implementing effective grievance mechanisms
- Providing human rights training
- Promoting our expectations of suppliers through the [Supplier Code of Conduct](#)

Human rights risks can impact our core operations, supply chain, communities, society and government in the regions where we operate. Key issues relevant to our industry include labour practices (see p. 78), security, safety (see p. 36), discrimination (see p. 73), environmental impacts (see p. 46), and rights of indigenous peoples and other communities (see p. 80).

The Executive Vice-President Operational Excellence is the executive responsible for human rights due diligence. The sustainability senior management team

(p. 30) is directly responsible for overseeing the application of the human right's due diligence in their respective disciplines. Mine General Managers are responsible for ensuring Agnico Eagle commitments to human rights are upheld at site. Human rights risks are cross-disciplinary and therefore managed throughout our organization in areas such as health, safety and security, environmental management, human resources, procurement, community and Indigenous relations.

Our policy commitments to human rights are included in our [Sustainable Development Policy](#). Our [Code of Business Conduct and Ethics](#) demands that concern for the personal dignity and individual worth of every person be an indispensable element in the standard of conduct of employees and directors. Agnico Eagle's [Supplier Code of Conduct](#), whether they are suppliers of services or goods, demands that suppliers uphold the highest standards of human rights and treat their workers and contractors with dignity and respect. Protection of human rights is managed through our RMMS which incorporates the *Responsible Gold Mining Principles* (RGMP), *Towards Sustainable Mining* (TSM) protocols, and the *Voluntary Principles on Security and Human Rights* (Voluntary Principles or VPSHRs). In 2022, Agnico Eagle conducted a gap analysis between its RMMS and the VPSHRs to ensure the former explicitly addresses all VPSHR requirements and covers practices ongoing at Agnico Eagle's sites.



La India mine (Sonora, northern Mexico).

Agnico Eagle evaluates the effectiveness of its human rights policies and commitments by completing an annual report for all its active mining operations. We conduct regular security and human rights assessments for each of our mining operations to identify and manage risks relevant to our organization.

The Company has several channels through which any person can report incidents with human rights implications including a confidential ethics hotline (p. 31), employee grievance mechanisms (p. 77) and community grievance mechanisms (p. 85).

As a Company, we report on overall implementation of human rights matters through MAC's [Towards Sustainable Mining annual progress report](#), the [VPSHR annual report](#) and the [World Gold Council Conflict-Free Gold Assurance Report](#).

In Australia, as required under Australia's Modern Slavery Act 2018, we publish an annual [Modern Slavery Statement](#) that outlines the actions undertaken to mitigate modern slavery risks in our operations and supply chains, and to ensure transparency.

In 2022, key activities related to human rights included:

- Assessment of potential security and human rights risks at the Meliadine mine;
- VPSHR independent audit at the Meliadine Mine;
- Review of the state of the VPSHRs at newly acquired Ontario and Australia sites;
- RMMS document audit to identify gaps and potential gaps in the system's standard to the requirements of the VPSHRs; and
- Continuation of mandatory VPSHRs training at Agnico Eagle's operating mine sites.

## Human Rights Training and Awareness

Agnico Eagle is a member of the *Working Group on the Voluntary Principles*, comprised of companies, nongovernmental organizations (NGOs) and government. Members share lessons learned regarding what has and has not worked with VPSHR implementation, their experience, and discuss the current and upcoming work related to the VPSHRs.

At site level, Agnico Eagle continues to communicate the importance of complying with the VPSHRs to all employees and subcontractors through mandatory induction training. Additionally, all security personnel undergo comprehensive training that includes specific topics relating to Human Rights and the VPSHRs. At Pinos Altos, local police representatives are invited to attend the training.

## Engaging on Human Rights Matters

Agnico Eagle works to promote the Voluntary Principles with other companies and government bodies in the jurisdictions in which we operate. The VPSHR requirements are integrated within Agnico Eagle's RMMS, making human and labour rights a standard part of the stakeholder engagement approach at Agnico Eagle's operations. Security departments also continue to be actively engaged in communicating the importance of complying with the Voluntary Principles to local private security guards and public security, notably at Mexican sites.

### Analyst Corner

GRI 2-23

MT

## Artisanal Mining

In 2022, none of Agnico Eagle mining operations were impacted by artisanal or small-scale miners (ASM). We recognize that ASM is a material issue for the gold industry at large and are working to finalize ASM guidelines that would, in the event that any of our operations are impacted by ASM in the future, support access to legitimate markets for those ASMs who respect applicable legal and regulatory frameworks; who seek to address the environmental, health, human rights and safety challenges often associated with ASM activity; and who, in good faith, seek formalization. We will also consider supporting government initiatives to reduce and eliminate the use of mercury by ASMs.





Meliadine mine (Nunavut, Canada).

## ESG Supply Chain Management

We have a responsibility to understand and manage the risks present in our diverse and dynamic supply chain and to ensure we work only with suppliers who share our values.

Our [Supplier Code of Conduct](#) sets the minimum level of responsible business conduct and commitment to corporate responsibility expected from those wishing to do business with, or on behalf of, Agnico Eagle. All suppliers must comply with our contract terms, including provisions to adhere to our Supplier Code of Conduct, policies and standards. These include clauses specific to human rights, health and safety, environmental protection, discrimination and conflict of interest, confidentiality and business ethics. Failure to adhere to the Code of Conduct may be grounds for terminating the supplier relationship.

Strengthening human rights due diligence in our supply chain is crucial to advancing our corporate sustainability commitments, contributing to the UN SDGs, and making mining work. Agnico Eagle expects that suppliers uphold the highest standards of human rights and treat their workers and contractors with dignity and respect.

## Public Policy Initiatives

We partner with local stakeholders and industry groups to engage on public policy initiatives that support the sustainability of our industry and the communities in which we operate. Agnico Eagle conducts limited lobbying activities which are publicly reported in accordance with the applicable laws and regulations in the respective jurisdictions. We also engage in public policy through our membership in trade associations that represent the interests of the mining industry at large.

Our priorities include initiatives related to clean infrastructure development in remote areas, training support, the permitting process, land use management and wildlife protection. Through our interactions, we seek to inform public officials at all levels of government on our planned activities and where possible seek collaboration and partnership on issues of mutual concern.

We also collaborated with stakeholders on certain key major initiatives, including our plans to expand and extend operations at our Meliadine Mine in Nunavut, as well as at our Detour Lake Mine in Ontario.

### Analyst Corner

GRI 410-1, 412-1, SASB EM-MM 210a.3



## 2022 Key Initiatives

- Engaged with the Government of Canada, Government of Quebec, Government of Ontario, Government of Nunavut and Inuit organizations on the need for clean energy alternatives and coordinated action to address climate change;
- Engaged with the Government of Canada and Government of Ontario on project development and innovation to tackle climate change;
- Informed the Government of Canada, Government of Nunavut, Government of Ontario and Government of Quebec of our company's sustainability and climate action goals, achievements and initiatives;
- Engaged with the Government of Canada, Government of Nunavut, Inuit organizations and Non-Governmental Organizations on the need for enhanced support for employment, training, education, mental health, and infrastructure investments;
- Engaged with the Government of Quebec and Government of Ontario on employment, training and education with a focus on opportunities for Indigenous groups;
- Engaged with the Government of Canada, Government of Quebec, Government of Ontario, Government of Nunavut and Indigenous communities on project developments;
- Engaged with a variety of key stakeholders on the need to collaborate on environmental protection, wildlife protection and land use management;
- Engaged with the Government of Ontario and Indigenous groups on Detour Lake Mine expansion and extension of life of mine; and
- Engaged with the Government of Canada, Government of Nunavut and Indigenous groups on Meliadine Extension project.

## Digital Privacy and Cybersecurity

As we move toward more digital platforms across our business, the focus on cyber security and the resilience of our information technology (IT) systems has never been greater. This is an evolving issue for all businesses as the cyber threat landscape continues to grow – with potential risks from an incident including operational and workplace disruptions, equipment damage and outages, reputational damage, loss of stakeholder confidence, financial loss, as well as theft of intellectual property or confidential information.

We are working to strengthen Agnico Eagle's cybersecurity program, protect the integrity of our IT systems, and ensure resilience to security risks across the organization. By investing in our people, processes and technology, we aim to ensure the safe and effective operation of our day-to-day business activities.

At Agnico Eagle, the Board's Audit Committee is responsible for overseeing all aspects of our information technology including cybersecurity and Sarbanes Oxley. Reports on the Company's information technology performance are presented to the Committee on a quarterly basis. The Executive Vice-President Finance & CFO is the executive responsible for information technology. The Information Technology team is directly responsible for overseeing the application of communication connectivity, cybersecurity, and IT services across the organization. At our operations, regional or site-level IT departments manage the day-to-day IT services and support to ensure our technology is reliable and secure.

We have an internal *Information Technology Usage Policy* that outlines the appropriate use of the Company's Information Technology systems, services and equipment. The policy includes requirements regarding cybersecurity awareness and training, processes for reporting suspicious activity and Agnico Eagle's approach to managing users' digital privacy. The Company's *Code of Business Conduct and Ethics* reiterates that all IT tools and services must be used in a professional, lawful, and ethical manner.

We have a comprehensive approach to managing cyber threats and security breaches. The Company's protocols include documented Industrial Cybersecurity Standards for Operational Technology, based on the NIST/CSF standard, and follow the Industry 4.0 framework. We periodically conduct audits of our IT systems by external information technology experts. These audits include penetration testing of Agnico Eagle's overall cybersecurity maturity. We also provide anti-phishing education and cybersecurity awareness training for employees to ensure they have the skills they need to support the Company in reducing its cyber security risks. We have established a Global Incident Response Plan that has been communicated to all IT Staff. The Plan outlines the steps necessary to mitigate cybersecurity related incidents. Breaches or cybersecurity risks are reported to the Audit Committee. We discuss the management of cyber risks in more detail in our [2022 Annual Information Form](#).

# 0

Information security breaches in 2022



# Health, Safety & Wellness

## 2022 Key Highlights

**4.84**

Total Recordable Incidents Frequency  
(per 1,000,000 hours worked)

**3.71**

Employee Total Recordable Incidents  
Frequency (per 1,000,000 hours worked)

**31M**

Hours worked

**1**

Fatality

### In this Section

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- 43 Health, Safety and Security Initiatives and Training
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We are committed to providing a safe place to work and to maintaining the highest health and safety standards. Our long-term goal is to strengthen our health and safety culture through individual accountability and leadership, accompanied by aspirational zero harm safety targets and leading performance indicators. We are mindful that mining poses workplace risks that must be continuously identified and mitigated in order to achieve safe production.

## Awards & Recognition

The 2021 Silver Helmet was awarded to the Creston Mascota mine for the second time in the category of Open Pit Mining (up to 500 workers) by the Mexico Mining Chamber (CAMIMEX), bringing Agnico Eagle Mexico's Silver Helmet award count to eight.

The 2022 Quebec Mining Association (QMA) Health & Safety Awards honoured 33 supervisors from Goldex Mine and LaRonde Complex for supervising more than 50,000 accident-free work hours in 2021.

Agnico Eagle Goldex was the John T. Ryan Award winner for achieving the lowest reportable injury frequency in the Quebec-Maritimes region in 2021. Goldex was also awarded the F.J. O'Connell Trophy for having Excelled in Safety Performance for the second time in three years.



## Our Health, Safety and Wellness Commitment

We believe that all accidents/incidents are preventable. We aim to operate a safe and healthy workplace that is injury and fatality free. We believe that if we all work together, we can achieve zero accidents in the workplace and enhance the well-being of employees, contractors, and communities. To achieve this, we:

- Use sound engineering principles in the design and operation of our facilities;
- Promote overall health and wellness and establish programs to protect them;
- Provide appropriate training for all employees to safely perform their duties;
- Identify, prevent, eliminate or mitigate the risks to health, safety and industrial hygiene;
- Maintain occupational health and industrial hygiene programs;
- Provide appropriate tools to work safely and efficiently; and
- Maintain a high degree of emergency preparedness to effectively respond to emergencies.



## Our Approach

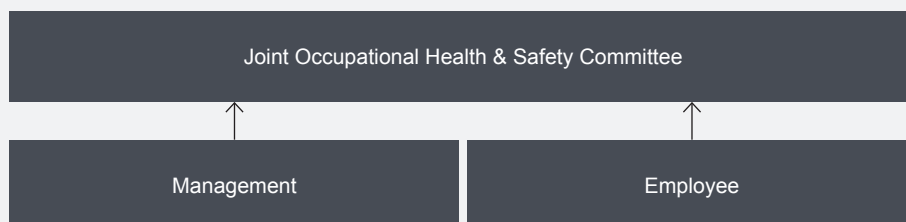
Safety is fundamental to our business and our [Sustainable Development Policy](#) outlines our commitment to creating an injury- and fatality-free workplace. Under our RMMS a global set of health & safety standards and critical procedures detail the responsibilities, rules and requirements for managing health and safety in our organization. These requirements apply to anyone at an Agnico Eagle site including employees, contractors and visitors. Appropriate induction training is provided to anyone new to a site.

Every single person in our organization has health and safety responsibilities. Making sure everyone understands their contribution to a healthy workplace is a key component of our health and safety programs and is included as part of our standard awareness training. The governance of health and safety is incorporated in our sustainability governance structure which is outlined on p. 30. Management reports on our health and safety performance to the HSESD Committee each quarter. Additionally, the HSESD Committee reviews significant health and safety matters (including incidents, risks, and management procedures) as part of its oversight responsibilities. All our operations have Occupational Health & Safety committees in place that review and discuss health and safety issues at regular intervals.

We report all incidents involving workers at our sites. We perform thorough investigations to understand root causes and to implement appropriate mitigation measures. We believe in sharing lessons learned across our operations and divisions, promoting the use of “safety shares” in meetings across the Company, whether they are operational or management meetings.

### Joint Health and Safety Committees (JOHSCs)

**Joint Health and Safety Committees (JOHSCs)** are an integral part of our health and safety program.



Each operation has a JOHSC which includes representation from management and employees. The JOHSC serves to keep our workplace safe and healthy by working together to identify issues and develop recommendations and actions to address them.

JOHSCs are meant to be representative of the entire workplace and have representatives from the different areas within a mine site. Frequency of meetings vary depending on the operation with most of our sites meeting on a monthly basis.



Meadowbank Complex (Nunavut, Canada).

## Hazard Identification and Risk Assessment

Identifying and mitigating hazards and risks is a key component of ensuring the health and safety of everyone at our sites. We are focused on prevention and use a risk-based approach consistent with the ISO 45001 – Occupational Health and Safety Management System. We maintain a risk register at all our operations and risks are reviewed at regular intervals. We complete regular inspections and audits to ensure the highest standard of health and safety at our operations.

We use the Supervision Formula or an equivalent system as a daily risk assessment tool at all Agnico Eagle operations and exploration sites. This tool gives workers clear roles, responsibilities and expectations for identifying, mitigating, and communicating risks. We continue to develop additional support tools and training to ensure the optimum use and success of the Supervision Formula at our operations.



### Analyst Corner

GRI 403-2, 403-3, 403-7, 403-8



## Hazardous Substances & Exposure to Contaminants

Agnico Eagle has robust industrial hygiene programs at all of our sites that include procedures to safely manage hazardous substances and protect workers from harmful exposures to contaminants. Employees receive comprehensive training on hazardous products intended for use, handling or storage in the workplace. Our sites are aligned with the Globally Harmonized System of Classification of Labelling of Chemicals (GHS). We keep a complete inventory of all hazardous products, assess risks related to new products, and comply with jurisdictional inspection requirements.

Our industrial hygiene programs cover the following elements related to contaminants:

- Identify the nature and concentration of contaminants present at the various workstations;
- Evaluate physical, chemical and biological contaminants in the work environment; and
- Promote the elimination of contaminants at the source;
  - Train and inform employees on the contaminants inherent to their work and their environment; and
  - Follow up on operational controls.



## Competing Against the Best in Mine Rescue



### Agnico Eagle teams won numerous awards at national and regional rescue competitions throughout 2022.

The Fosterville Emergency Response Team won six trophies at the Northern Australian Mine Rescue Competition and excelled at the Victorian Mine Rescue Competition, earning 2nd place in the fire exercise and in the theory exam, 3rd in the first-aid exercise, and being awarded the Mates in Mining Award.

In Mexico, the Pinos Altos Rescue Team Águilas Doradas (“Golden Eagles”) finished with top honours at the Annual National Competition for Underground Mine Rescue, having placed 2nd in the Benchman BG-4 Test and 3rd in the HAZMAT Test.

In Canada, Goldex’s Mine Rescue Team won the overall Championship Trophy at the Quebec Provincial Mine Rescue Competition, as well as the First Aid trophy. Meanwhile, the Macassa Mine Rescue Team placed first on the written exam portion of the Ontario Kirkland Lake District Mine Rescue Competition.

Two Agnico Eagle teams even competed at the international level, joining 22 teams from nine countries at the International Mine Rescue Competition (IMRC), which was held in September at the National Mine Health and Safety Academy in West Virginia, U.S.A.

For the first time ever, a team from Finland participated in the IMRC – Agnico Eagle Kittila –competing alongside Agnico Eagle Goldex. Both teams putting forth a strong effort on this world stage, with Goldex coming in 10th and Kittila 12th overall.

Amanda Roy, from our Meliadine operation also participated with the all-women Canadian Team named “Diamonds in the Rough” which won two medals at the competition.



Training through competition is a great way to sharpen your team’s technical and response skills. Equally important, these events are an opportunity for the teams to share their knowledge and learn from the best.”

– Norman Ladouceur, Corporate Manager,  
Health & Safety



## Crisis Management and Emergency Preparedness

We aim to provide a safe place to work but recognise that there is always the potential for unplanned outcomes. Being prepared to respond quickly to all forms of emergency remains a key element of our health and safety program. Mine General Managers are responsible for emergency preparedness and response at the local level and work closely with Health & Safety management to ensure teams have the necessary resources and are always ready.

All operations have Emergency Response Plans for first responders and personnel trained to respond safely to medical, fire and environmental emergencies. Each site also maintains appropriate response equipment. If a significant incident occurs, our Crisis Management Plans ensure that in addition to mitigating the cause, there is effective coordination with local and corporate teams, and clear communication with employees and external stakeholders on how the situation is being managed and resolved. The plans require annual review and simulation exercises.

### Environment Team Receives Specialized Training

Creston Mascota's environment team in Mexico received forest fire brigade training. Members of CONCAFOR (National Forestry Commission of Mexico) trained participants in both the theoretical and practical knowledge needed to prevent and combat forest fires. Having this specialized knowledge can be truly life saving for our teams out in the field.





# Infectious Disease Response

We began 2022 with many COVID-19 restrictions still in place. Guided by our safety mindset and the advice of public health authorities, we began navigating the “new normal” by collaborating throughout our organization and with our key stakeholders including local communities. Our operations adapted and adjusted screening and hygiene measures, following all government protocols, and began monitoring other respiratory illnesses on the rise. Our priority remains protecting our workforce, preventing viruses from spreading to surrounding communities, and protecting our operations.

Table 1.

## Our COVID-19 Approach

Protecting Our Employees	Protecting Our Communities	Protecting Our Operations
We continued to support our employees physically, mentally and financially during the pandemic by having hygiene and screening measures for all physical locations, testing protocols for remote operations, promoting mental health programs, offering flexible scheduling and telecommuting when suitable, and continuing to provide income for employees unable to work due to government-mandated restrictions.	We continued to aid and support communities impacted by COVID-19. Beyond increased safety and isolation protocols, we consulted with local authorities to understand community-based priorities and ensure we provided sustained support where it was most needed.	We maintained business continuity while limiting the spread of the coronavirus, adapting to meet evolving public health guidance and best practices. Regional hygiene committees and working groups continued to manage site-specific impacts and provided updates to the corporate COVID-19 Steering Committee.

## Where are we now:

### ***Towards Zero Accidents Update***

In 2020, Agnico Eagle announced our *Towards Zero Accident* initiative – a two-pronged approach focused on understanding and improving safety to create an accident-free environment at all our sites. In 2022, two years after starting this initiative we achieved the lowest global combined accident frequency ever recorded at Agnico Eagle. However, our journey continues as we still had 151 incidents resulting in injury including one fatality.

We continued to promote our *Boots in the Field program*, increasing site management presence in the workplace and including several corporate visits to the operations. Emphasis was placed upon learning from significant incidents along with the promotion of leading indicators

and adding training opportunities. Our new colleagues from Australia and Ontario joined this initiative, taking the time to learn and share best practices across the new organization.

We will continue to advance our *Towards Zero Accidents* initiative in the coming years by auditing the use of the Formula of Supervision and providing additional training. We will also measure leading indicators, optimize and share best practices with effective health & safety technologies, find additional ways to incorporate employee feedback, and address root causes to reduce the number of significant incidents.

### Focus Areas



Leadership,  
Culture and  
Vision



Training



Communication



Risk  
Assessment



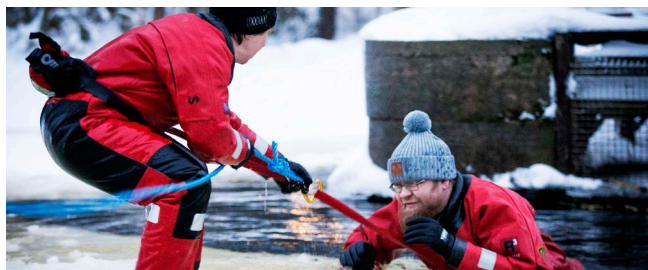
Health  
Awareness



Technology,  
Innovation



Contractor  
Management



Safety on ice training, Kittilä mine (Lapland, Finland).

## Health, Safety and Security Initiatives and Training

We have strong health and safety training programs at all our operations, and we harness interactive technology to provide online training modules, analyze employee training needs and maintain up-to-date training records.

Examples of initiatives and programs include:

- The *Key to Your Safety is YOU* awareness program promoting positive safety behaviours;
- Incident investigation training for *Occupational Health and Safety Committee* members and supervisors;
- Specific risk analyses to assess changes and ensure safe adoption of new technology;
- Collaboration programs with contractors to ensure they meet our operational health and safety expectations;
- Piloting use of wearable technology for the prevention of injuries;
- Use of remote and automated equipment to conduct work at a distance and reduce exposure to risks;
- Use of mobile applications for real-time incident reporting; and
- Specific training on managing hazardous waste in emergencies

In 2023, we will continue to develop solutions that deliver an even safer workplace for our employees. Implementation of a common investigation tool will ensure the same investigation process is followed at all sites while ensuring the use of best practices, that the necessary training and support is in place, that lessons learned are shared and that corrective actions throughout the company are implemented more effectively.

### Analyst Corner

GRI 403-5, 403-6, SASB EM-MM 210b.1



## Innovation Flies High – and Low – At Agnico Eagle

How underground drones and other technology are keeping mines safe, healthy, and more efficient

Exploration has long been the lifeblood of Agnico Eagle's success, with teams of geologists searching above and below ground for the next major mineral deposit.

That lifeblood now includes technology, with teams of software engineers, computer scientists and Information Technology experts exploring new frontiers to help shape the future of our company.

Nancy Guay, Agnico Eagle's Vice-President of Technology, Optimization & Innovation says, "Innovation is key to maintaining our reputation for sustainability and operational excellence, as well as our competitive advantage. We are leveraging advanced technology to improve underground safety and efficiency, reduce our carbon footprint and provide a healthier work environment for our employees."

Agnico Eagle's Technology and Innovation team is continuously testing new technology – including underground drones as well as augmented and virtual reality – to demonstrate its feasibility in a mining environment.

### Flying drones underground

Our LaRonde mine in Quebec is already using drones underground to conduct detailed 3-D surveys that create incredibly accurate maps of the mine's stopes and galleries.

Drones fly through these stopes and galleries using LiDAR technology (Light Detection and Ranging), a remote sensing technology that uses rapid laser pulses to precisely measure variable distances to the terrain.





## Health and Wellness

Physical and mental well-being are key to healthy and safe workplaces. Our operations provide mental health awareness training to leaders and employees so they are not only aware of warning signs in others, but also themselves.

We encourage employees to lead active healthy lifestyles. Our operations and offices offer a variety of initiatives and programs, such as on-site gyms, nutritional awareness, and group exercise programs to support and engage employees. For example, in 2022, Fosterville implemented a *Healthy Lifestyle Program* for all personnel, including contractors. Training and education included nutrition and sleep (fatigue) training, pre-work stretches and a sun smart program.

### Did you know?

#### 'RUOK?' Day

Fosterville mine employees raised a flag on September 8 to commemorate 'RUOK?' day, paying tribute to everyone at work and in the community who are working to reduce the stigma around mental health. 'RUOK?' is a harm prevention non-profit organization encouraging people to connect meaningfully with family, friends and colleagues and lend support to those who are struggling with mental health issues. Fosterville also sponsored and helped raise additional funds for Lifeline Central Victoria and Mallee's *Hello For Hope Week* which ran from September 5-10. Lifeline Central Victoria & Mallee provides telephone crisis support service, answering calls from individuals experiencing immediate crisis, including thoughts of suicide.



## Global Safety Performance

Despite our generally strong health and safety performance, we experienced the tragic loss of a contractor at our Taylor Mine site, in Ontario, Canada.

The incident, which occurred in February, was thoroughly investigated by the authorities in addition to our internal teams. Additional safety measures have been implemented and further actions to reduce risks and strengthen existing safety and training practices are ongoing.

### Analyst Corner

GRI 403-9, SASB EM-MM 320a.1



Table 2.

**Work-Related Fatal Injuries**

	2019	2020	2021	2022
Fatalities	0	0	1	1

Overall, during 2022, 100 people from Agnico Eagle operations experienced a workplace accident which kept them from performing their regular duties or coming to work the next day and an additional 50 required medical aid (see Figure 3). All operations continue to work on providing employees with an accident-free work environment and, to that end, have detailed action plans in place with the goal of mitigating risks and preventing workplace accidents.

Agnico Eagle's global combined lost-time accident and restricted work frequency improved to 3.22 in 2022, down from our previous year's frequency of 4.08 and under the Company's target for the year of 4.45. The Company also improved its combined total recordable injury frequency (see Figure 2). Detailed performance results including contractor, employee, and combined frequency rates are available in the ESG data tables on our [website](#). The specific contributing factors for accidents vary across the organization. Teams are working very hard to adapt practices and put action plans in place to meet our collective goal of zero accidents.

In 2022, 175 significant incidents occurred across our organization. A significant incident is an incident that, in a reasonable scenario, has a risk or potential risks that would be classified as high or very high. This includes risky situation, fire, incident material, injury or near miss. These incidents were thoroughly investigated to identify corrective actions to minimize the likelihood of a similar event reoccurring.

We continue to emphasize the importance of near-miss reporting at all of our operations. Near-misses give us the opportunity to be proactive and address a health or safety-related event without having injuries, damage to equipment, fires or spills to the environment. Managing these near-misses correctly, conducting proper investigations and analyses, and ultimately making solid recommendations can prevent a similar event from occurring.

Figure 2.

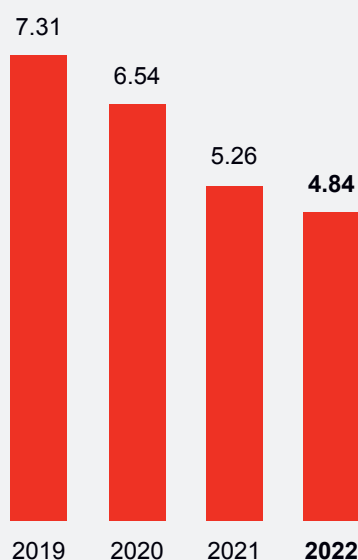
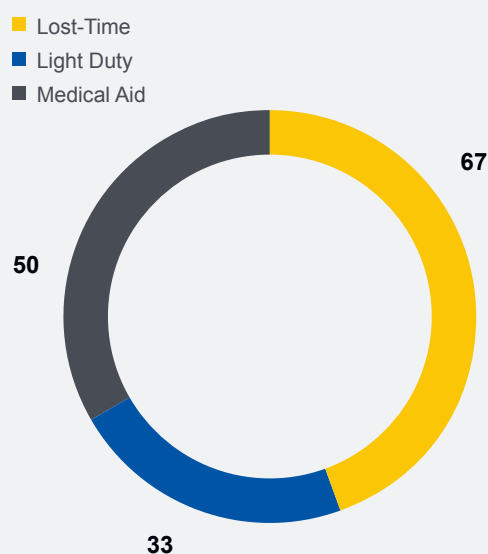
**2022 Total Recordable Frequency per One Million Hours Worked<sup>1</sup>**

Figure 3.

**2022 Total Health & Safety Incidents Resulting in Injury by Type<sup>1</sup>**

<sup>1</sup> Safety statistics include both employees and contractors at all our locations. Total recordable frequency excludes Legacy Kirkland Lake Gold sites for 2019-2021. Total Recordable Frequency includes lost-time injuries, light duty, and medical aids over 1,000,000 hours worked. A lost-time injury is an injury that results in one or more days/shifts away from work, excluding the day of the incident. Light duty is an injury that results in the person not being physically or mentally able to perform all of their normal duties. A medical aid is an injury that requires 'medical treatment' by a medical practitioner working in a medical facility but does not result in any lost or restricted days/shifts.



# Environmental Stewardship

## 2022 Key Highlights

**1.2M**

Total tonnes CO<sub>2</sub>e produced by  
our operations (Scope 1 & 2)

**44%**

Electricity consumed  
from renewable sources

**78%**

recycled

**9.35Mm<sup>3</sup>**

Freshwater withdrawn for use

### In this Section

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- 59 Tailings and Waste Management
- 62 Environmental Research & Development
- 63 Environmental Compliance
- 64 Air Quality, Noise and Vibration
- 64 Integrated Closure
- 66 Biodiversity & Natural Capital



Our efforts focus on minimizing our environmental footprint by preventing or limiting emissions and reducing waste. Each of our operations is responsible to identify, analyze and manage environmental risks while working in a transparent manner with local stakeholders, building a foundation of trust and cooperation.

Mining operations can have direct and indirect impacts on all aspects of the environment including climate, water, air and biodiversity. Risks to water supply, the impact of climate change, wildlife migration and environmental compliance can also directly and indirectly impact our production. Properly managing and mitigating environmental risk is critical to protecting the environment, as well as human health, and thus maintaining the sustainability of our business.

## Awards & Recognition

In 2022, the International Network for Acid Prevention (INAP) awarded Detour Lake Mine with the International Award for the Implementation of Best Practices in the Identification, Planning and Management of Potentially Reactive Geologic Materials at a mine site.



## Our Environmental Commitment

We aim to eliminate, minimize and mitigate impacts of our operations on the environment and maintain its viability and diversity. To achieve this, we intend to:

- Minimize the generation of waste and ensure its proper disposal;
- Minimize risks associated with managing tailings, mine waste and water by employing Best Available/ Applicable Practices (BAP);
- Identify, evaluate, and respond to watershed related risks and opportunities to reduce cumulative impact on other users;
- Implement measures to conserve natural resources including energy and water;
- Implement measures to reduce emissions to air, water and land, and to minimize our footprint including minimizing deforestation;
- Implement measures to reduce our greenhouse gas emissions and address the effects of climate change on our operations;
- Integrate biodiversity conservation and land use planning considerations through all stages of our activities; and
- Rehabilitate sites to ensure long-term physical and chemical stability in a collaborative manner.



# Energy and Climate Change

Agnico Eagle recognizes the important role that industry plays in addressing climate change and is actively working on initiatives to help reduce our carbon footprint and mitigate climate change-related risks, while continuing to grow our operations. Agnico Eagle is committed to achieving Net-Zero emissions by 2050. In 2022, Agnico Eagle accelerated efforts to ensure a climate resilient business by setting an interim reduction target of 30% of absolute Scope 1 and 2 emissions by 2030, completing site specific climate-related physical risk assessments, conducting preliminary scenario planning and publishing our first [Climate Action Report](#).

Agnico Eagle became a formal supporter of the Task Force on Climate-related Financial Disclosures (TCFD) in 2021. We will continue to support TCFD and work to expand the business's resiliency and annual climate-related disclosures. Below is a table outlining a self-assessment of the status of our integrated alignment with the four areas of TCFD.

Recommendation	Recommended Disclosure	Alignment
<b>Governance</b>	Board Oversight	<div><div></div></div>
	Management's Role	<div><div></div></div>
<b>Strategy</b>	Risks and Opportunities	<div><div></div></div>
	Impact on Organization	<div><div></div></div>
	Resilience of Strategy	<div><div></div><div></div></div>
<b>Risk Management</b>	Risk ID and Assessment Processes	<div><div></div></div>
	Risk Management Processes	<div><div></div></div>
	Integration into Overall Risk Management	<div><div></div><div></div></div>
<b>Metrics and Targets</b>	Climate-related Metrics	<div><div></div><div></div></div>
	Scope 1, 2, 3 GHG Emissions	<div><div></div></div>
	Climate-related Targets	<div><div></div><div></div></div>
		Low Moderate High

■ 2021 Assessment

■ 2022 Progress



Heat recovery system at Meliadine mine (Nunavut, Canada).

## Analyst Corner

MT

### Our CDP Climate Change Response

GRI 201-2, 302-1, 302-3, 302-4, 305-1, 305-2, 305-4, SASB EM-MM-110a.1, SASB EM-MM-130a.1

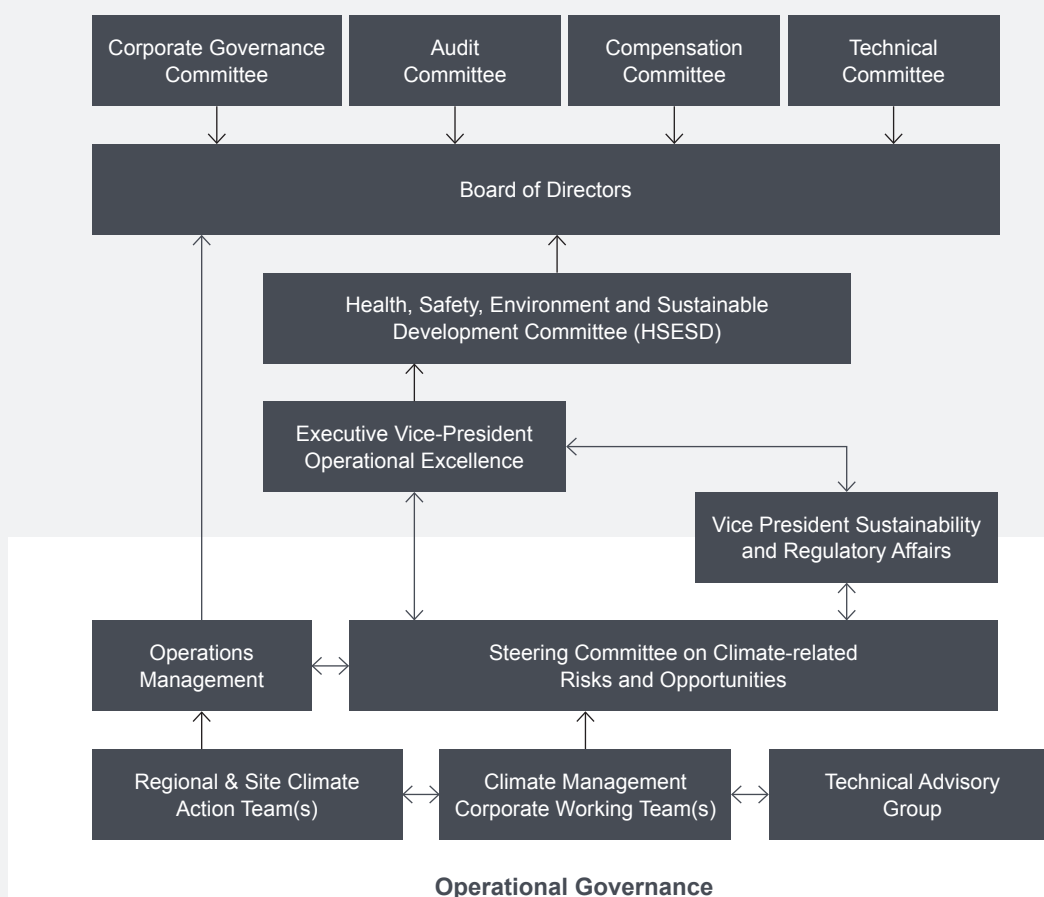
## Governance

Our governance structure creates clear lines of accountability, gives us flexibility to adapt to unforeseen circumstances, and ensures sustainable practices are considered in all aspects of our business. Within this governance structure, accountability for climate-related matters sits at the Board level with the HSESD Committee, at the Executive Level with the Steering Committee on Climate-related Risks and Opportunities and at the site level with Operations Management and Climate Action Teams (see Figure 4).

Each operation is responsible for identifying and implementing energy efficiency and emissions reduction initiatives to align with corporate-level targets and metrics. They are also responsible for identifying, assessing and managing site-level physical and transition risks or opportunities arising from climate change.

Figure 4.

### Climate Action Governance



For more information on executive oversight, board involvement, and other Climate Action teams, please refer to our [2022 Climate Action Report](#).



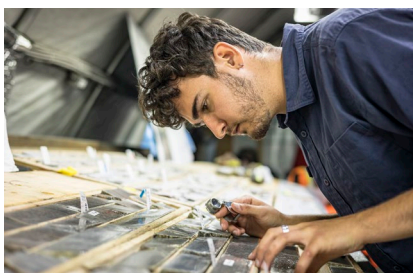
## Strategy

Agnico Eagle's ability to consistently execute our business strategy provides the foundation upon which we aim to respond to the various climate-related risks and opportunities that could occur. In 2017, we released our first *Energy and Greenhouse Gas Management Strategy*, which outlined our commitment to implement sustainable energy cost and efficiency improvements, reduce our carbon footprint, and include climate adaptation measures into all aspects of our operations. We rely on our three pillars – Performance, Pipeline and People – to build on this strategy and form the basis of Agnico Eagle's approach.



### Performance

- Maintain our position among the lowest GHG emission senior gold producers, backed by the strong technical expertise required to achieve sustainable energy efficiency improvements and successfully manage large, complex projects.
- Optimize energy use, deploy clean energy solutions at the mine sites, and shift to renewable energy sources.



### Pipeline

- Maintain our reputation for being a transparent operator active in politically stable jurisdictions based on a regional platform model for developing projects.
- Build our pipeline in a manner that aligns with our climate strategy.



### People

- Leverage the skills and experience of our employees.
- Leverage our relationships and partnerships with governments, peers and communities to support transition initiatives and advocate for clean power.
- Develop key partnerships with governments and along the value chain to develop strategic ideas that have benefits beyond our organization.

## Risk Management

At Agnico Eagle, our goal is to ensure our portfolio delivers on expectations and lowers operational risk. To achieve this, we identify, assess and manage risks using our RMMS (see page 63). In 2022, we continued our efforts to identify and assess our climate-related risks and opportunities. Our site-based Climate Action Teams participated in climate risk assessment workshops. With the assistance of independent specialist consultants, each site assessed its forward-looking climate-related physical risks and discussed potential consequences and mitigation measures. We will be using site climate risk assessments to develop strategies to harden our sites to climate change, as well as to expand our engagement with employees and communities about climate-related issues.

For more information on our approach to climate-related risk management, please refer to our [2022 Climate Action Report](#).







## Metrics & Targets

Metrics and targets help define our efforts to execute our three-pillar climate strategy and help manage our operations to achieve Net-Zero emissions by 2050. These targets are driven by both risks and opportunities related to climate change and will help shape the future of our business. Our progress is in direct alignment with TCFD recommendations. Our approach to addressing climate change has accelerated in recent years in keeping with the scale and urgency of the issue. In 2022, we set an interim target of a 30% reduction in absolute Scope 1 and Scope 2 emissions by 2030 (based on 2021 levels) and are working diligently on meeting or exceeding that.

We have reported annually on key environmental and corporate social responsibility performance metrics since 2009. Since then, we have increasingly provided data related to GHG emissions, energy use, initiatives to transition to net-zero, and risk management, among other performance indicators. To manage climate risks and opportunities, our primary metrics are GHG intensity per ounce of gold produced, total Scope 1, 2 and 3 GHG emissions, and energy consumption and composition including energy use from non-carbon-emitting sources.

Figure 5.

### Total GHG Emissions (CO<sub>2</sub>e Scope 1 and 2) and Emission Intensity (tonnes of CO<sub>2</sub>e by gold oz)

- Agnico Eagle total emissions (tonnes CO<sub>2</sub>e)
- Agnico Eagle GHG intensity (tonnes CO<sub>2</sub>e/gold oz)

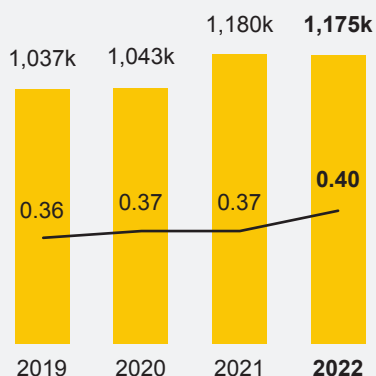
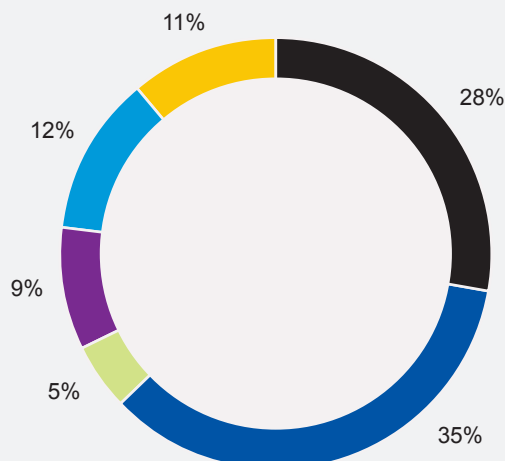


Figure 6.

### 2022 Proportion of Agnico Eagle Total GHG Emissions (Scope 1 and 2) by Region

- Ontario
- Nunavut
- Quebec
- Finland
- Australia
- Mexico



## Climate Targets

# 30%

Agnico Eagle has set an interim target to reduce absolute Scope 1 and 2 carbon emissions by 30% by 2030 (from a 2021 baseline)

# Net-Zero

Goal of achieving Net-Zero Scope 1 and 2 carbon emissions by 2050

## GHG Emissions and Intensity Performance

For direct (Scope 1) and indirect (Scope 2) GHG emissions, we measure our performance on a monthly basis internally, and report on an annual basis externally, using both absolute tonnes of GHG (CO<sub>2</sub>e) and GHG production intensity. Energy usage and intensity for fuel and electricity consumption is monitored systematically. GHG emissions are calculated in line with GHG Protocol Standards across the Company and Scope 1 GHG emissions for Nunavut, Quebec and Ontario are reported to regulatory authorities for carbon pricing programs that require independent verification by a qualified third party. For Scope 3 emissions, we report an estimate annually using incurred expenses and industry averages.

### Total GHG Emissions

As shown in the Total GHG Emissions Figure 5, direct (Scope 1) and indirect (Scope 2) GHG emissions decreased from previous years for a total amount of 1,175k tonnes of CO<sub>2</sub>e in 2022. This is mostly attributed to a decrease in production at our Hope Bay, Fosterville and Pinos Altos operations.

Our largest source of direct GHG emissions is diesel fuel consumption for mobile equipment and electricity generation, while most Scope 2 emissions come from the purchase of electricity in Mexico, Finland and Australia where a significant proportion of the grid is powered by non-renewable electricity. Our average GHG emissions intensity (tonnes of CO<sub>2</sub> per oz of gold produced) has increased slightly over the last few years with a GHG intensity of 0.40 tonnes of CO<sub>2</sub>e per oz of gold produced in 2022.

Total 2022 Scope 3 GHG emissions are estimated at approximately 2.17 million tonnes of CO<sub>2</sub>e. Most of these emissions (68%) come from the purchase of standard goods and services from carbon intensive industries such as chemicals, mining services and construction.

Agnico Eagle is among the leaders in GHG emissions performance. In 2022, nine of our 10 operations outperformed the industry average<sup>1</sup> for GHG emissions intensity per gold oz produced, which allows Agnico Eagle to have one of the lowest GHG emission intensities of any senior gold producer.

Figure 7.

### 2022 Proportion of Direct and Indirect GHG Emission

■ Scope 1 ■ Scope 2

■ Goods & Services ■ Capital Goods ■ Fuel, Energy and Waste  
■ Transportation, Travel & Commuting ■ Other Downstream ■ CMC

Scope 1 & 2



Scope 3



<sup>1</sup> Industry average of 0.697 tCO<sub>2</sub>e for Scope 1 and 2 emissions per oz of gold produced, as per S&P Global Market Intelligence 2021.



## Working together for a zero-emission future



Illustration by Brenna Quinlan/Greater Bendigo Climate Collaboration initiative (City of Greater Bendigo, Australia).

A unique collaboration between businesses, households, schools, and community organizations is helping the City of Greater Bendigo work toward zero carbon emissions by 2030.

As part of our Community Partnership Program, Agnico Eagle is supporting the Greater Bendigo Climate Collaboration (GBCC) project which is dedicated to taking three years of climate change action and put the city on the path to clean energy.

In August, the GBCC held its first major event – a *100% Renewable Energy Community Climate Forum*, which examined how the city can move to 100% clean energy by 2030.

Aiming for community-owned energy, Dr. Jarra Hicks, an expert on community-owned renewable energy projects said, “It’s time for some strategic thinking about keeping your energy dollars local. Every year Bendigo spends about \$60 to \$80 million on electricity bills. What if that could be retained here?”

The Bendigo Sustainability Group highlighted the many renewable energy projects it has already implemented and invited people to join the Group as it focuses on its next projects.

A highly engaged audience of over 60 people had their home energy questions answered by experts and discussed how to get involved in community energy projects, including energy efficiency in low-income housing, rooftop solar projects, and even the possibility of a community-owned solar farm.

## Energy Consumption

We use a variety of energy sources including electricity, diesel, gasoline, propane, and natural gas for our operations. Purchased electricity and diesel are the most significant. Most of our electricity comes from non-renewable resources. The sources of electricity vary considerably depending on the location of our operations with some of our more remote operations powered by onsite diesel generators, while our Quebec and Ontario operations benefit from connection to a low emission public grid powered almost entirely by hydroelectricity for Quebec and hydroelectricity and nuclear for Ontario.

Figure 8.

### 2022 Electricity by Type

- Renewable electricity purchased from grid
- Non-renewable electricity purchased from grid
- Non-renewable electricity generated on site

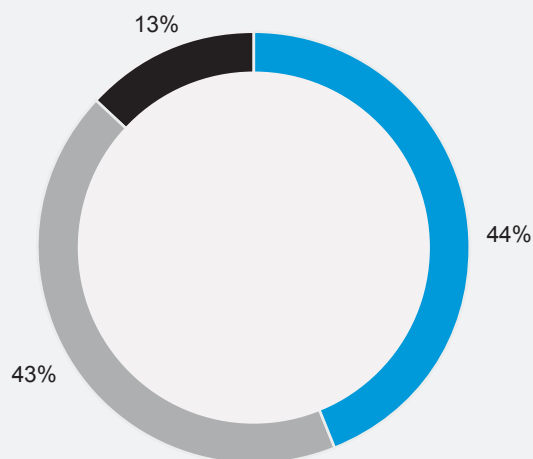
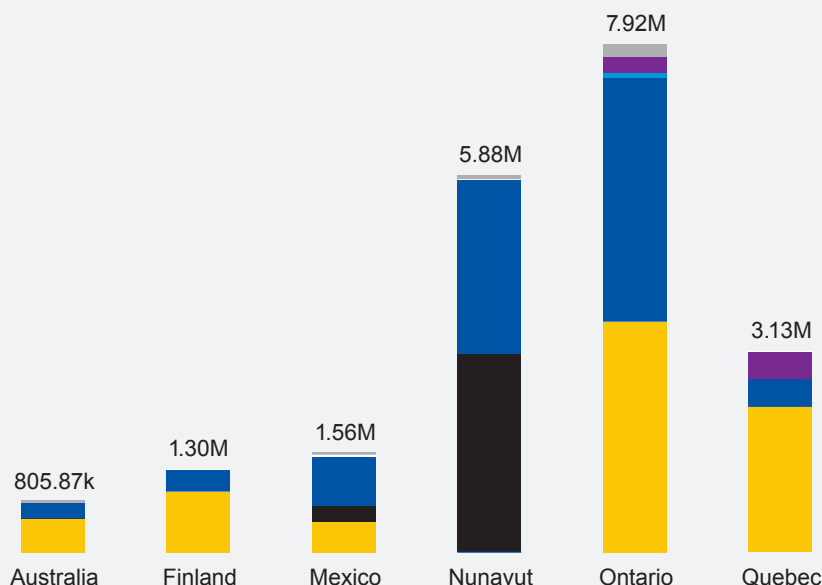


Figure 9.

### 2022 Energy Consumption by Type (GJ)

- Electricity
- Diesel for Electricity Generation
- Diesel
- Gasoline and Light Fuel
- Natural Gas
- Other





## Mitigation and Adaptation

One of the most important challenges our industry faces is increasing energy intensity. Ore grades are declining, and orebodies are getting deeper and more challenging to mine and are in more remote areas resulting in more energy being required to produce the same amount of gold. One example is the increased hauling distance at our Meadowbank Complex. The continued need for diesel power generation at our sites in Nunavut and Mexico, and the current composition of the Victorian grid in Australia makes us, in the short term, more dependent on carbon intense energy sources in these regions for continued operations.

Increasing the proportion of non-carbon-emitting sources is critical for Agnico Eagle to meet our long-term energy and GHG objectives. We believe that by working closely with local businesses, communities, and governments we can find solutions that not only reduce our carbon footprint but provide emission reductions for the region, while creating economic benefits.

We will prioritize our emissions reduction investments in the hierarchy that follows:

**Decarbonize:** Find solutions to reduce carbon emissions at our locations that balance our climate ambitions with our financial framework.

**Includes:** Electrification, operational efficiency

**Innovate:** Invest in innovative solutions that will scale and increasingly reduce our emissions over time and reduce our reliance on offsets.

**Includes:** Renewable fuels, grid shift, future technologies

**Offset:** Invest in offsets for any emissions that can't be reduced directly through low-carbon solutions that are high quality and deliver community co-benefits.

**Includes:** Carbon offset sourcing strategy focused on locally meaningful action alongside high-integrity credits.

Figure 10.

### Our Operations: GHG Reduction Initiatives

Energy Efficiency	Improved Heat Recovery	Water System Optimization	LED Lamps and Solar Cells
	<b>7,000 tonnes</b> Estimated CO <sub>2</sub> e saved per year	<b>5,400 tonnes</b> Estimated CO <sub>2</sub> e saved per year	<b>100 tonnes</b> Estimated CO <sub>2</sub> e saved per year
	Meadowbank Complex, Meliadine Mine, Kittilä Mine and LaRonde Complex	Kittilä Mine, Detour Lake Mine	Pinos Altos Complex
Electrification and Fuel Switching	Battery Electric Vehicles	Railveyor™ TrulyAutonomous System	Electric Car Charging
	<b>27 vehicles</b> Current BEV Fleet size	<b>7,900 tonnes</b> Estimated CO <sub>2</sub> e saved per year	<b>40+ Stations</b> Total stations across all locations
	LaRonde Complex, Goldex Mine, Kittilä Mine, Detour Lake Mine, Macassa Mine and Fosterville Mine	Goldex Mine	LaRonde Complex, Macassa Mine, Goldex Mine, Rouyn-Noranda and Toronto offices
Waste Reduction and Circularity	Biodiesel and Waste to Fuel	Tire Longevity Program	Energy and Waste Reduction Programs Implemented in 2022
	<b>1,200 tonnes</b> Estimated CO <sub>2</sub> e saved in 2022	<b>2,520 tonnes</b> Estimated CO <sub>2</sub> e saved in 2022	<b>7,600 tonnes</b> Estimated CO <sub>2</sub> e saved in 2022
	Meliadine Mine, Macassa Mine	Detour Lake Mine	Meadowbank Complex, Kittilä Mine, Meliadine Mine and LaRonde Complex
Renewable Energy Projects	Passive Solar Wall	Solar Power Purchase Agreement	Community Partnership Program
	LaRonde Complex	Pinos Altos Complex	Fosterville Mine

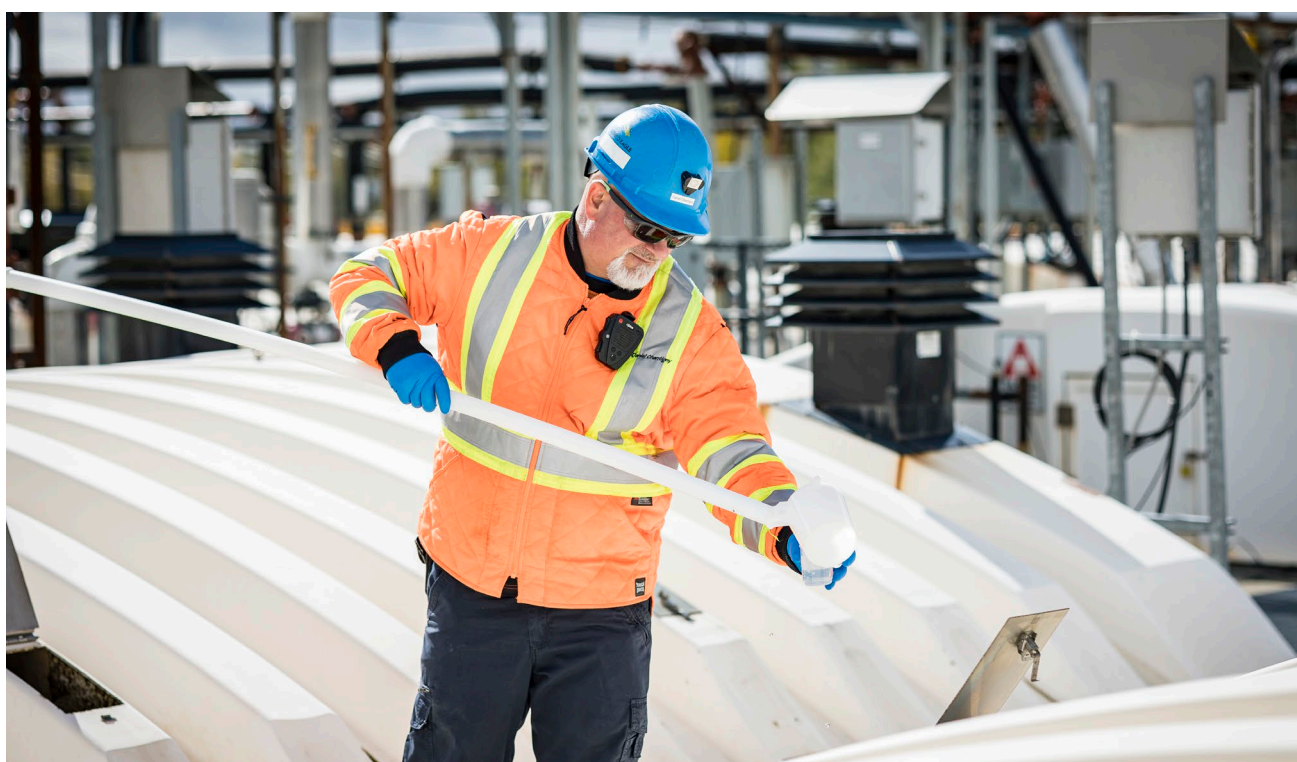
# Water Stewardship

Water stewardship includes using water efficiently, maintaining water quality and engaging with communities to collaboratively manage shared water resources through the mining life cycle. Water is an important interface between our operations, and our stakeholders, including various regulatory agencies, surrounding communities, environmental protection organizations, and the public in general. Through these

interactions, we can demonstrate how we sustainably manage resources by committing to responsible water use and protection of water quality.

## Analyst Corner

GRI 303-1, 303-2, 303-3, SASB EM-MM 140a.1



Biological water treatment plant, LaRonde Complex (Quebec, Canada).

## Management Approach

Access to safe water is a fundamental human right and managing and using water responsibly is a critical component of our operations and overall approach to responsible mining. As part of this, we consider water quality and water quantity as indicators of performance and understand that water management strategies at each operation must be tailored to manage potential impacts, risks, opportunities, and efficiencies specific to the operation. Each operation has unique monitoring and treatment requirements, based on their location, the climate, and the on-site processes.

In 2021, Agnico Eagle implemented a *Water Management Policy* and released an updated Corporate Standard for Water Stewardship. The policy emphasizes our commitment to manage water using Best Applicable Practices with the objective to protect public health and safety, minimize harm to our employees and protect the environment. This includes proactive management to reduce socio-economical impacts, engagement with communities of interest, and assessing catchment-level water-related risks and opportunities. The updated Corporate Standard provides guidance and a framework for water management that aligns with TSM's new *Water Stewardship Protocol* and promotes comprehensive and consistent water management practices for governance, modelling, infrastructure design and construction and monitoring. The Corporate Standard is intended to apply across the organization. In 2022, we continued implementation of the Water Management Corporate Standard across Agnico Eagle sites.

Figure 11.

**Water Balance (million m<sup>3</sup>)****Operational water withdrawal**

All water that enters the operational water system used to supply the operational water demand.

**Freshwater water**

Water with high socio-environmental value. Water has multiple potential beneficial uses and/or receptors, including water supply for drinking, agriculture, food production, amenity value, industrial uses and ecosystem function.

**Low value water**

Water of poorer quality that may restrict potential suitability for use by a wide range of other users/receptors, excluding potential industrial use and adapted ecosystem function.

**Other managed water**

Water that is managed by the operation but is not used to supply the operational water demand includes dewatering of surface operations and underground, and water collected from runoff.

**Total water consumed**

Water that is removed by evaporation or other losses, or is retained on-site and is not released back to the environment during the reporting year.

**Third-party water**

Water provided by, or to, an entity that is external to the site or company. This includes water received from municipal services and water discharged to reclaimed sites not owned or operated by the Company.

**Water Use**

We prioritize the conservation of freshwater by minimizing water usage, and maximizing recycling and reuse as much possible. Figure 11 provides a high-level summary of our global water balance including the different sources of water used and managed at our facilities while Figures 12 and 13 present historical freshwater withdrawn for operational demands and water recycled for Agnico Eagle. For facility-level results consult our [ESG workbook](#).

Natural water inflows and surface water accumulation from precipitation and runoff occurring at our Ontario, Quebec, Nunavut, and Finland operations represents approximately 90% of the water managed by the Company. In the regions where we operate in Mexico and Australia water is more scarce. According to the WRI Water Risk Aqueduct Tool, the Pinos Altos Complex and Fosterville Mine are classified as having high or

extremely high baseline water stress. Although identified as a region of water stress by WRI, annual average precipitation at Pinos Altos is comparable to Quebec and the mine is not identified internally as being at high risk of water scarcity or impacting local communities' water supply. La India Mine, which is also in Mexico, is outside of the regions identified by WRI as having high baseline water stress however internally, it is recognized as water stressed due to limited water availability in the area. Operations in these regions have initiatives in place to optimize water collection and consumption including rainwater collection systems and water recycling programs for example Fosterville Mine uses Class B recycled water from the Coliban Water's Waste Water Treatment Plant for makeup water, which is used to supplement the lack of water during low-precipitation periods of the year.



## 2022 Key Water Stewardship Activities

- Meliadine began secondary treatment of saline water using a Reverse Osmosis Treatment Plan.
- Hope Bay segregates saline and freshwater allowing the site to meet the new regulatory requirements and continue to successfully discharge to the ocean.
- At Hope Bay, increased underground grouting has led to less infiltration into the mine workings reducing groundwater pumped.
- At Pinos Altos, re-routing of runoff water underground has significantly reduced water consumption of the underground mine operations.
- At Kittilä, a Nitrogen Removal plant was commissioned in 2022 allowing the site to meet a more stringent annual nitrogen loading limit in the receiving environment.

Figure 12.

### Total Freshwater Withdrawn for Use (m<sup>3</sup>) and Freshwater for Use Intensity (m<sup>3</sup>/gold oz)

(m<sup>3</sup>/gold oz)

- Total freshwater withdrawn for use (m<sup>3</sup>)
- Total freshwater withdrawn for use intensity (m<sup>3</sup>/gold oz)

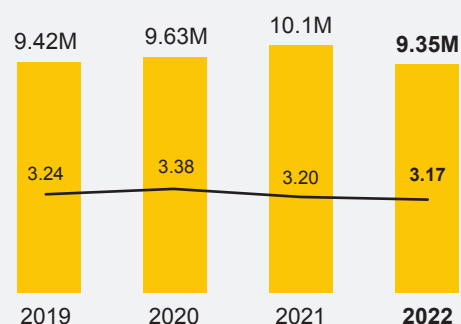


Figure 13.

### Percent Water Recycled



## Tailings and Waste Management

The health and safety of our people, communities and the environment are a top priority of Agnico Eagle's critical infrastructure management programs. As such, our management systems are based on a commitment to safety and technical rigour at all stages of the mine life cycle – design, construction, operation, closure and post-closure. We recognize gold mining by its nature generates large volumes of waste rock and tailings.

We monitor waste segregation and rock usage and are always pursuing opportunities to optimize use while meeting environmental protection requirements.

### Analyst Corner

GRI 306-2

SASB EM-MM-150a. 1 &amp; SASB EM-MM-150a.2



## Tailings Storage Facilities

Agnico Eagle has internal guidelines that govern management of our Tailings Storage Facilities (TSFs) to ensure, whether operating or closed, we meet, or exceed regulatory requirements.

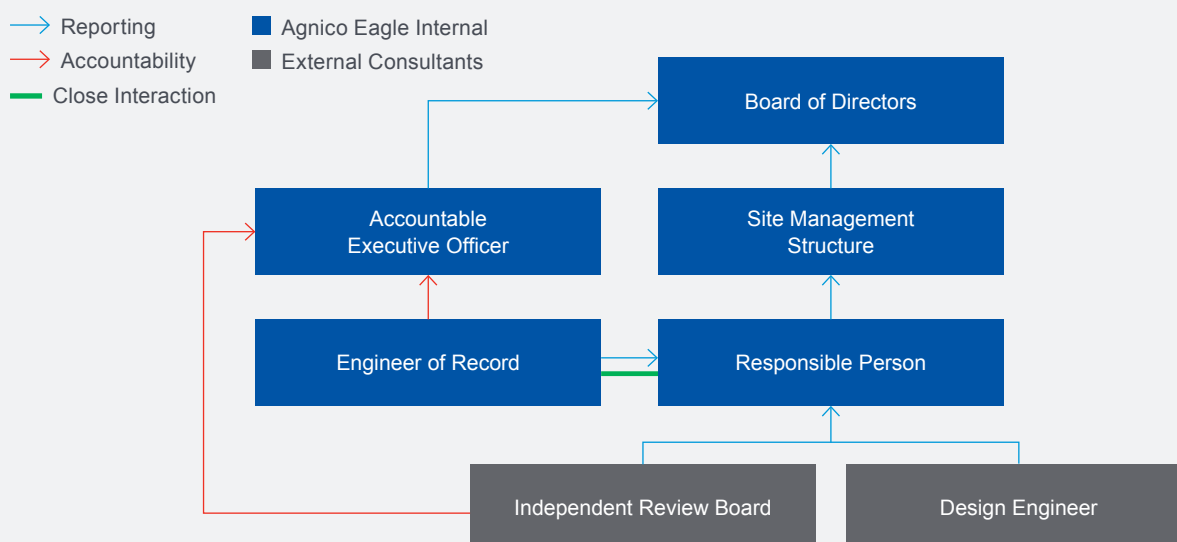
We are committed to the safe and responsible management of our TSFs and to continually improving the management of our facilities through developing and incorporating best practices. Our Accountable Executive Officer (AEO) reports yearly to our Board of Directors on the compliance of TSFs to regulatory requirements and guidelines; as well as on whether all operations have the resources to continue to meet or exceed these standards. Independent Review Boards (IRB), composed of highly reputable and competent individuals with tailings management expertise, are in place at most Agnico Eagle operations. Responsible Persons and Engineers of Record are assigned for all Agnico Eagle operating sites.

We recognize the important role of both of our in-house and external experts and the competence they bring to this critical work. Following the merger with Kirkland Lake Gold, we worked to align the sites existing tailings management governance model with Agnico Eagle's governance structure including extending Agnico Eagle's IRB model. Significant progress was made in 2022, and we will continue this work in 2023.

Our [2023 Tailings Summary Report](#) includes an updated quantitative risk assessment of our different infrastructures for Agnico Eagle properties as of January 1st, 2023.

Figure 14.

### Governance Structure for Critical Infrastructure at Agnico Eagle<sup>1</sup>



<sup>1</sup> Governance structure only applies to Agnico Eagle operated sites prior to the merger with Kirkland Lake Gold. Implementation of the structure for Macassa, Detour Lake, Fosterville, and other former Kirkland Lake Gold assets is underway.



## Waste and Materials Management

Rockfill Storage Facilities are included in the scope of our governance model for Critical Infrastructure to ensure sites construct, operate, and close them in a safe and robust manner.

Procedures are in place at all operations to ensure the safe management of cyanide, leach solutions and cyanide-processed tailings. The International Cyanide Management Code (ICMC) defines industry best practices, as identified by a multi-stakeholder Steering Committee under the United Nations Environmental Program guidance and the former International Council on Metals and the Environment. The Detour Lake, Kittilä and La India mines, as well as the Pinos Altos and Meadowbank complexes, are certified as compliant with the ICMC. Meliadine Mine and LaRonde Complex were audited at the end of 2022 and early 2023 respectively, and are awaiting certification. Fosterville and Macassa mines are aligned with ICMC standards of practice for cyanide transport, storage, use and disposal.

In addition to mining and mineral processing by-products, such as tailings and rockfill, our operations generate non-mining waste through routine mine operations and domestic use by the workforce that requires proper end-of-life management. Hazardous wastes (such as used oils, batteries and reagents packaging) and non-hazardous waste (such as food waste, recyclables and construction materials) are disposed of off-site by licensed waste management companies or landfilled or composted or incinerated in onsite facilities. All waste disposal and recycling programs are compliant with local regulations.

Detailed information on waste and tailings metrics can be found on our website in our [ESG Workbook](#).

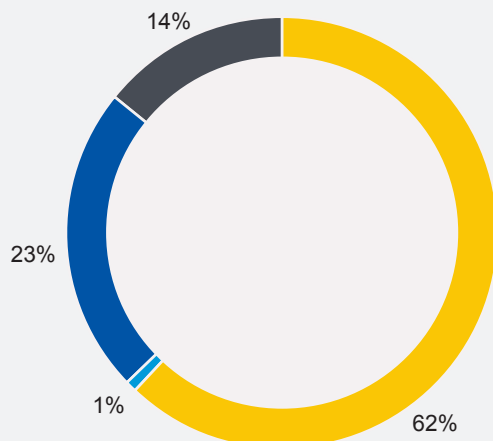
Many sites have implemented programs to reduce waste and increase recycling and composting on site. In 2022, Creston Mascota adopted a composting program using worms to eliminate organic waste from dining areas at camp. Up to 20 liters of vermicompost leachate is produced per month, which is used to improve surfaces lacking nutrients prior to revegetation. Meadowbank has been operating its composter at maximum capacity throughout 2022 thereby reducing the need for incineration and positively impacting overall GHG emissions for the site. Hope Bay is completing the permitting process for a composter for use in the later part of 2023.

We also work in collaboration with local communities to support waste management and reduction initiatives. In Mexico, cleaning campaigns in the Cascada de Basaseachi river were established in cooperation with more than 60 people from the local communities. In total, more than 1,000 kg of waste was collected to be appropriately disposed of in the sanitary landfill of the Pinos Altos unit.

Figure 15.

### Non-Mineral Waste Generated

- Domestic waste sent to landfill
- Domestic waste incinerated
- Domestic waste recycled
- Total hazardous non-mineral waste generated



Incinerator at Meliadine Mine (Nunavut, Canada).



### Did you know?

Artificial Intelligence (AI) has the potential to be used to better inform waste rock management practices. Ehsan Vosoughi, a post-doc intern with Agnico Eagle, is working on developing Artificial Intelligence (AI) tools to predict geoenvironmental parameters, such as the acid-generating and metal leaching potentials from core scanning data. The results of this research will have major benefits on Agnico's waste management strategies and will allow for improved risk evaluation as early as the exploration phase.

## Environmental Research & Development

Agnico Eagle works with universities and research groups in the regions where we operate to develop environmentally friendly, innovative and practical solutions for the entire life cycle of a mine. Much of this work is accomplished by students thus training highly qualified personnel who represent the workforce of tomorrow. Agnico Eagle is working to actively collaborate with research partners because we believe that building a sustainable future for all requires robust, effective collaboration that maximizes partnership impact.

The environmental research and development group facilitates interactions between sites and research centres and coordinators to focus R&D on environmentally responsible resource extraction. Current projects include:

- Critical infrastructure reclamation in northern climates;
- A partnership with Research Institute in Mine and Environment (RIME) UQAT Polytechnique;
- Partnering in the NSERC-UQAT Industrial Research chair on Northern Biodiversity in a Mining Context;
- A project dedicated to developing an integrated system for monitoring biodiversity changes with the University of Sherbrooke and several industry and government partners;
- An Industrial Research chair with University of Toronto on mine water treatment with freezing technology;
- Tailings and waste rock vegetation program with the University of Waterloo;
- A lichen and soil biological crust restoration project with the University of Guelph; and
- An engagement with Mikro-Tek on a trial that focuses on using mycorrhizal fungi to help improve seedling survival.

### Key Research Areas

Restoration and Closure	Characterization and treatment of contaminants in mine effluents	Revegetation	Valorization of tailings and waste	Integration of climate change into mine design
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# Environmental Compliance

Environmental impacts are managed through our Risk Management and Monitoring System (RMMS). Activities that can have environmental impacts are identified and assessed; while relevant control measures are implemented, maintained and verified. Emergency response plans are also developed and tested. Every mine and exploration project reports environmental incidents.

Each operation has a dedicated environmental department that ensures environmental impacts and incidents are managed according to the approved and applicable procedure. Incidents are categorized (e.g., spill, dust exceedance, etc.) and evaluated in terms of consequence and probability, according to a 5x5 matrix (see Figure 16). The consequence, from negligible to extreme/critical, is defined by looking at the severity of impacts on the ecosystem, land use, water, and evaluating the cost of remediation and legal aspects. Agnico Eagle considers any incident with a consequence of 4 or higher as significant. Based on our incident consequence criteria there were no significant incidents at our operations in 2022.

However, there were two instances of non-compliance resulting in regulatory notice or infraction across the Company. A warning letter was received at Meliadine Mine from Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) for a violation of the *Fisheries Act* related to drilling on ice activities in 2022, during which repeated deposits of waste on a frozen lake surface occurred. A *drilling on ice action plan* was developed by the Company to reduce the likelihood of spills related to drilling on ice activities and presented to Environment and Climate Change Canada (ECCC) and CIRNAC in October 2022. Macassa Mine received a Notice of Violation at the end of October 2022 for not having mine dewatering listed as a source in their Environmental Compliance Approval Industrial Sewage Works. Non-compliance incidents are investigated and mitigation measures implemented to manage any impacts if they occurred and address root causes.

## Analyst Corner

GRI 306-3, 2-27, SASB EM-MM 160a.1



Figure 16.

## Consequence and Probability Matrix

Consequence	Probability				
	Very Low 1	Low 2	Moderate 3	High 4	Very High 5
Extreme/Critical 5	Medium	Medium	High	Very High	Very High
Major 4	Low	Medium	High	Very High	Very High
Moderate 3	Low	Medium	Medium	High	High
Minor 2	Low	Low	Medium	Medium	Medium
Negligible 1	Low	Low	Low	Low	Medium

Low
  Medium
  High
  Very High

## Air Quality, Noise and Vibration

Active management of air quality, noise and vibration is important to mitigate potential impacts on communities and the environment. As part of our environmental management system, several of our sites are equipped with devices to monitor levels of dust, noise and vibration in accordance with regulatory requirements.

We work to incorporate mitigation measures and consider air quality, noise and vibration impacts in our design and expansion activities. We monitor our activities to minimize impacts on employees and, where applicable, residents. We are committed to keeping local communities informed about the timing and extent of activities they may perceive (such as blasting). In addition, we keep an active register of complaints from neighbouring communities regarding air, noise and vibration and work with residents to manage impacts.



### Did you know?

### Silence is Golden

Our Goldex Mine located in Val-d'Or, Québec, worked to proactively identify and mitigate possible sources of audible noise to reduce its noise contribution to the surrounding environment and nearby neighbours.

Even though the mine's noise contribution was compliant with regulations, the team significantly reduced acoustic energy from the shaft ventilation fans and the backfill plant's vacuum pump exhaust system by 75% and more than 90% respectively.

Noise from the fans was reduced by applying an acoustic absorbing treatment to the interior walls of the building, absorbing sound before it is transmitted outside the building.

Installation of a new type of muffler, which has a higher sound attenuation performance than the previous one, reduced noise from the vacuum pump exhaust system.

## Integrated Closure

Closure and reclamation are core elements of our business as ore bodies are finite and therefore depleted over time. Mine closure, when well managed, can minimize direct and indirect impacts on ecosystems and society such as environmental contamination, health and safety hazards, and impacts on the livelihoods of local communities. We integrate closure in life of mine planning and engage with stakeholders so that our operations mitigate risks and can leave a lasting positive legacy in the regions where we operate.

Planning early, and updating often, is key to ensuring successful closure. Progressive reclamation and development of the final closure plan is initiated in the early phases of a project, where possible, and undergoes continuous improvement throughout life-of-mine. We engage local communities, governments, and other interested stakeholders often on this subject, and we seek to minimize impacts and maximize benefits whenever possible.

### Learning and Sharing

Sharing lessons learned and best practices in mine closure, remediation, and reclamation is important for the industry to be able to leave a positive legacy after mining ceases. Agnico Eagle is an active participant in many committees related to mine closure including:

- Canadian Land Reclamation Society;
- Ontario Mining Association (Innovation and Mine Closure);
- Environmental Committee of the Québec Mining Association;
- Society for Ecological Restoration;
- International Committee of Mining and Metals;
- Mining Association of Canada (TSM, Mine Closure);
- North American Mine Closure Working Group;
- International Network on Acid Prevention Working Groups;
- United Nations Closure Working Group and Facilitator of Industrial Closure Coursework; and
- University and Research partnerships



All our operations have closure plans that are updated based upon regulatory and site needs. Financial assurance in accordance with applicable laws is held in association with these plans. In 2022, Agnico Eagle updated and finalized its Corporate Standard on Mine Closure. This document provides a framework and direction for Agnico Eagle operations with respect to closure activities.

This Standard is intended to:

- Generate consistency and robustness for closure activities at all Agnico Eagle sites, including projects, operations and closed and legacy sites;
- Minimize potential negative impacts and identify opportunities associated with closure; and
- Provide high-level guidance on closure planning including the preparation of closure plans and calculation and update of closure costs.

Based on industry leading practices, this Standard is built on the principle that planning for mine closure should be an integral part of mine planning, development and operations to reduce closure risks and build upon opportunities. A supporting document, the *Mine Closure Guidelines*, is scheduled to be completed in 2023.

In 2022, we made progress on closure activities at our sites where mining has concluded. Key highlights include:

- **Lapa Mine:** Completed Phase I of landform design and planting. The revegetation at Lapa Mine started in 2020 and will be executed over three years. Relocation of organic material for the entire site was completed in the Winter 2022/2023.
- **Pinos Altos Complex:** Revegetation activities are ongoing at El Castor Rockfill Storage Facility, Red Oak, White Pine and other native seeds are grown in the site's greenhouse. These and other native plants are collected to be planted at the El Castor Rockfill Storage facility.
- **Kirkland Lake East Mines:** This region is comprised of three mines in care and maintenance (Taylor, Holt and Holloway) and three sites currently in closure (Aquarius, Hislop and Kirkland Minerals). Work is ongoing to complete risk assessments and progressive reclamation plans.

- **LaRonde:** The closure plan for LaRonde and Bousquet 2 was accepted in 2022. The chosen approach for the tailing storage facility cover is a geomembrane to limit water infiltration. The closure plan for Bousquet 1 (LZ5) was updated and submitted to MENR in Q4 2022. Research for tailings storage facilities revegetation over a geomembrane cover is ongoing.
- **Meadowbank:** A number of closure studies were initiated in 2022 and are continuing in 2023. The main studies include updating of the TFS and Waste Rock Storage Facilities (WRSFs) cover landform design, the in-pit water management strategy and in pit tailings cover. Progressive closure of the WRSFs on completed areas continues, and opportunities for additional progressive closure activities during the remaining life of mine are being explored.
- **Detour Lake Mine:** Detour continued progressive reclamation and restoration research for the completed waste rock storage facility areas, including earthworks and revegetation. The mine has developed a 3D immersive virtual model to help local and Indigenous communities visualize what the site will look like at post-closure. In 2022, Detour received the INAP Leading Practice Award which includes geochemical management for closure.
- **Northern Territory, Australia:** Reclamation of a 100-year-old mining camp is underway. Acid generating waste rock was excavated and placed into the Cosmo Pit. This waste was layered with non-acid generating waste rock then submerged under 19 metres of water to inhibit acid rock drainage.

Additional information on closure and remediation activities can be found in our CDP Forest Response.



Tree nursery, Pinos Altos Complex (Chihuahua State, northern Mexico).

## Cosmo Howley Rehabilitation Strategy



Cosmo Pit, 2020.

Located just under two hours south-east of Darwin, in the Northern Territory of Australia, is the Cosmo Mine which ceased production in February 2020. Work commenced on the Cosmo Howley rehabilitation strategy in October 2020, under Kirkland Lake Gold ownership, and Agnico Eagle continued implementation of this closure strategy following the merger. Although reclamation is a legislative requirement, the manner it is executed is determined by the company that owns the property. The work at the site aligns with Agnico Eagle's regulatory and risk based approach to remediate land in a manner that allows for future land use when possible.

The Cosmo Howley rehabilitation strategy addresses the complex challenges associated with acid metalliferous drainage (AMD) and is an important project at the forefront of AMD rehabilitation in Australia.

To remediate the acid-generating material and remove it from the landscape, the project has dismantled the Howley and Mottrams waste rock dumps and used the material to backfill the Cosmo open pit. Treated water is transferred between areas based on the reclamation plan, preventing further acid generation. This AUD 80M investment will ensure that the waste rock doesn't generate any contamination at the site. There are positive signs that the area is being repopulated by a range of native fauna who have been spotted enjoying the new lake that has been created from the pit.



Cosmo Pit, 2022.

## Biodiversity & Natural Capital

Agnico Eagle operates in a variety of different ecosystems, from the Arctic tundra in Nunavut, and the boreal forests of Finland, Ontario and Quebec, to the arid and semi-arid environments of Australia and Mexico. Our intent is to adapt our biodiversity management approach to the unique circumstances of each operation. We recognize that our biodiversity footprint extends beyond the limits of our properties to areas of immediate influence. Land use planning, done in consultation with authorities and local communities, allows us to identify critical habitat and species, and put forward initiatives to monitor, study, protect and support the sustainability of ecosystems.

Agnico Eagle's biodiversity approach is structured to meet TSM's *Biodiversity Conservation Management Protocol*. In the coming years we will review our biodiversity approach to ensure we are consistently applying best practice across the Company and meeting our stakeholders' needs while continuing to meet our TSM objectives.

### Analyst Corner

SASB EM-MM-160a.3

Our CDP Forest Response





Figure 17.

## Key Components of Our Biodiversity Approach

### Identify and Categorize

An important part of protecting and preserving biodiversity is building our knowledge base about species. These activities inform biodiversity efforts and management plans, and can lead to positive outcomes not only for the local area, but broadly to provide benefit to the overall species.

We are continuously working to gather valuable information on the ecosystems in which we operate, and the species that utilize these habitats and call them home. This includes consulting with Indigenous Knowledge holders and working on integrating Indigenous Knowledge in our biodiversity management plans.

### Monitoring and Reporting

The International Union for Conservation of Nature (IUCN) Red List of Threatened Species™ is the world's most comprehensive information source on the extinction risk of animals, fungi and plants. We report IUCN species in the geographic areas of our operations in our [ESG Workbook](#) available on our website.

All of our sites have been assessed for biodiversity and have biodiversity conservation plans or managed systems. Many of our operations engage in multi-stakeholder-based monitoring programs that support our routine biodiversity assessments.

### Research and Development

Research and development (R&D) opportunities allow for information to be reviewed in a technical manner, and also allows data to be considered in a broader scale, while being exposed to new areas of research and focus.

We are involved in various R&D projects to help further the science on areas of focus and interest for our sites, while also bolstering Provincial and National academic research programs.

Agnico Eagle supports the growing emphasis on the importance of protecting, conserving and restoring nature and ecosystems. We understand the importance of learning both how the Company impacts nature and how nature impacts our business. We are closely following global market-led initiatives such as the Taskforce on Nature-related Financial Disclosures (TNFD). Agnico Eagle is a member of the TNFD Forum, a global multi-disciplinary consultative group of institutions influencing the development of the framework. We are continuing to work on developing tools and collecting data to better understand and disclose our impacts, dependencies and opportunities related to nature.

## Abitibi, Quebec

Goldex continues to work with local universities to introduce pollinating species in mining reclamation. LaRonde installed birdhouses for swallows and duck nests to provide these animals with safe nesting spaces and to avoid installation of nests on infrastructure.

initiative has a positive impact on biodiversity inside the mining property and contributes to the success of peatland water management. The mine's closure plan was updated in 2022 with a target goal of no net loss regarding biodiversity in the post-operation phase.

## Finland

Kittilä Mine regularly installs and repairs fences to reduce occurrences of reindeer intrusions on the property, builds bridges for reindeer to cross over ditches, and funds tracking collars for reindeer research. The mine has a fish monitoring program which includes releasing approximately 12,000 one-year-old trout into the Seurujoki and Loukinen rivers each year. In 2022, the mine implemented a tree planting program following the decommissioning of the infiltration fields. This

## Mexico

In 2022, Pinos Altos began seed sowing using a specialized agricultural drone. Reforestation continues to be a top priority, with a total of 77.5 hectares reforested with native pine and oak species. The reforestation efforts have allowed the mine to exceed the established goal of planting 100,000 trees in 2022. La India mine continues to make a positive impact through the monitoring of local flora and fauna throughout the year and continually evaluating health status and distribution within local ecosystems.

## Where are we now: Ultra High-Density Grazing

### Agnico Mexico's "Green" Hens

Leveraging the knowledge gained through Agnico Eagle Mexico's award-winning "ultra-high-density grazing" cattle program, which ran successfully from 2019 to 2021, the team introduced hens at a Creston Mascota rock storage facility in 2022, with the aim of using a similar process to restore the soil and promote plant growth.

Organic matter that is rich in nutrients, including nitrogen, phosphorus, and potassium, among other minerals and soil-improving microorganisms is produced by 500 hens. To date, 23 tonnes of this organic matter which has helped to restore one hectare of land. In addition, the successful propagation of grasses and previously transplanted native flora were achieved, without the need to add organic soil from topsoil banks.



## Nunavut

Both Meliadine Mine and Meadowbank Complex have Terrestrial Environment Monitoring and Management Plans (TEMMP) that identify potential effects of the mining operations to wildlife and wildlife habitat and implements measures to mitigate the effects. This includes measures to protect caribou such as giving caribou the right-of-way on all roads, protocols for suspending operations when caribou are in proximity to the operations, wildlife surveys, and a Terrestrial Advisory Committee (TAG). Agnico invests in collaboration with the Government of Nunavut to support the caribou collaring program, which provides valuable information regarding caribou migratory behaviour. All new employees receive training on the wildlife protocol which includes directives to minimize disturbance to wildlife as part of the onboarding program. In 2022, Meliadine hired a biology specialist to work with the Environment team, helping to minimize biodiversity related impacts and risks.

## Ontario

Detour Lake Mine continues to expand its progressive reclamation program to include new areas of focus and research. In addition to the ongoing native plant revegetation research, tailings and test cover programs, and lichen and soil biological crust restoration projects, the team has included studies using mycorrhizal fungi to help improve tree seedling survival, as well as an expansion of the lichen transplant trials from greenhouse scale up to a field transplant trial. In 2022 Detour Lake Mine partnered with Green-First Forestry and the Quebec Ministère des Forêts, de la Faune et des Parcs to conduct aerial surveys of the entire Detour/Kesagami Woodland Caribou range. This survey will help study population dynamics and support conservation efforts currently underway by both Ontario and Quebec, as well as the Canadian Federal Government.

## Australia

In 2022, at Fosterville Gold Mine, a baseline aquatic macroinvertebrate and river health assessment of the Campaspe River in the vicinity of the mine continued to be carried out. This study focuses on water quality, macrophytes, aquatic macroinvertebrates, fish and other aquatic fauna (including platypus). In addition to this, a pink-tailed worm-lizard assessment at Mount Sugarloaf Nature Conservation Reserve, Fosterville, Victoria was undertaken. The goal of the project is to better understand the distribution of pink-tailed worm-lizard and its habitat within the study area, to inform management of the species.

## Biodiversity Initiatives in Finland

### Expanding Biodiversity Initiatives to Osprey

In 2022, Agnico Eagle Finland expanded the support it provides to the native wildlife and biodiversity that surround its operations.

The Kittilä mine partnered with the Finnish Osprey Foundation to enhance the Foundation's osprey monitoring program. With Agnico Eagle Finland's support, the Foundation installed an osprey nest web camera in the municipality of Muonio, which provides live-streaming and a public platform to observe the life and nesting behaviour of osprey in real-time throughout the nesting season, which begins in spring and stretches into early autumn.

Due to their rapidly declining population, the osprey – in addition to their nests and nesting trees – became a legally protected species in Finland in 1962. The Finnish osprey population has bounced back over the years, and currently has between 1,200 and 1,300 nesting pairs.

The long-term conservation work for osprey has been effective, but still requires annual monitoring of the nesting population. Web cameras provide a minimally invasive way to monitor the species, while also allowing bird lovers from around the world to see them up close.

**DID YOU KNOW:** The osprey is a bird of prey and is believed to have been a sacred bird to the ancient Finns. In nature, birds of prey are at the top of the food chain and act as important indicators for the state of the environment. To learn more about this majestic bird, visit the [Finnish Osprey Foundation](#) website.

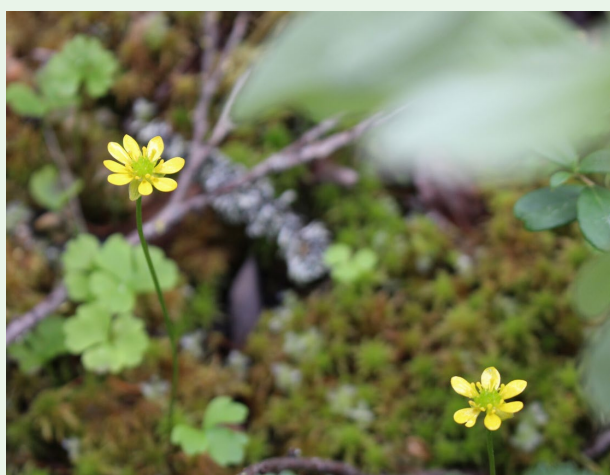


**Protecting osprey is just the latest biodiversity initiative Agnico Eagle Finland has supported to help the flora and fauna that surround its operations flourish:**

**Protecting Lapland Buttercups:** In 2018, our Kittilä mine established a conservation area to protect the Lapland buttercups growing near the mine. While it is a common plant in Lapland, the buttercup is rare and endangered in other parts of Finland and Europe. The team worked with a biologist to count and assess the condition of the Lapland buttercup flowerbeds; identify suitable habitats for the incoming plants as well as areas for the plants to be transplanted to. According to the latest monitoring report last summer, the Lapland buttercup is growing well in its new habitat. Continued monitoring of the replanting site will take place through to 2028 in order to continue the important work of preserving this fragile species.

**Restoring Fish Habitats:** In 2019, Agnico Eagle Finland, in partnership with local volunteers, helped fund a restoration project to improve the Parvajoki River – which runs through the village of Kittilä in Finland – and promote a thriving fish habitat. The goal was to boost the region's brown trout stock by building natural, sheltered spots along the Parvajoki River for fish to spawn. The voluntary team will continue to do more river rehabilitation work, conduct more electrofishing survey tests, and establish more spawning areas to restore brown trout to the Parvajoki River.

**Tracking Reindeer Movements:** In 2021, Kittilä bought 30 new GPS tracking devices for a reindeer farm in Kiistala village, next to the Kittilä mine. These new trackers will allow for the tracking of the reindeer's movements in the wild using a mobile phone, and also provide the Kittilä mine with valuable information to support its Environmental Impact Assessment process.





# Our People

## 2022 Key Highlights

**14,133**

Employees and contractors  
working worldwide at the  
end of the year

**311,000**

Training hours delivered  
to employees in 2022

**61%**

Employees that are local to  
regions where we operate

**694**

Indigenous employees  
at our operations

### In this Section

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78 Work Environment

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Agnico Eagle's people and culture have always been a competitive strength and advantage. We seek to be a place where people want to work because it is meaningful and offers purpose, and one where they are given the opportunity to achieve their full potential. As we grow, we know we must maintain our culture and focus, while increasing our inclusivity, to remain a leading employer thriving through societal changes.

The mining industry itself will continue to play a pivotal role in the global recovery from COVID-19, providing high-paying jobs and promoting the development of a skilled local workforce.

The demand for highly skilled employees continues to increase as technological innovation, particularly automation, shifts the roles of frontline workers. Adapting to the drivers shaping the future of work is key to building a resilient and successful organization. We are responding to these trends by continuing to create local employment opportunities, supporting the development of employee skills, implementing workforce management processes and supporting initiatives to continue to diversify our workplace.

## Awards & Recognition

*2021 Human Resources Award* was presented to Agnico Eagle LaRonde by the Quebec Mining Association for developing virtual training modules to equip employees with more tools to assist in mining underground and at the processing facilities.

*Exceptional Woman in Victorian Resources* was awarded to Felicia Binks, Director Environment and Government Relations; and *Exceptional Young Woman in Victorian Resources* was awarded to Claudia Bowman, Explorational Geologist at the 2022 Victoria Women in Resources Awards.

*2021 Empresa Socialmente Responsable Award* was presented to Agnico Eagle La India for their commitment to ensuring the well-being of employees/collaborators, operating with superior business ethics, community outreach and environmental care.

Agnico Eagle Mexico was named as one of the *Best Places to Work in Mexico 2022* for its commitment to creating a safe, healthy and engaging workplace.

## Our Commitment to Employees

We aim to maintain a safe and healthy work environment that is based on mutual respect, fairness and integrity. To achieve this, we:

- Do not tolerate discriminatory conduct in the workplace;
- Provide a fair and non-discriminatory employee grievance system;
- Value diversity and treat all employees and contractors fairly, providing equal opportunity at all levels of the organization without bias;
- Employ and promote employees on the basis of merit;
- Provide fair and competitive compensation;
- Enforce a drug and alcohol-free workplace;
- Maintain the confidentiality of collected personal and private information about employees;
- Recognize the right of employees to freedom of association;
- Provide appropriate training and development opportunities; and
- Consult, communicate and provide appropriate support to employees.



Figure 18.

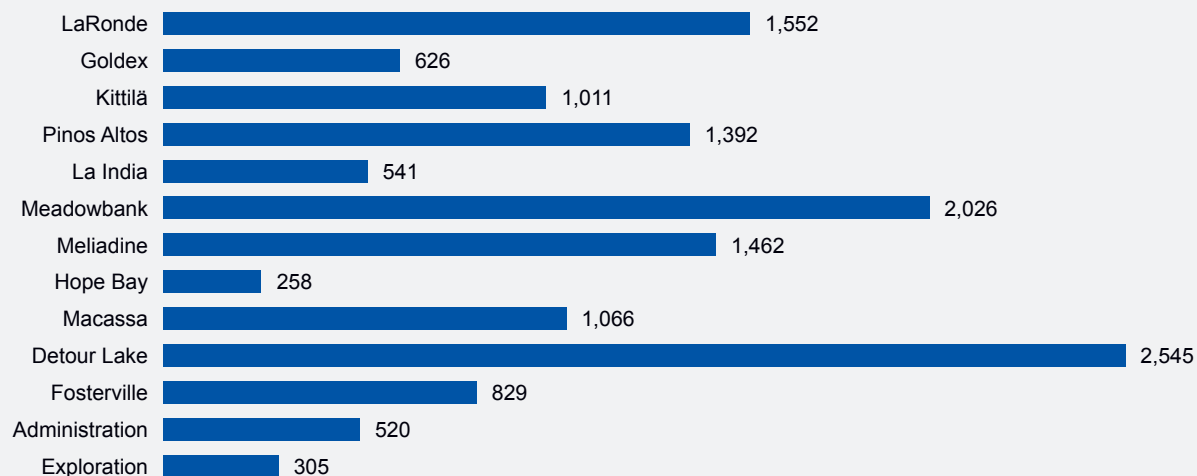
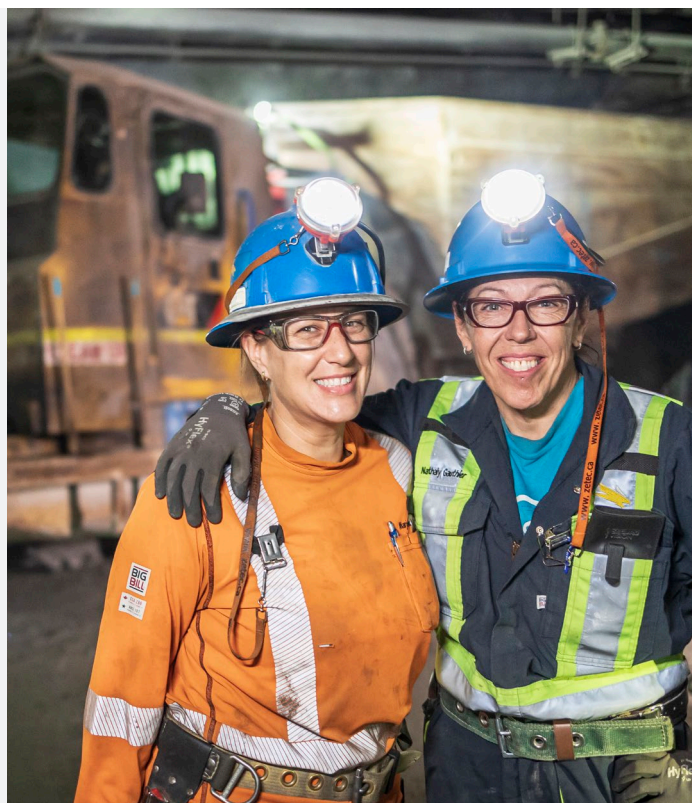
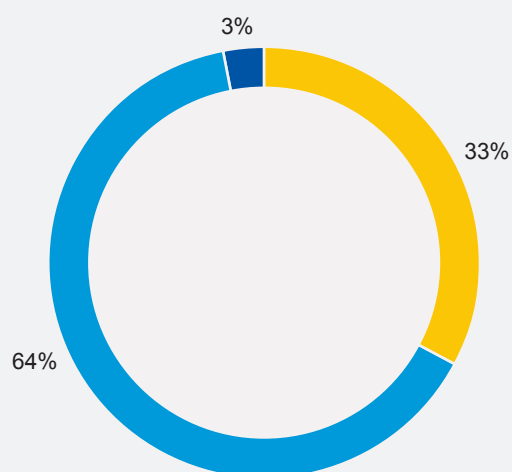
**Our Workforce in 2022**

Figure 19.

**Workforce by Employment Type**

- Contractor
- Permanent
- Temporary, Student and On-call





# Diversity, Equity and Inclusion

Diversity, Equity and Inclusion (DEI) are fundamental to Agnico Eagle's core values of Family, Trust, Respect, Responsibility and Equality and essential to the growth and success of the Company. Together we are working to create a diverse, inclusive and collaborative workplace where everyone can show up to work as themselves free of barriers or feelings of exclusion.

We have a [Diversity and Inclusion Policy](#) that outlines our commitments and responsibilities, including treating each other equally, fairly and consistently with equal access to opportunities and recognition, valuing workforce diversity, and promoting the benefits of diversity and inclusion. Our Diversity and Inclusion Council has evolved into a Steering Committee, with executive sponsors and dedicated resources to ensure a governance approach and has oversight responsibility for the monitoring and implementation of the [Diversity and Inclusion Policy](#) and works with corporate and site teams to communicate diversity and inclusion strategies and to monitor, track and audit performance. Discriminatory practices and harassment are not tolerated and any reported instances are formally investigated with appropriate disciplinary action taken.

Our global long-term strategy was developed with priorities to accelerate and broaden the Company's approach to DEI. This long-term strategy is based on employee feedback by formal survey, available data and other feedback mechanisms, both formal and informal and covers three key pillars.

We continued to collect baseline information to begin reporting more meaningful metrics for diversity and inclusion. In 2022, we created an internal DEI Index that measures perception of inclusion and perceptions of fairness at Agnico Eagle through the *Great Place to Work*™ survey. This helps us better analyze how our employees feel about DEI as well as focus our resources and shape our actions.

As we continue to move forward on our journey, we will do so thoughtfully, respectfully and with the continued support and input from our employees.

## Analyst Corner

GRI 405-1



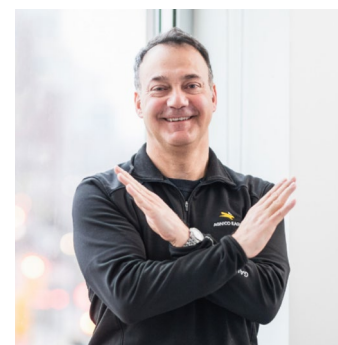
## Dr. Leanne Baker Scholarship and Development Program

In 2021, Agnico Eagle launched an internal Scholarship and Development Program in memory of Dr. Leanne Baker. Dr. Baker was a valued member of Agnico Eagle's Board of Directors for 17 years, had a distinguished career in the metals and mining industry and was an inspiration to women in mining. Developed in her honour, the program supports the advancement of women in Agnico Eagle through a two-year mentorship and training program. The program provides an array of tools to support selected participants in achieving their career goals including a scholarship to pursue formal educational development and matching with a mentor from management to support participants on their journey.

Table 3.

**Our DEI Pillars**

2022 Key Activities	
<b>Attract, Retain and Advance Diverse People</b>	<ul style="list-style-type: none"> <li>– An inaugural group completed its first year of the two-year <i>Dr. Leanne Baker Scholarship and Development Program</i>; a second cohort was also selected</li> <li>– Participated in the International Women in Resources Mentoring Programme with internal mentors and mentees</li> <li>– Launched <i>Sanajiksanut</i> in Nunavut, a tailored hiring program designed to empower and increase our Inuit workforce (see p. 77)</li> </ul>
<b>Develop Inclusive Leadership</b>	<ul style="list-style-type: none"> <li>– Included the learning objective of “<i>how to create an inclusive environment</i>” into our Leadership Development Program</li> <li>– Partnered with the Canadian Center for Diversity and Inclusion (CCDI) to roll out voluntary learning opportunities including webinars and engaged external speakers for various DEI focused topics</li> </ul>
<b>Equitable and Inclusive Workplace Practices</b>	<ul style="list-style-type: none"> <li>– Reviewed and updated key policies including parental leave in Mexico and dress code policies to be more inclusive</li> <li>– Enhanced our recruitment process to promote managing bias by including more inclusive interview questions and updated our job postings.</li> </ul>








International Women's Day 2022 saw the world, including our people from our operations across the globe, help #BreakTheBias and forge an inclusive world.

Our Board of Directors recognizes that diversity is important, including at the board level. It ensures that Board members possess the attributes, experiences, and skills to effectively oversee the strategic direction and management of the Company. As of the date of this report, women represent 33% of directors, and a woman chairs the HSESD Committee. At the leadership level, 16% of our executives are women and 22% of our senior management are women. One of our directors identifies as Indigenous (8%) and six of our executives (19%) identify as a visible minority.

While female representation in leadership positions has grown over the years overall employee female representation for Agnico Eagle has shown little growth (see Figure 21). A higher proportion of female employees in non-permanent positions such as students, on-call, and temporary employees (see Figure 20) and the impact of the pandemic on the retention of Inuit employees, of which 32% are female, are contributing factors.

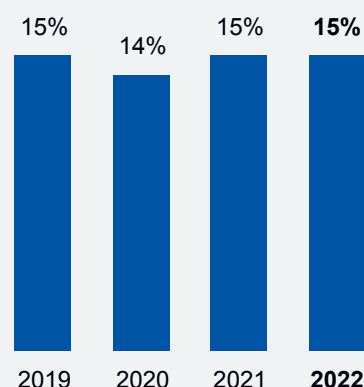
Figure 20.

**2022 Employee Female Representation by Job Type**

Category	Female	Male	% Female
Total Employees	1,377	8,082	15% 
Permanent	1,231	7,853	14% 
Temporary	103	141	42% 
Student	33	56	37% 
On-Call	10	32	24% 

We remain focused on creating sustainable and high-quality jobs and careers in mining wherever we operate. At our Detour Lake Mine, more than 20% of our workforce self-identify as Indigenous. In Nunavut, our long-term objective is to obtain 50% Inuit employment at our operations. In 2022, we employed 372 Inuit at our Nunavut mine sites, well below our target but we remain committed to increasing Inuit participation in our site workforces. Most Inuit employees live in Nunavut communities with limited access to healthcare infrastructure, and were therefore sent home (with pay) at the beginning of the pandemic in 2020. In March of 2021, we began welcoming Inuit employees back to the mine site but with the arrival of the Omicron wave, employees were sent home again in December 2021. We continued to support all employees who were unable to work due to COVID-19 and were pleased to welcome our Nunavummiut employees back to our mine sites in 2022.

Figure 21.

**Female Representation at Agnico Eagle****Renee Pudnak****A Woman on the Move**

As the first woman to achieve Class 1 Heavy Equipment Operator status at Agnico Eagle's Meadowbank Complex, Renee Pudnak is helping to break down barriers and inspire other women to pursue a career in mining. In recognition of her talents and her influence in making the workplace more inclusive, Renee won Agnico Eagle's 2021 Michel Létourneau Award.





## Local Employment

Our goal is to hire 100% of our workforce, including our management teams, directly from the region/country in which each of our operations are located. In 2022, local regional employment at Agnico Eagle was 61% for all employees and 70% for senior management.

Our Kittilä, Goldex, LaRonde and Fosterville operations are more than 85% operated by persons living locally or in the region. At Kittilä, our employees come mainly from Finnish Lapland, employees at Goldex and LaRonde Complex come mainly from the Abitibi region in Quebec, Canada, and employees in Fosterville Mine are mainly from Bendigo regional area.

At Pinos Altos and La India mines in Mexico, 100% of the workforce is from Mexico, with the majority living in the northern states of Chihuahua, Sonora, and Sinaloa. We continue to work on recruiting and retaining employees from smaller communities in proximity to the mine sites.

Due to the remote nature of our Detour Lake Mine and Nunavut operations, these sites operate on a rotational basis. Employees, whether from the south or nearby communities, are transported to the sites to live and work at the mine for the duration of their work rotation. We remain focused on hiring from the local regions. At Detour Lake Mine 54% of employees are from Northern Ontario and 15% of Nunavut employees are local to the Kivalliq or Kitikmeot regions.

### Analyst Corner

GRI 202-2



### Highlights

# 100%

of the workforce at our Mexican operations are from Mexico, with the majority living in the northern states of Chihuahua, Sonora and Sinaloa

# 694

Indigenous  
employees

# 61%

Local  
employment

## Sanajiksanut Inspiring Pride and Empowering the Workforce

At Agnico Eagle, we value career growth and strive to give equal opportunities to our employees. We also want to leave a legacy in the communities in which we operate. One of the best ways to do this is to provide long-term jobs and career development opportunities.

In 2022, we streamlined the hiring process for Inuit looking to access job opportunities at our Nunavut mines and revised it to better meet the needs of community members who are looking for employment with Agnico Eagle.

“We want to have a community-based approach when thinking about employment at our Nunavut mines. It is important for us to adapt our methods to their needs. By doing so, we are aiming to be a more inclusive employer of choice”, says Joanie Dénommé, Inuit Employment Coordinator at Agnico Eagle.

But what does it really mean to do recruitment with a community-based approach? It begins by learning from community members what their experience with us has been, as a local employer, and how they want our recruitment process to work; what kind of positions are of interest to them and what are the best channels to reach them when an opportunity arises.

Our new tailored hiring program – the *Sanajiksanut* program – aims to position Agnico Eagle as an employer of choice for Nunavummiut. Not only do

we want to grow local employment, we want to help develop local talent through our various custom-built training programs and empower our Inuit workforce to build their own legacy within their communities. Our goal is for this program to inspire and provide opportunities to young people – the future of our Inuit workforce – who may be considering a career in mining or may want to grow their leadership skills.

“We want potential employees to know we are changing our perspective and looking forward to having more qualified local employees in a wide variety of positions at our mine sites,” explains Joanie. “We are energized and excited about this new employment process. As we grow, it’s important that our local community members can benefit from our activities and take full advantage of job opportunities at our mine sites.”



## Engaging Our People

We actively measure employee engagement levels in each of our operating regions, and we take specific actions to support and improve employee engagement.

We engage with our people through numerous channels including a company-wide newsletter which celebrates our people and highlights key events and initiatives. We know that communication is a two-way street which is why we have on-line programs, available in all our operating languages, that allow employees to ask questions, make comments or provide ideas. That feedback is routed to the appropriate manager to answer accordingly.

We are committed to providing a safe and healthy work environment and do not tolerate discriminatory conduct in the workplace. All our human resource teams have a fair and non-discriminatory grievance process in place. Additionally, a Confidential Anonymous Complaint Reporting hotline is available.

Agnico Eagle conducts an annual global engagement survey to hear directly from employees on opportunities to engage and build a better workplace. In 2022, survey participation rate was 77%<sup>1</sup> and overall results were positive with 77% of employees strongly endorsing Agnico Eagle as a great place to work. Additionally, progress was made on work-life balance which was an area identified for improvement in our previous survey. Details of survey results were shared with employees, and management teams and employees are working together to identify areas for future improvement and to implement appropriate action plans. In 2023, our team plans to focus work on continuing to improve the respect dimension which looks at employee’s perception of professional support, collaboration, and the level of care management shows for employees.

<sup>1</sup> Results do not include our Mexican operations.

## Work Environment

Agnico Eagle values a direct relationship with all employees, and a fair workplace for all. The workplace is one where freedom of association is recognized and communicated as part of our [Sustainable Development Policy](#).

In 2022, 22% of Agnico Eagle employees were included in an industrial union agreement and 33% were covered by a collaboration agreement<sup>1</sup>. At the majority of Agnico Eagle operations, employees have direct representation through collaboration committees, where employee representatives discuss issues, concerns and potential solutions, and meet with management to discuss or resolve issues. Macassa Mine employees meet with management through department meetings and ongoing interactions in the workplace. At the Fosterville Mine, an Employee Representative Committee including union representation is established to work with management to develop the Fosterville Enterprise Agreement. Additionally, the Diversity and Inclusion Network has actively participated as workforce representatives in the development of strategy and action plans to support progress in this area.

We regularly review remuneration frameworks where we operate to ensure Agnico Eagle employees are provided with fair and competitive compensation that provides a decent standard of living for workers and their families.

Agnico Eagle's work schedules vary considerably depending on an individual's role and location, from office jobs, remote work, evening shifts, to fly in fly out rotations. We recognize that the ability to combine work responsibilities and personal life is important for the overall well-being of our employees and their families. Our human resource teams work closely with employees and management teams to implement initiatives and practices that support our employees in achieving a healthy balance between work and home life, such as hybrid work from home options, flexible scheduling and personal days. Due to the nature of different mining jobs, accommodations are adapted to the type of work and structure of the operation.

We ensure our employees have time to disconnect and recharge outside of work. In 2022, we implemented a *Global Right to Disconnect Policy* which outlines employees' right to disconnect from work and work-related responsibilities and communications outside of normal working hours.

## Retaining, Training and Developing Our People

We ensure our employees have the tools and skills they need to perform their jobs efficiently and safely and to achieve their full potential. We place a particular emphasis on health and safety training, to ensure our employees apply Agnico Eagle's workplace health and safety standards. We provide training that enhances employees' personal and career development opportunities through our 'People Development' process.

Our people development and training approach includes both company-wide and site-specific initiatives. At a minimum, an employee's performance is evaluated annually. This approach ensures that we develop and attract talented people to support operational continuity across all phases of our projects.

At our mine sites, we focus on training initiatives to develop skills of the local workforce and prepare our employees for future demands. In 2022, we delivered 311,000 training hours across Agnico Eagle operations.

### Highlights

# 311,000

hours of training delivered at Agnico Eagle operations in 2022



Detour Lake mine (Ontario, Canada).

### Analyst Corner

GRI 401-1, 404-2

MT

<sup>1</sup> An agreement between the Company and the employee(s) represented by the collaboration committee that outlines working conditions, terms of employment, and/or for regulating relations.





### Did you know?

## Agnico Eagle's Canada-Wide Virtual Career Fair

In March 2022, Agnico Eagle hosted our first-ever Canada-wide virtual recruiting and networking event. Representatives from the corporate head office, Ontario, Quebec, and Nunavut staffed dedicated booths for student employment, mines and operations, exploration, and careers. This virtual event also featured the Company's Executive Chair, Sean Boyd, as a keynote speaker and two employee panel discussions (one in French and one in English) to talk about their personal and professional experience with Agnico Eagle. In total, 782 people attended the event from cities such as Toronto, Montreal and Timmins, and our recruitment team received over 700 resumes.

## Employee Turnover

Retaining a diverse and talented workforce is important for maintaining our operational excellence and competitive advantage. To understand the workforce dynamics and changes, we track permanent employee turnover which covers instances of an exiting employee through dismissal, resignation, or company reorganization.

Our operations monitor the causes of permanent employee turnover and adjust recruitment and retention strategies accordingly. In 2022, the total turnover rate for permanent Agnico Eagle employees was 11.5%. This is slightly lower than 2021 (12%). Reasons for turnover vary across the organization. The suspension of production activities at Hope Bay and corporate re-organization following the merger impacted 2022 turnover. The Company worked closely with employees to find opportunities for redeployment where feasible. Following the suspension of production at the Doris Mine in Hope Bay in early 2022, 73% of the workforce affected by the suspension in production were relocated to other sites in our Canadian divisions – Meliadine Mine, Meadowbank Complex and Detour Lake Mine.

Table 4.

### 2022 Total Employee Turnover

	Female	Male	Total
2022 Total turnover (%)	12.8%	11.3%	11.5%



# Communities

## 2022 Key Highlights

**\$16M**

In community investments

**\$1.36B**

In local procurement spend

**44%**

Proportion of spending with  
locally based suppliers

**\$1.19B**

Paid to employees in  
wages and benefits



### In this Section

- 82 Community Engagement
- 87 Indigenous Relations
- 88 Benefit Footprint



We act in a socially responsible manner and contribute to the communities in which we operate in order to make a positive difference. We are committed to working with our employees, stakeholders and rightsholders to create growth and prosperity, allowing everyone to benefit from our mining experience.

Acting in a socially responsible manner and delivering on sustainable development objectives means companies must go beyond seeking acceptability and work in partnership with others to leave a positive legacy for host communities. That is why we take a life cycle approach to our relationships and initiatives with local communities and Indigenous Peoples. Fostering such relationships is not only essential to project success, but also critical to delivering socio-economic benefits.

## Awards & Recognition

*2022 Best in Business* was awarded to the Macassa Mine for its commitment to the community and contributing to the economic development of Kirkland Lake.

The municipal government of Ocampo recognized Pinos Altos for its contribution to the progress and development of the community.

## Our Commitment to Communities



We aim to contribute to the social and economic development of sustainable communities associated with our operations. To achieve this, we:

- Provide a confidential complaint reporting mechanism to report unethical, illegal or irresponsible behaviour;
- Ensure that no child labour or any form of forced or compulsory labour are permitted in the workplace;
- Foster an open, transparent and respectful dialogue with all communities of interest and ensure that activities on private lands and Indigenous lands are performed with the free, prior, and informed consent of the land owners or rightsholders;
- Support local communities and their sustainability through measures such as development programs, locally sourcing goods and services, and employing local people;
- Provide assurance that our operations will not support, benefit or contribute to unlawful armed conflict, serious human rights abuses, or breaches of international humanitarian law;
- Seek to preserve cultural heritage from adverse impacts associated with project activities;
- Seek to avoid involuntary resettlement. Where this is unavoidable, proceed on the basis of meaningful consultation with affected communities; and
- Do not explore or seek to develop new mining operations in an area designated as a World Heritage Site.



# Community Engagement

We want to understand the concerns of local stakeholders and for them to understand our activities and priorities. Community relations and stakeholder engagement is integrated into our RMMS, ensuring our sustainability programs remain focused on stakeholder priorities and social risks are regularly assessed.

As early as possible in the project development phase, we engage and partner with local stakeholders and Indigenous communities to assess the levels of social acceptability and potential impacts of the project within the host community. This allows us to mitigate potential negative impacts, and discover opportunities for collaboration, avoiding potential conflict and building community relationships on a foundation of trust and transparency.

Figure 22 on the following page describes some of the ways we engage with key stakeholders during the life cycle of our mining projects. We adapt our initiatives to address the communication preferences of impacted communities; specific circumstances related to remote locations; and, to ensure any agreements align with local, regional and/or national jurisdiction requirements.

## Analyst Corner

GRI 413-1, SASB EM-MM-210b.1



## 2022 Community Engagement Highlights

- Conducted public consultations for the Upper Beaver Project and Fosterville Gold Mine;
- Consulted on the development of a new community-based approach for Nunavut recruiting programs (see p. 77);
- Collaborated with the Government of Sonora in Mexico on the construction of a water supply well in Tarachi, benefiting 358 people;
- Held senior leadership visits to introduce Agnico Eagle to the neighboring communities of Detour Lake, Macassa, and Fosterville operations;
- Promoted culture and preservation of traditions in neighboring communities of Pinos Altos by joining the Day of the Dead celebrations, acting as judges for school contests and donating prizes to improve the quality of education for 214 students; and
- Returned to in-person community events including holiday celebrations, sporting events, site visits, workshop, etc.



Figure 22.

**Community Engagement Initiatives During the Mine Life Cycle****During all phases of the mining life cycle we strive to:**

- Communicate information through a variety of channels including local radio and newspapers, flyers, videos, social media and community meetings;
- Make information accessible in the local language(s) and provide translation;
- Have processes to include vulnerable groups<sup>11</sup> in community engagements initiatives;
- Engage with local stakeholders to identify community needs and priorities for social investments that respect our values;
- Collaborate and partner with local stakeholders to mitigate and avoid social impacts;
- Advertise local employment and local business opportunities;
- Uphold clear grievance processes and mechanisms;
- Align engagement plans with stakeholder mapping; and
- Publicly disclose results of impact assessments.



## Community Partnership: Fosterville Helps Community Recover from Devastating Floods in Australia

Record heavy rainfall and flooding put communities and infrastructure at risk in Central Victoria, Australia in late 2022.



In response to the Victoria State Emergency Service's request for assistance, 18 members of the Fosterville Emergency Response Team, along with Fosterville employees readily volunteered to provide relief efforts through water rescue, sandbagging and evacuating residents in badly affected areas.

In addition, a delegation from our Fosterville Gold Mine visited the community of Rochester in December, pledging AUD 750,000 to help the community recover from the devastation.

The funding – which was awarded through the Agnico Eagle Community Partnership Program – will be used to repair and upgrade the Rochester Recreation Reserve and to help the Rochester Community House create a new home and fully staff its team, so they can continue to provide vital support services to the community.

Ion Hann, Vice President for Agnico Eagle's Australian operations said, "As a business operating near Rochester, we have many friends and family who live in the area and who have witnessed firsthand the devastation that has been caused by the floods. We felt it was important to support the community's recovery efforts."

The Rochester Recreation Reserve serves as a social hub for the community, where people gather to enjoy shared interests and one another's company, which is important in critical times like these.

"The Reserve's facilities sustained substantial damage from the recent floods, but were also due for some upgrades, so Agnico Eagle's support has come at a perfect time," said Brendan Martin, Chair of the Rochester Recreation Reserve Committee of Management.

The Rochester Community House has been providing critical social support and communication services to the entire community since the flooding crisis began.

"We have a very dedicated team of staff and volunteers who have been stretched to the limit due to Covid and now the floods," explained Amanda Logie, Manager of the Rochester Community House.



This support from Agnico Eagle will make a world of difference to our team, making it possible for us to hire more staff, which will give us a real boost as we head into 2023."

– Amanda Logie, Manager,  
Rochester Community House



## Tracking Community Feedback and Issues Engagement

We are committed to continuously improving our social acceptability. Our community relations efforts focus on obtaining community feedback on current or proposed activities and on identifying and resolving issues. These issues may be identified through phone calls, emails, individual meetings, public or community liaison meetings, community-specific hotlines, our whistleblower hotline, or through our social media channels and websites. These multiple feedback channels allow stakeholders to communicate with us via their preferred method.

### Analyst Corner

GRI MM06, MM07

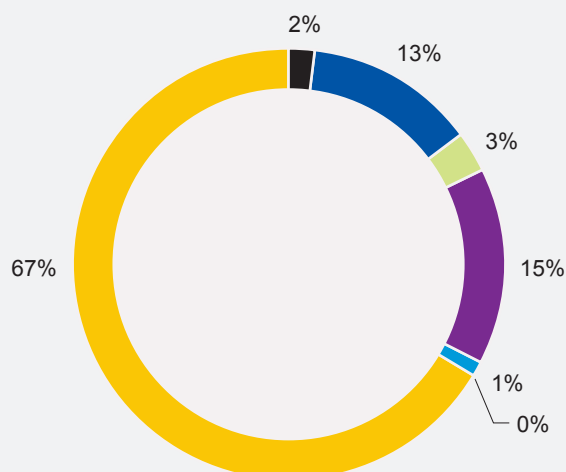
SASB EM-MM-210b.1, SASB EM-MM 210b.2



Figure 23.

### 2022 Complaints Received by Category

- Environmental
- Social and Communities
- Indigenous Rights
- Mining Practices & Activities
- Health & Safety
- Economic Opportunities
- Land and Resource Use



Fosterville mine (State of Victoria, Australia).

Rankin Inlet (Nunavut, Canada).



## Significant Disputes

Significant disputes refer to a sustained conflict between Agnico Eagle and the local community and/or Indigenous Peoples that cannot be resolved by the parties involved and requires legal or other third-party intervention or results in site shutdowns or project delays. In 2022, we experienced zero (0) significant disputes at our Agnico Eagle operations.

## Complaints

Complaints are any notification given by a community member, group or institution, to the Company or operation, that they have suffered some form of offence, detriment, impairment or loss as a result of business activity and/or employee or contractor behaviour. All complaints are managed in accordance with our operations' local community grievance process. All complaints received are acknowledged, assessed and a response is communicated to the complainant. We work on replying and resolving issues in a timely manner and on implementing action plans to address root causes of complaints.

In 2022, a total of 175 complaints were received. Most of the complaints were related to nuisance of mining activities (vibrations, dust, noise) and to safety matters (road traffic). Our community relations teams worked diligently to resolve complaints with the majority (98%<sup>1</sup>) closed by year end. Teams implement action plans as appropriate to address the root causes of complaints.

## Highlights

# 175

complaints received in total for all our mining sites

# 98%

complaints resolved at year end<sup>1</sup>

# 117

complaints related to nuisance of mining activities

# 100%

of received complaints are acknowledged, assessed and a response is communicated to the complainant

<sup>1</sup> Complaints unresolved at year end were received in December 2022.



# Indigenous Relations

Fostering positive and collaborative relationships with local Indigenous Peoples is essential for building the foundations of a successful project and ensuring mutual benefits for all. Agnico Eagle supports the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and applies its principles, norms and standards through our Indigenous Peoples Engagement Policy. Our approach focuses on establishing mutually beneficial, cooperative and productive relationships.

As a global mining company, we engage with many different Indigenous Peoples and communities which each have their own unique histories, language, cultural practices and spiritual beliefs. We take steps to reduce barriers to meaningful participation by adapting our engagement activities to the specific context and indigenous-led processes in the areas where we have activities. Examples include providing project information in culturally appropriate language, adding traditional place names to project maps, providing audio summaries on our website and addressing technological access.

In 2022, we continued to build early meaningful engagement, respectful relationships, and obtained the Free, Prior and Informed Consent (FPIC) of Indigenous Peoples before proceeding with economic development projects. We also continued to engage and collaborate with local indigenous communities impacted and potentially impacted by existing projects.

## Analyst Corner

GRI 2-12, MM05, 2-29  
SASB EM-MM-210a.3



## 2022 Key Initiatives

- Signed a memorandum of understanding to conclude a collaboration agreement with Lac Simon and Kitcsisakik First Nations for the Akasaba West Project;
- Held introductory meetings with Indigenous communities following the merger with Kirkland Lake Gold;
- Conducted a strategic session with Indigenous Nation to ensure successful implementation of Impact Benefit Agreement (IBA) at Detour Mine;
- Met with Indigenous communities regarding the West Detour Project, including virtual community meetings and ongoing presentations supported with plain language materials;
- Partnered with an Ojibway Nation to build an inaugural Health Centre in Matachewan, Northern Ontario;
- Held discussions with Indigenous communities on permitting consultations for the Upper Beaver Project, collaboration on a socio-economic and traditional knowledge study, and development of Impact Benefit Agreements (IBAs);
- Met with Chiefs of Indigenous communities for the Hammond Reef project to communicate the change in project status to care and maintenance;
- Completed review of *Inuit Impact Benefits Agreements (IIBAs)* with the Kivalliq Inuit Association;
- Continued work to increase Inuit employment including launching the *Sanajiksanut* program;
- Continued meeting with the Traditional Owners around the Fosterville Mine to learn about the cultural heritage and establish the terms of a working relationship;
- Launched pilot project at LaRonde for thoughtful integration of the Indigenous workforce; and
- Collaborated with professional centres and Indigenous communities on initiatives to provide dedicated courses on heavy equipment and articulated truck operation to members and increase hiring of Indigenous Peoples into our Abitibi mine sites.

## National Day for Truth and Reconciliation

September 30th marks the annual National Day for Truth and Reconciliation, which commemorates the history and legacy of the residential school system in Canada. This is a day when Canadians honour the resilience, dignity, and strength of survivors and remember the Indigenous children who never came home.

In 2022, Agnico Eagle arranged, with the National Centre for Truth and Reconciliation, to have two guest speakers share their powerful stories as residential school Survivors with our Canadian employees.

Additional resources were also provided to employees, including a suggested reading list and information about the history of residential schools, the Truth and Reconciliation Commission of Canada Calls to Action, and Orange Shirt Day.





## Cultural Heritage

Protecting Indigenous and historical cultural heritage is a critical element of our sustainability practices. We conduct archaeological assessments to ensure cultural and heritage rights are protected. We also consult with Indigenous communities to identify and preserve cultural heritage sites and to incorporate Indigenous Knowledge studies wherever appropriate.

In Canada, we have several formal agreements with Indigenous communities that outline our mutual commitment and responsibility to engage and consult one another on cultural resource surveys, the identification of culturally sensitive sites and other environmental provisions. These agreements provide substantive avenues for Indigenous communities to discuss environmental matters, from the earliest stages of our projects to closure and reclamation. While some agreements include confidentiality clauses, they do not prohibit Indigenous communities from engaging directly with government regulators on issues of specific concern; nor do they restrict Indigenous communities from publicly opposing company activity that may irreversibly impact cultural heritage sites.

## Benefit Footprint

We generate direct economic value in the countries, regions and communities where we operate through tax and royalty payments, local hiring and procurement, and community investments. We work together with communities to assess potential opportunities to enhance local economic benefits and create economic prosperity beyond the life of mine.

We disclose on an annual basis specific payments made to all governments in Canada and abroad including taxes and royalties, as per the [Canadian Extractive Sector Transparency Measures Act \(ESTMA\)](#). Our ESTMA reports are available on our [website](#). For more detailed information on financial performance refer to our [2022 Annual Report](#).

Table 5.

### 2022 Economic Value Distributed (000 USD)<sup>1</sup>

	Total Revenue	Payment to Suppliers	Employee Wages & Benefits	Payments to Providers of Capital	Income and Resource Taxes	Community Investments	Total Economic Value Distributed
<b>Agnico Eagle</b>	<b>\$5,330,745</b>	<b>\$3,194,066</b>	<b>\$1,190,902</b>	<b>\$815,489</b>	<b>\$292,946</b>	<b>\$16,089</b>	<b>\$5,509,492</b>
Australia	\$687,219	\$212,582	\$69,731		\$117,106		\$403,067
Canada	\$3,896,331	\$2,494,814	\$947,324		\$119,186		\$5,116,745
Finland	\$407,669	\$274,190	\$50,430		\$35,507		\$360,593
Mexico	\$339,525	\$208,776	\$120,479		\$21,146		\$351,323
Other <sup>2</sup>	\$0	\$3,704	\$2,938		\$0		\$6,643

#### Analyst Corner

GRI 201-1, SASB EM-MM-210b.1



<sup>1</sup> Amounts for Agnico Eagle are on a consolidated basis as described in our 2022 Annual Report; however, to ensure comparable reporting boundaries across value sharing data disclosed in this report Canadian Malartic data is omitted for all indicators except payments to providers of capital. Amounts from former Kirkland Lake Gold assets are for the full reporting period.

<sup>2</sup> Includes payments from Netherlands, Sweden, United States and Barbados; for a detailed breakdown consult our ESG performance table available on our website.

## Employment Wage and Benefits

In 2022, Agnico Eagle provided approximately 1.2 billion in wages and benefits. Although we do not measure the direct and indirect economic impact of employee wage spending on local goods and services, it is an important factor in Agnico Eagle's economic contributions to our host communities and regions knowing our workforce is primarily local.

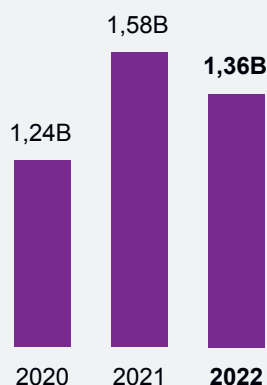
## Buying from Local and Indigenous Suppliers

All our projects strive, where feasible, to buy goods and services from locally based suppliers as a way of supporting the economic vitality of our communities, while at the same time reducing the environmental impact of transporting materials and people from distant locations to our sites. Local suppliers must meet the same sustainability criteria as all potential suppliers in order to do business with our Company. In 2022, our Agnico Eagle mining operations spent \$1.36 billion on the procurement of local goods and services. This represents 44% of all mining procurement spend in 2022. Globally, we provided more than \$800 million in annual value of contracts to Indigenous businesses.

In Nunavut, Indigenous procurement is a key element of our IIBAs and is characterized as businesses registered with Nunavut Tunngavik Incorporated (NTI). In 2022, 63% (\$600 million) of Meadowbank Complex, Meliadine Mine and Hope Bay Project procurement spending was with Indigenous, NTI-registered suppliers. At Detour Lake Mine, Indigenous procurement is a key element of IBA and is characterized as businesses registered with our Indigenous Community Partners. In 2022, \$200 million of Detour Lake's spending was with Indigenous registered suppliers. Our operations work closely with Indigenous communities to address challenges and enhance opportunities for businesses in the region.

Figure 24.

### Operation Payments to Local Suppliers<sup>1</sup>



<sup>1</sup> Value for 2020 has been restated to ensure consistency with year-over-year reporting.



## Supporting Literacy in Rankin Inlet

Agnico Eagle is proud to support Ilitaqsiniq (Nunavut Literacy Council) in its efforts to help Nunavut grow its literacy rates and secure a better future for all Nunavummiut.

In 2022, we made a CAD 250,000 contribution to help the Council expand its staffing, outreach activities and programming. The funding helped purchase a building in Rankin Inlet, which now serves as Ilitaqsiniq's permanent headquarters in the Kivalliq region and where the Council now offers literacy training programs for adults and youth.

Agnico Eagle's contribution toward the Ilitaqsiniq building purchase was one of three community legacy projects to celebrate the opening of our Meliadine mine in 2019. We also contributed CAD 250,000 toward the construction of the new Rankin Inlet Fire Department's Regional Fire Training Centre, allowing fire fighters to train for fire and rescue situations in a safe, real-time environment; and we contributed CAD 500,000 toward Ilitaqsiniq's efforts to promote and advance adult and youth literacy skills across the territory.

Supporting the social prosperity of the communities in which we operate continues to be fundamental to Agnico Eagle's core values.

## Community Investments

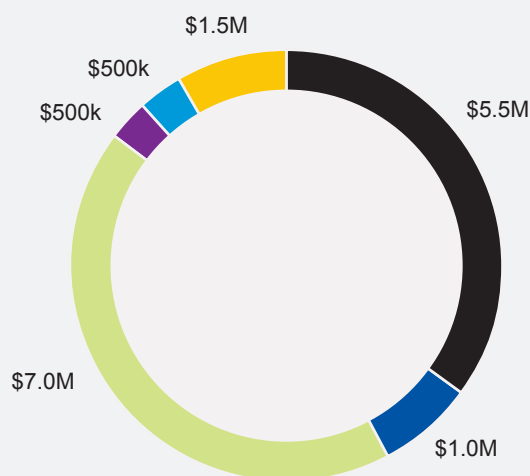
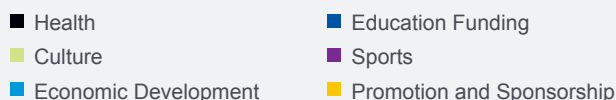
In 2022, our community investment and contribution programs continued to target initiatives that enable each of the communities where we operate to benefit from economic development in their region, even after mining ceases.

Our goal is to provide both Agnico Eagle and our host communities with optimum return on our investments in strategic health, education and capacity-building initiatives.

In 2022 alone, Agnico Eagle contributed \$16 million to various local organizations and events. Most funds went to community engagement (43%) and health (35%). We also look for opportunities where our operations workforce, technical expertise, and equipment can contribute to the needs of our host communities in the form of in-kind donations.

Figure 25.

### 2022 Community Investments



## 2022 Community Investment Highlights

- Agnico Eagle pledged CAD 2 million toward the construction of a new building that will accommodate students from the mining and environmental research institute (IRME – Institut de recherche en mines et environnement);
- Employees and the Company worked together to donate new and used bicycles to Indigenous communities in the Abitibi-Témiscamingue region of Quebec and to youth in Baker Lake, Nunavut;
- Agnico Eagle contributed in-kind support in the way of airfare, accommodation, food and logistics for Camp Engies, a not-for-profit, volunteer-led camp, created by women in engineering to inspire young women to connect with and unleash their engineering potential. For the first time, the camp was held in Baker Lake and it offered a weekend of activities to a group of girls from Grades 5 to 8;
- A new sponsorship with Bendigo Foodshare is helping the charity to distribute food to nearly 13,000 vulnerable people across Central Victoria, Australia;
- Agnico Eagle pledged AUD 750k to help the community of Rochester in Australia recover from flooding (see p. 84);
- Agnico Eagle Finland contributed 50,000 euros to the University of Lapland;
- La India celebrated the Day of Good Deeds with over 60,000 hours volunteered by community members and employees related to caring for the environment, education, sports, culture, coexistence and caring; and
- Over CAD 7.8 million of community investments were made in Northern Ontario (see p. 91).





## Supporting Northern Ontario Communities

In 2022, our Ontario region supported neighbouring communities and local groups with donations of more than CAD 8 million. We wanted the Northern Ontario communities to share in the benefits associated with Agnico Eagle's progress and successes, and to enrich the quality of life in the North.



Our support in Northern Ontario falls within the four focus areas of:

- **Health** – Improve access to health and wellbeing services, while enhancing social relationships, diversity, and social inclusion.
- **Education / Training** – Improve education and training pathways to generate future opportunities.
- **Social / Community** – Community outreach, including recreational activities and sports, to build stronger people, places, and opportunities.
- **Environment** – Support restoration and improvement of our local cultural heritage, environment and biodiversity and promote responsible custodianship of the landscape.

We were pleased to support 85 organizations from Moose Factory to Iroquois Falls, Kapuskasing, Cochrane, Kirkland Lake, Larder Lake, Dobie, Timmins, Sudbury, North Bay and many more small towns and villages in between. We were proud to be part of community events and organizations such as:

- Cochrane Winter Carnival
- Timmins & District Hospital Charity Golf Tournament
- Kirkland Lake No Veteran Left Behind Motorcycle Ride
- Annual Fishing Derbies
- Curling Clubs
- Minor Hockey Associations
- Skating Clubs
- Swimming Clubs

In addition, we provided foundational funding to Blanche River Health to fund a number of projects including the redevelopment of the Kirkland Lake site's Emergency Department, as well as significant equipment purchases encompassing mammography, ultrasound, and point-of-care laboratory equipment.

Along with funding for community groups and organizations, we encourage employees to volunteer in their communities and for causes that are important to them. This past year, employees at our Macassa Mine in Kirkland Lake organized their first annual 10k run to support Make-A-Wish Canada, and our Detour Lake Mine team held multiple food drive collections to support food bank locations. We were proud to be able to build on our employees' efforts with a CAD 100,000 donation to food banks in Northern Ontario and by more than doubling the funds raised for Make-A-Wish Canada.



# Agnico Eagle Global Performance Summary Data<sup>1</sup>

		2022	2021	2020
<b>Operations</b>				
<b>GRI 301-1 SASB EM-MM-000.A</b>	<b>Production<sup>2</sup></b>			
	Total Ore Processed (tonnes)	46,164,794	46,412,108	42,788,331
	Total Gold (Oz)	2,945,433	3,161,630	2,847,726
<b>Health, Safety &amp; Wellness</b>				
<b>Global Safety Performance</b>				
<b>GRI 403-09 SASB EM-MM-320a. 1</b>	Person-Hours Worked <sup>3</sup>	31,020,143	22,056,694	18,656,077
	Number of Fatalities	1	1	0
	Combined Total Recordable Frequency per 1,000,000 person-hours worked <sup>3</sup>	4.84	5.26	6.54
<b>Environmental Stewardship</b>				
<b>Energy &amp; Climate Change</b>				
<b>GRI 302-1 SASB EM-MM-130a. 1</b>	<b>Energy Consumption</b>			
	Total Electricity (GWh)	2,493	2,434	2,275
	% Renewable Electricity <sup>4</sup>	44%	41%	46%
	Total Energy Consumption (GJ) <sup>4</sup>	20,587,814	20,271,083	18,043,066
<b>GRI 302-3</b>	<b>Energy Intensity</b>			
	Electricity Intensity (per tonne of ore processed) (KWh/t)	54.0	52.4	53.2
	Energy Intensity (per tonne of ore processed) (GJ/t)	0.45	0.44	0.42
<b>GRI 305-1</b>	Direct (Scope 1) GHG Emissions (tonnes of CO <sub>2</sub> e) <sup>4</sup>	907,744	891,841	764,965
<b>GRI 305-2</b>	Indirect (Scope 2) GHG Emissions (tonnes of CO <sub>2</sub> e) <sup>4</sup>	266,968	288,617	277,972
<b>GRI 305-2</b>	Scope 3 GHG Emissions (tonnes of CO <sub>2</sub> e) <sup>4</sup>	2.17M	2.3M	1.3M
<b>GRI 305-4</b>	Total (Scope 1 + 2) GHG Emissions (tonnes of CO <sub>2</sub> e) <sup>4</sup>	1,174,712	1,180,459	1,042,938
	GHG Intensity (tonnes of CO <sub>2</sub> e per tonne of ore processed) <sup>4</sup>	0.03	0.03	0.02
	GHG Intensity (tonnes of CO <sub>2</sub> e per gold oz) <sup>4</sup>	0.40	0.37	0.37
<b>Water Management</b>				
<b>GRI 303-3 SASB EM-MM-140a. 1</b>	<b>Water Withdrawal</b>			
	Total Water Withdrawn (m <sup>3</sup> ) <sup>4</sup>	54,186,292	43,373,524	41,138,906
	Total Freshwater Withdrawn for Use (m <sup>3</sup> ) <sup>4</sup>	9,347,637	10,122,405	9,629,173
	Freshwater Withdrawn for Use Intensity (m <sup>3</sup> of water per tonne of ore processed)	0.20	0.22	0.23
	Freshwater Withdrawn for Use Intensity (m <sup>3</sup> of water per gold oz)	3.17	3.20	3.38
<b>GRI 303-4</b>	<b>Water Discharged</b>			
	Total Water Discharged (m <sup>3</sup> ) <sup>4</sup>	23,856,198	19,908,314	23,242,123
<b>GRI 303-5 SASB EM-MM-140a. 1</b>	<b>Water Consumption</b>			
	Total Water Consumed (m <sup>3</sup> ) <sup>4</sup>	30,330,094	23,465,210	17,896,783
	Total Water Used (m <sup>3</sup> ) <sup>4</sup>	57,862,634	50,193,503	47,816,171
	Total Water Recycled (m <sup>3</sup> ) <sup>4</sup>	78%	78%	79%

<sup>1</sup> All data, except Scope 3, excludes Canadian Malartic Mine.

<sup>2</sup> Includes production from Ontario and Australia for full reporting year.

<sup>3</sup> Excludes Legacy Kirkland Lake Gold sites for 2020-2021.

<sup>4</sup> Values for 2020-2021 have been restated to reflect updated methodology and ensure consistency with year-over-year reporting.



		2022	2021	2020
<b>Tailings &amp; Waste Management</b>				
<b>GRI 306-2</b>	<b>Mineral Wastes</b>			
<b>SASB EM-MM-150a. 1</b>	Total Waste Rock Mined (tonnes) <sup>5</sup>	143,990,445	125,515,902	123,301,761
	Total Tailings Produced (tonnes) <sup>5</sup>	41,122,884	40,580,958	36,697,194
	Total Mineral Wastes (tonnes) <sup>5</sup>	185,113,329	166,096,860	159,998,955
	% Tailings Recycled	10%	11%	10%
<b>GRI 306-2</b>	<b>Non-Mineral Wastes</b>			
<b>SASB EM-MM-150a. 2</b>	Total Hazardous Waste (tonnes)	12,350	9,382	8,167
	Total Domestic (non-hazardous)	76,491	80,066	60,815
	% Domestic Waste Recycled	27%	26%	25%
	Total (hazardous + domestic) (tonnes)	88,841	89,448	68,982
<b>GRI 306-2</b>	<b>Total Wastes</b> (tonnes) <sup>5</sup>	185,202,170	166,186,308	160,057,937
<b>Environmental Compliance</b>				
<b>GRI 306-3</b>	<b>Significant Spills</b>			
	Number of significant spills	0	0	0
	Total Volume (L) of significant spills	0	0	0
<b>GRI 307-1</b>	<b>Environmental Fines and Sanctions</b>			
	Total number of fines and sanctions	0	0	0
	Monetary value of fines (\$CAD)	\$ –	\$16,255	\$ –
<b>Our People</b>				
<b>Workforce Composition</b>				
<b>GRI 102-08</b>	<b>Total Workforce</b>	14,133	14,301	12,431
<b>SASB EM-MM-000.8</b>	Contractors	4,674	5,154	4,129
	Employees	9,459	9,147	8,302
	% Contractors	33%	36%	33%
<b>Diversity &amp; Inclusion</b>				
<b>GRI 405-1</b>	% Female Employees	15%	15%	14%
	% Female Senior Management	22%	20%	16%
	% Female Executives <sup>6</sup>	16%	13%	8%
	% Female Board of Directors <sup>6</sup>	33%	33%	30%
	% Visible Minorities Executives <sup>6</sup>	19%	20%	8%
	% Visible Minorities Board <sup>6</sup>	17%	17%	10%
<b>Retaining, Training and Developing Our People</b>				
<b>GRI 401-01</b>	<b>Permanent Employee Turnover Rate (%)</b>	11%	12%	10%
	<b>Training</b>			
	Average Hours of training per employee	33	34	29
<b>GRI MM04</b>	Number of Strikes and Lockouts	0	0	0
<b>Socio-Economic Development</b>				
<b>Generating Economic Benefits</b>				
<b>GRI 204-1</b>	<b>Proportion of Spending on Local Suppliers</b>			
	% of local spending <sup>7</sup>	44%	45%	48%

<sup>5</sup> Values for 2020–2021 have been restated to reflect updated methodology and ensure consistency with year-over-year reporting.

<sup>6</sup> As of April 28th 2023.

<sup>7</sup> Value for 2020 has been restated to ensure consistency with year-over-year reporting.

### Forward-Looking Statement

Certain statements contained in this report constitute forward-looking statements or forward-looking information within the meaning of applicable securities laws and are referred to herein as “forward-looking statements”. Such statements include, without limitation, statements regarding the Company’s future plans in the areas of sustainable development, health, safety, human resources, environment, community development and climate change action. Many factors, known and unknown, could cause the actual results to be materially different from those expressed or implied by such forward-looking statements. Such statements reflect the Company’s views as at the date of this report and are subject to certain risks, uncertainties and assumptions, and undue reliance should not be placed on such statements. For a detailed discussion of such risks and other factors that may affect the Company’s ability to achieve the expectations set forth in the forward-looking statements contained in this report, please see the Company’s Annual Information Form for the year ended December 31, 2022 filed with Canadian securities regulators on SEDAR at [www.sedar.com](http://www.sedar.com). Other than as required by law, the Company does not intend, and does not assume any obligation, to update these forward-looking statements.

