

Building Better Together

Sustainability Report 2021



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 and Colombia.

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

GRI AND SASB INDEX AND DATA TABLES

Visit our website for our comprehensive performance data tables at www.agnicoeagle.com/sustainability/gri-and-sasb-index-and-data-tables

Navigating the Report

 Supporting content (external links)

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About This Report



Fosterville Gold Mine, Australia

The 2021 Sustainability Report marks the 13th year that Agnico Eagle Mines Limited has produced a detailed account of our health, safety, environmental and social performance.

On February 8th, 2022, Agnico Eagle Mines Limited and Kirkland Lake Gold Limited, announced the successful completion of a merger of equals transaction. This report is intended to provide a better understanding of the new Agnico Eagle's oversight, strategy, practices and risk management approach to key environmental, social and governance (ESG) areas and to report on the historic sustainability performance of all mining operations.

References to "Agnico Eagle", "the Company", "we" and "our" refer to Agnico Eagle Mines Limited. 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.

This report reflects performance from January 1 to December 31, 2021 and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Options, 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 three-year global performance summary of key indicators is included on page 79 of this report. Our 2021 GRI and SASB indexes and disclosures of performance indicators by operation can be

found on our [website](#). Performance data from both legacy companies is provided separately, and where appropriate, consolidated to provide our stakeholders with a complete understanding of our impacts. Details of reporting boundaries for the 2021 Sustainability Report are provided on the following page.

Unless otherwise specified, all funds are reported in USD and all information in this report is as of December 31, 2021.

Some photos contained in this report were taken prior to the COVID-19 pandemic and any mandatory preventive and hygiene measures.

Building Better Together

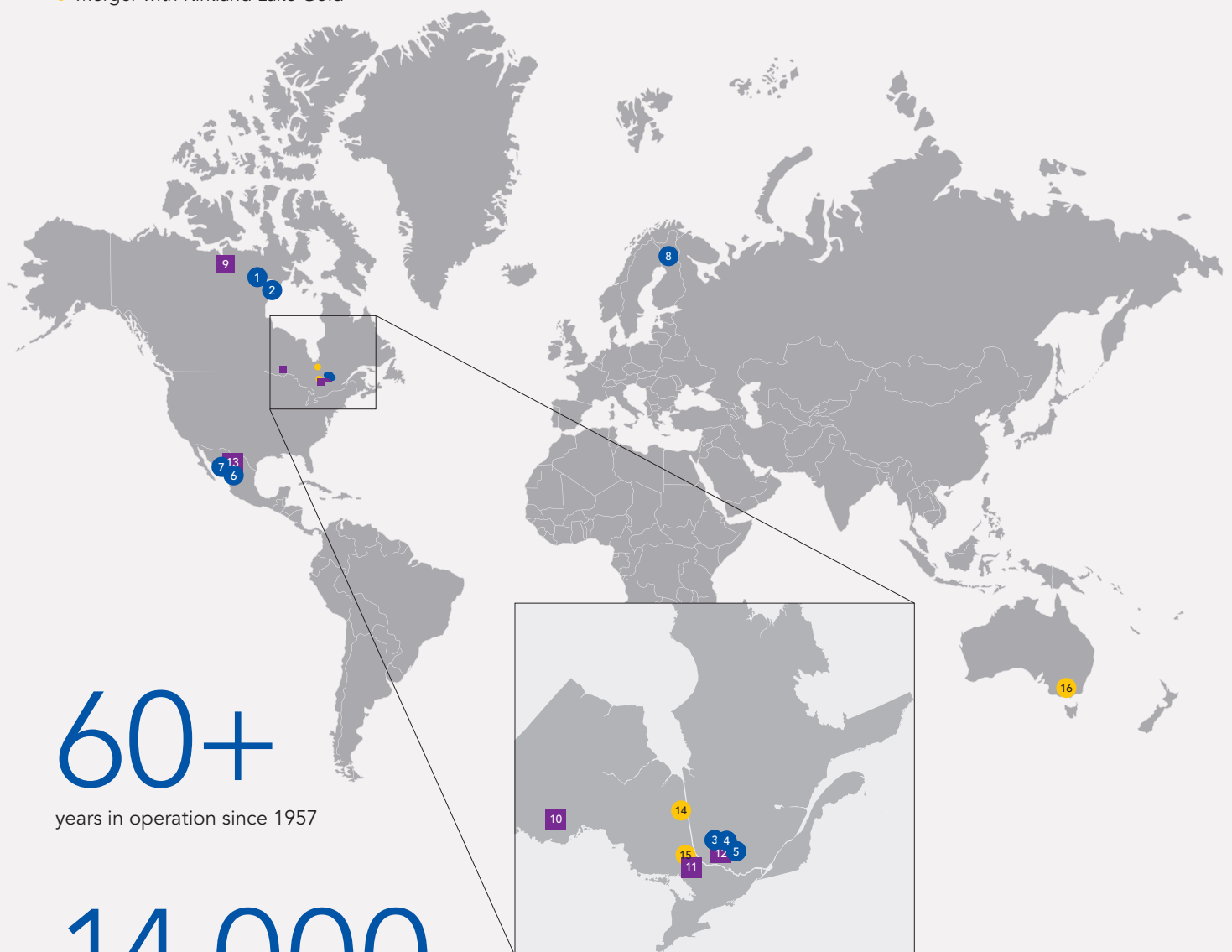
The theme of Agnico Eagle's 2021 Sustainability Report, "Building Better Together", highlights the opportunity to build better relationships and connections with our employees, business partners, communities and other stakeholders. It emphasizes the need to build a culture of inclusion and a sense of belonging across our organization, in order to enhance our sustainability performance and extend our ESG leadership further. This approach will allow Agnico Eagle to become the world's leading gold company – not only for investors, but also for employees, communities and Indigenous stakeholders.

As we grow and expand around the globe, our goals and values haven't changed. We believe in generating superior long-term returns for our shareholders, creating a great place to work for our employees and contributing positively to the communities and countries in which we operate. As we move forward, we will embrace the same passion, leadership and resiliency that has made us successful in the past.

Agnico Eagle At-a-Glance

Agnico Eagle is a senior Canadian gold mining company that has produced precious metals since 1957. Our business strategy focuses on geological regions with strong gold endowment in stable global jurisdictions, with a commitment to being both a good employer and a good neighbor. Our merger with Kirkland Lake Gold is a reinforcement of this approach.

- Operations
- Exploration projects
- Merger with Kirkland Lake Gold



60+
years in operation since 1957

14,000
total number of employees and contractors

● Mining Operations

1. Meadowbank Complex (100%)

Nunavut, Canada
Open pit mine

2021 payable production:
324,808 ounces of gold

2. Meliadine Mine (100%)

Nunavut, Canada
Underground and open pit mine

2021 payable production:
391,687 ounces of gold

3. LaRonde Complex (100%)

Quebec, Canada
Underground mines in Abitibi region

2021 payable production:
379,734 ounces of gold

4. Goldex Mine (100%)

Quebec, Canada
Underground mine in Abitibi region

2021 payable production:
134,053 ounces of gold

5. Canadian Malartic Mine (50%)

Quebec, Canada
Open pit mine in Abitibi region, in which
Agnico Eagle has 50% ownership

2021 payable production:
357,392 ounces of gold

6. Pinos Altos Complex (100%)

Chihuahua State, northern Mexico
Open pit and underground mine with
milling and heap leach operation (gold,
silver by-product)

2021 payable production:
Pinos Altos Mine 126,932 ounces of gold
Creston Mascota Mine 12,801 ounces of gold

7. La India Mine (100%)

Sonora State, northern Mexico
Open pit mine with heap leach operation
in Mulatos Gold Belt

2021 payable production:
63,529 ounces of gold

8. Kittilä Mine (100%)

Lapland, northern Finland
Underground mine

2021 payable production:
239,240 ounces of gold

■ Exploration Projects

9. Hope Bay (100%)

Nunavut, Canada
Underground mine

2021 payable production:
56,229 ounces of gold

*Production activities have been
suspended and the primary focus
will be on accelerating
exploration and the evaluation of
larger production scenarios.*

10. Hammond Reef (100%)

Northwestern Ontario, Canada
A gold exploration project
with significant open pit
measured and indicated
mineral resources.

11. Kirkland Lake (100%)

Northeastern Ontario, Canada
The Kirkland Lake project
covers approximately
27,312 hectares and mineral
reserves and mineral
resources have been outlined
on several properties.

12. Canadian Malartic – Odyssey project (50%)

Quebec, Canada

The Odyssey project hosts
three main underground
deposits: East Gouldie,
East Malartic, and Odyssey.
Following the completion of
an internal technical study in
late 2020, the Partnership has
started the construction of
a new underground mining
complex at the Odyssey
project, with initial production
expected in 2023.

13. Santa Gertrudis (100%)

Sonora, Mexico

Significant new 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.

● Merger with Kirkland Lake Gold Announced on September 28, 2021 and closed on February 8, 2022

Agnico Eagle and Kirkland Lake Gold completed a merger on February 8, 2022, with the combined company to continue under the name "Agnico Eagle Mines Limited". Post completion of the merger, Agnico Eagle owns three additional operating mines.

14. Detour Lake (100%)

Ontario, Canada
Open pit mine in northeastern Ontario
The Detour Lake Mine has become the
largest gold producing mine in Canada
with the largest gold reserves and
substantial growth potential. The Detour
Lake operation is located in northeastern
Ontario, approximately 300 kilometres
northeast of Timmins and 185 kilometres
by road northeast of Cochrane, within the
northernmost Abitibi Greenstone Belt. It
has a mine life of approximately 22 years.

2021 payable production:
712,824 ounces of gold

15. Macassa (100%)

Ontario, Canada
Underground mine in northeastern
Ontario

The Macassa Mine, located in the town
of Kirkland Lake, Ontario is one of the
highest gold grade mines in the world.
Since its initial discovery in 1911, gold has
been a staple in the history of Kirkland
Lake. Between 1905 and 1935, several
mines opened in the area and collectively
these mines have produced more
than 23 million ounces of gold in the
20th century.

2021 payable production:
210,192 ounces of gold

16. Fosterville (100%)

Victoria, Australia
Underground mine in southeastern
Australia

The Fosterville Mine is a high-grade,
low-cost underground gold mine, located
20 kilometres from the city of Bendigo.
The Fosterville Mine features highly
profitable gold production, as well as
extensive in-mine and district scale
exploration potential.

2021 payable production:
509,601 ounces of gold



Macassa Mine, Ontario

Reporting Boundary

The merger of Agnico Eagle and Kirkland Lake Gold expands our operating portfolio, as well as our sustainability contributions, impacts and responsibilities. To maintain a high standard of reporting and ensure that the full scope of the new Agnico Eagle is covered, we have expanded the boundaries of our reporting to include all Legacy Agnico Eagle and Legacy Kirkland Lake Gold projects.

To ensure full transparency and consistency with reporting requirements and guidelines, annual data is reported separately for both Legacy Agnico Eagle and Legacy Kirkland Lake Gold and is reported in consolidated format where feasible. Due to constraints with data availability, quality or comparability, historic data for Legacy Kirkland Lake Gold is not included for all metrics. We will work in the coming years to address any data gaps.

Boundary	Operating sites included in reporting boundary	Exceptions
Legacy Agnico Eagle	Abitibi, Quebec: LaRonde Complex, Goldex Mine Finland: Kittilä Mine Mexico: La India Mine, Pinos Altos Complex Nunavut: Meadowbank Complex, Meliadine Mine, Hope Bay Mine	Performance metrics do not include Canadian Malartic Mine (50% Agnico Eagle) unless specified otherwise. The Canadian Malartic Mine sustainability performance is published in a separate report that can be accessed at canadianmalartic.com . Data from administrative, exploration and closed sites is limited to health and safety, workforce, and economic reporting unless specified otherwise. On February 2, 2021, Agnico Eagle acquired Hope Bay. Data for Hope Bay Mine is inclusive for 2021, and exclusive for 2019–2020. Production at the mine was suspended in October 2021 and the focus in 2022 will be on exploration and expanding the property. Any present or forwarding-looking statements on active operations do not include the site.
Legacy Kirkland Lake Gold	Ontario: Macassa Mine, Detour Lake Mine Australia: Fosterville Mine	Data from administrative, exploration and closed sites is limited to health and safety, workforce, and economic reporting unless specified otherwise. Detour Lake Mine was acquired by Legacy Kirkland Lake Gold on January 31, 2020. Unless otherwise stated, data for 2019 Legacy Kirkland Lake Gold has been restated to include the Detour Lake Mine.

Policies & Codes of Conduct¹

- [Sustainable Development Policy](#)
- [Anti-Corruption and Anti-Bribery Policy](#)
- [Indigenous Peoples Engagement Policy](#)
- [Diversity and Inclusion Policy](#)
- [Code of Business Conduct & Ethics](#)
- [Confidential Anonymous Complaint Reporting Policy](#)
- [Supplier Code of Conduct](#)
- [Tailings Management Policy](#)

Supplemental Information

Agnico Eagle's approach is to disclose and report on its environmental, social and governance impacts in a manner that is consistent, comprehensive, and publicly accessible to all. 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 ESG-related information. If you are unable to find the information you are looking for, please contact sd@agnicoeagle.com.

GRI & SASB Index	ESG Data Tables	UN SDGs	Financial Reporting
<p>Every year we provide an index as part of our ESG workbook 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 website.</p> <p>A three-year performance summary of key ESG data is provided at the end of this report.</p>	<p>A summary of all our commitments and initiatives related to the United Nations Sustainable Development Goals can be found on the UN SDG page of our website.</p>	<p>For additional information on our annual financial results consult our 2021 Annual Report, for</p> <ul style="list-style-type: none"> – executive compensation consult our Management Proxy Circular 2022, for – financial risks consult our Annual Information Form – Information on payments to governments consult our ESTMA reports.
Tailings Management	Climate, Water & Biodiversity	Human Rights	Regional Information
<p>This report provides a summary of our management approach, impacts, and risks and opportunities related to tailings management on p. 44.</p> <p>For more information on our tailings management, including a list of tailings storage facilities and risk evaluation details, consult our 2021 Tailings Summary Report.</p>	<p>This report provides a thorough summary of our management approach, impacts, and risks and opportunities related to climate, water and biodiversity on p. 34, 42 and 50.</p> <p>For additional details, consult our CDP responses available on the CDP website.</p>	<p>This report provides a summary of our management approach, impacts, and risks and opportunities related to human rights on p. 19.</p> <p>Detailed information on our approach and actions is available in our Conflict-Free Gold Report and Report on Voluntary Principles and Human Rights.</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>

1. List does not include internal policies, standards and governance documents

A Message from Our President & CEO



From the boardroom to the rock face, every member of the Agnico Eagle team is committed to being a responsible gold miner.

We believe our business – when done right – can contribute to building a better world.

We are proud of the value we bring to society and we aim to be a good employer and a good neighbour.

We take our sustainability commitments seriously because we want to be a welcome member of our operating communities for generations. And we know that if mining is done wrong, trust, social license and reputation are quickly lost.

As we bring together the Agnico Eagle and Kirkland Lake Gold teams, we have the perfect opportunity to extend our leadership further. We will integrate the latest sustainability best practices across all our mine sites to maintain our reputation as the partner of choice within the global mining industry.

We are building a world-class business, not only for investors, but for our employees, communities and Indigenous stakeholders. The new Agnico Eagle is both willing and able to provide the financial and human capital necessary to ensure the benefits of mining endure well beyond the life of our mines.

On behalf of the leadership team, I want to thank all employees for your unwavering commitment to our sustainability goals and for helping Agnico Eagle contribute to building a better world.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Al-Joundi'.

Ammar Al-Joundi
President and Chief Executive Officer

A Message from Our Executive Vice-President, Operational Excellence



We are building the new Agnico Eagle on a strong track record of environmental, social and governance performance.

Agnico Eagle and Legacy Kirkland Lake Gold share a reputation for responsible gold mining and sustainability expertise in everything from renewable energy projects and electrification to water stewardship and tailings waste management.

Building Better Together is less about the technical work we do as miners and more about the intangible work we do of building relationships and forging connections with our employees, business partners, communities and other stakeholders. It is about building a culture that is inclusive and provides a sense of belonging across our growing organization.

We can get all the technical things right, but only by coming together as a team will we find opportunities to improve our sustainability performance, contribute to our communities, and take care of one another while ensuring every ounce of gold we produce is mined safely and responsibly.

With the merger, Agnico Eagle now operates 10 mines and has 50% interest in Canadian Malartic, with numerous projects in four countries and employs more than 14,000 people. While each operation is at a different point in its sustainability journey, we all share the same commitment to sustainable, responsible mining. We have experience and expertise to share with one another, and building connections and relationships is more important than ever.

Our combined performance in 2021 provides a solid base from which to build. We continue to be leaders in operating greenhouse gas (GHG)-efficient gold mines with a combined intensity of 0.4 tonnes of CO₂ equivalent for every ounce of gold produced and 8 of the 11¹ operating mines in 2021 below the industry average.² In 2021 we set a target of Net-Zero emissions by 2050, continued to enhance our carbon reporting, progressed our decarbonization and climate resilience plans, and strengthened our climate change governance.

We continued to contribute to the quality of life in our host communities and remain committed to helping to take care of the most vulnerable people in society, donating a combined \$10 million for community investment programs and initiatives. We broadened our approach to diversity, equity and inclusion and moving forward into 2022 increased diverse representation in senior roles within our new leadership teams.

While we reduced the number of serious injuries in 2021, sadly we lost a member of the Hope Bay contractor team during the year. This only strengthens our determination to eliminate workplace injuries and fatalities and to achieve our goal of zero accidents.

As COVID-19 lingers, many continue to struggle with the physical challenges and social isolation it brings. Supporting our people, and addressing mental health and wellness in the workplace, remain a priority for our Company.

Another priority is to advance our climate action plans to achieve our 2050 pledge of Net-Zero. Taking a use-test-learn approach to better understand our impacts and reduce our carbon footprint will enhance our ability to apply our learnings to build the next generation of mines.

We will maintain our focus on *Building Better Together*, ensuring those critical relationships, connections and culture are in place to advance our sustainability performance and contribute to a better world.

Sincerely,

A stylized, handwritten signature in black ink, appearing to be 'CP'.

Carol Plummer
Executive Vice-President, Operational Excellence

1. 11 operating mines includes Hope Bay which was put on care and maintenance at the end of 2021 while we advance exploration.
2. Industry average of 0.697 tCO₂e per ounce of gold produced, as per S&P Global Market Intelligence 2021

Our Approach

We are committed to not only meeting, but going beyond, regulatory requirements for health, safety, environmental, social and governance matters. With the combined expertise of the Agnico Eagle and Kirkland Lake Gold teams, 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.

The new Agnico Eagle will continue to integrate sustainability considerations into our business strategy as well as in the way we plan and manage our activities.

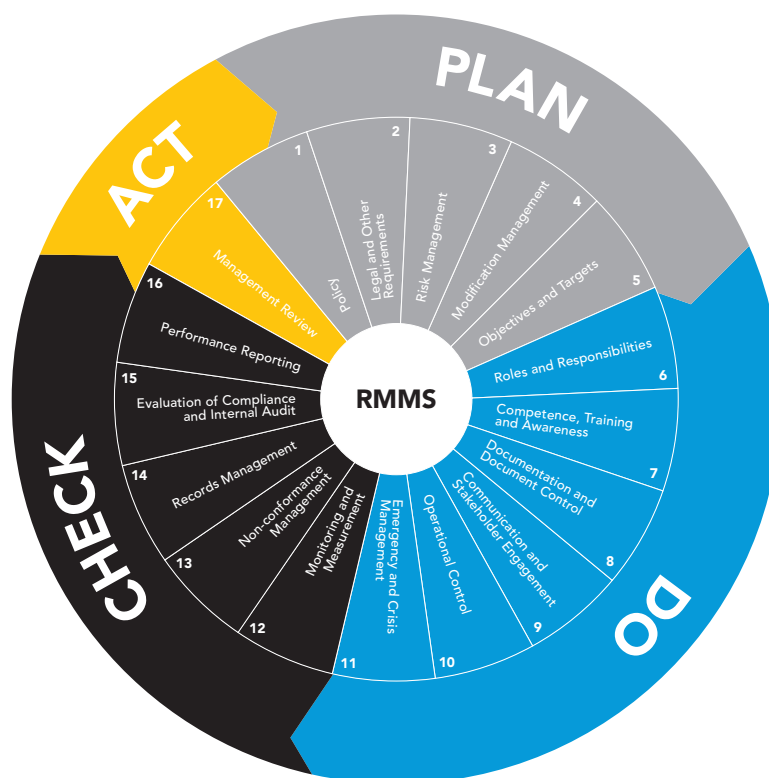
Agnico Eagle's Sustainable Development Policy highlights our commitment to health and wellness, to the protection of Human Rights, and to minimizing risks associated with the management of tailings and water. In 2021, Legacy Kirkland Lake Gold applied similar policies and in 2022 we will update our Sustainable Development Policy to reflect the new Agnico Eagle and incorporate new sustainability commitments such as our commitment to net-zero emissions by 2050.

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

We are committed to implementing standards developed through international initiatives, principles, codes, and programs to which Agnico Eagle is a signatory. As Kirkland Lake Gold adopted or was in the process of adopting many of the same or equivalent standards, the new Agnico Eagle will work in 2022 and beyond to ensure every operation meets or exceeds all our respective commitments.

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 are a signatory. Our RMMS is aligned with the intent of the ISO 14001 Environmental Management System and the ISO 45001 Occupational Health and Safety Management Systems. The Legacy Kirkland Lake Gold Integrated Management System (IMS) was developed with many of the same elements. As part of our continuous improvement efforts, reviewing both and adopting the best practices will be our focus.



Towards Sustainable Mining

The Mining Association of Canada's (MAC) Towards Sustainable Mining (TSM) initiative promotes best practices in environmental protection, energy efficiency, community engagement, safety, and transparency. TSM external audits are a condition of membership in MAC and are performed every three years. Six Legacy Agnico Eagle sites completed external audits in 2021 with the next audit scheduled for 2024. Overall, the sites performed very well with the Company meeting the requirements for a Level A or higher for 160 of the 165 indicators evaluated. Between the scheduled external audits annual self-assessments are carried out. Both external audit and self-assessment results are disclosed publicly mine by mine on the MAC [website](#). Legacy Kirkland Lake Gold sites are in the process of adopting TSM and completed verification on their progress as new adopters 2021.

Both Legacy Agnico Eagle and Legacy Kirkland Lake Gold were strong supporters of TSM and the new Agnico Eagle looks forward to continuing to actively support the initiative.

International Cyanide Management Code

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). The LaRonde Complex and Meliadine Mine are working toward attaining certification in the coming years.

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, for both Legacy Agnico Eagle and Legacy Kirkland Lake Gold, are available on our [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 set out Principles that it believes address key environmental, social and governance concerns for the gold mining sector. Both Legacy Agnico Eagle and Legacy Kirkland Lake Gold were members of the WGC, and the new Agnico Eagle remains committed to implementing and upholding the RGMPs. Annual RGMP implementation progress and verification reports, for both Legacy Agnico Eagle and Legacy Kirkland Lake Gold, 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 consequence criteria was developed and approved in 2020 to improve our risk management process. An external audit was performed in 2021 and the results are available on the VPSHRs [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 is to contribute to UN SDG 6 – Clean Water and Sanitation provided on p. 45, 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](#).

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 34). We continue to refine our understanding of climate-related financial risks and the new Agnico Eagle is working to provide more detailed disclosures as outlined by the TCFD.

Analyst Corner

GRI 102-11, 102-12, 102-13

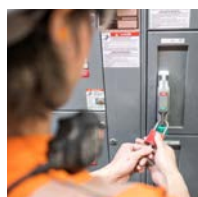
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Our Performance, Objectives and Targets

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

Performance Highlights

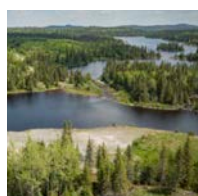
+ Favourable - Unfavourable = Neutral³



Health, Safety and Wellness

See page 22 for more details

		2019	2020	2021	3-Year Trend
Combined Lost-time Accident and Restricted Work Frequency ⁴	Agnico Eagle	0.99	1.02	0.82	+
	Kirkland Lake Gold	N/A	N/A	0.70	
Fatalities	Agnico Eagle	0	0	1	-
	Kirkland Lake Gold	0	0	0	+



Environmental Stewardship

See page 32 for more details

		2019	2020	2021	3-Year Trend
Total tonnes CO ₂ e ⁵	Agnico Eagle	583 k	598 k	692 k	-
	Kirkland Lake Gold	456 k	447 k	492 k	-
CO ₂ e/oz ⁵	Agnico Eagle	0.40	0.41	0.40	=
	Kirkland Lake Gold	0.31	0.32	0.34	-
Total Water Recycled	Agnico Eagle	62%	67%	71%	+
	Kirkland Lake Gold	94%	70%	89%	=
Significant Spills	Agnico Eagle	0	0	0	+
	Kirkland Lake Gold	0	0	0	+



Our People

See page 52 for more details

		2019	2020	2021	3-Year Trend
Proportion of Women in the Workforce	Agnico Eagle	16%	15%	15%	=
	Kirkland Lake Gold	14%	10%	14%	=
Local Employment	Agnico Eagle	59%	61%	57%	=
	Kirkland Lake Gold	N/A	90%	91%	=
Indigenous Employees	Agnico Eagle ⁶	442	410	380	-
	Kirkland Lake Gold	N/A	N/A	267	



Our Communities

See page 66 for more details

		2019	2020	2021	3-Year Trend
Number of Significant Disputes	Agnico Eagle	0	0	0	+
	Kirkland Lake Gold	0	0	1	=
Operations Payments to Local Suppliers	Agnico Eagle	\$865M	\$876M	\$1,100M	+
	Kirkland Lake Gold	N/A	\$455M	\$475M	+

3. Performance is based on targets or where targets are absent three-year performance trends.

4. Per 200,000 hours worked by employees and contractors.

5. Values for 2019–2020 have been restated to reflect updated methodology and ensure consistency with year-over-year reporting.

6. Retention of Inuit employees was affected by strict public health restrictions in Nunavut; see p. 58 for more details.

Our 2021 Objectives and Targets

● Achieved → Ongoing ... Delayed ○ Not Achieved

Topic	2021 Target	2021 Status	2022 Objectives
Health & Safety We aim to operate a safe and healthy workplace that is injury and fatality free.			
Injury Frequency	Achieve a combined Global Combined Lost-time Accident and Restricted Work Frequency below 1.00	●	Achieve a Global Combined Lost-time Accident and Restricted Work Frequency below 0.89
Fatalities	Zero fatalities	○	Zero fatalities
Environmental Stewardship We aim to eliminate, minimize, and mitigate impacts of our operations on the environment.			
Environmental Compliance	Finalize Environmental Incident Management Standard	●	Implement Environmental Incident Standard at the sites and prepare for internal audit in 2023
	Achieve zero major or critical/extreme environmental incidents	●	Achieve zero major or critical/extreme environmental incidents
Water Stewardship	Ensure our operating sites have a water management strategy captured by a water management plan and supported by robust water balances	●	Begin implementation of corporate water management strategy at Legacy Kirkland Lake Gold sites to ensure consistent approach by 2023
Integrated Closure	Continue to focus on progressive reclamation of active mine sites while reducing risks at the Legacy sites	→	Continue to focus on progressive reclamation of active mine sites while reducing risks at legacy sites
	Continue closure activities and earthworks at the former Lapa Mine site following successful removal of site infrastructure		Submit regulatory package to Quebec government and commence landform design and revegetation activities for Lapa Mine site
Tailings & Waste Management	Ensure operations have in place functioning and sustainable critical infrastructures governance; develop a communication plan for our operations to ensure the whole process is understood	●	Ensure Agnico Eagle's critical infrastructure governance model is applied to all Legacy Kirkland Lake Gold sites and Hope Bay project. Reinforce the current model for Agnico Eagle Legacy sites
Climate Change	Finalize first Climate Action Plan Strategy and initiate risk assessment in line with TCFD	●	Develop integrated Climate Change Strategy for Agnico Eagle informed by scenario analysis and that includes interim targets
Our People We aim to maintain a work environment that is based on mutual respect, fairness and integrity.			
Employment / Jobs	Regions to develop workforce productivity and workforce plans to continue providing long-term sustainable jobs for our people	→	Regions to continue developing plans and finalize improvements to workforce cost and productivity reporting
Diversity & Inclusion	Achieve the 2021 Diversity and Inclusion Action Plan	→	Implement interview bias training, continue leadership development programs, and advance other elements of diversity and inclusions strategy
Our Communities We aim to contribute to the social and economic development of sustainable communities associated with our operations.			
Community Relations and Satisfaction	Audit stakeholder mapping process	...	Ensure common approach to documenting and mapping of stakeholder interactions
Indigenous Rights and Relationships	Continue to negotiate relevant agreements with Indigenous groups for projects in Ontario and Quebec	→	Continue to negotiate relevant and mutually beneficial agreements with Indigenous communities and ensure full compliance to existing agreements
	Enhance our process to align expectations between Indigenous groups, governments and Agnico Eagle	→	Enhance our process to align expectations between Indigenous groups and communities, governments and Agnico Eagle

Analyst Corner

GRI 102-15

MT

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 sessions and consultation sessions, social media presence, availability to local media and providing access to a confidential grievance reporting mechanism.

Communicating at a Distance

Throughout the year we adapted our communication practices to ensure we kept communities and stakeholders well informed, and we were able to work together safely:

- | | | |
|---|---|---|
| • Frequent communications to update and inform government authorities | • Virtual consultations with local leaders to enhance understanding of community priorities | • Offering employees online meeting platform and remote work training |
| • Employee surveys | • Participation in virtual job fairs | • Participation in industry COVID-19 working groups |
| • Awareness campaigns for employees and neighbouring communities | • Dedicated external and internal COVID-19 web pages | • Physically distant community meetings with options for virtual attendance |

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 a varied array of stakeholder groups are selected to be representative

of civil society. 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. Due to the ongoing pandemic, the annual SAC meeting was held virtually in 2021.

2021 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](#).

Climate Change

- Review and consider joining the Science Based Target initiative (SBTi) to reduce GHG emissions and establish ambitious medium-term targets
- Update the materiality assessment in light of recent developments regarding climate change
- Conduct site-level climate change risks assessment and share with local communities

Local Procurement

- Increase the transparency of what is considered “local” when reporting on local procurement spending
- Identify and support local entrepreneurs to become potential suppliers in collaboration with local communities

Other Recommendations

- Review and consider the EU taxonomy and CSR Directive
- Enhance internal and external sharing of good sustainability practices between the company's sites

2021 Key Engagement Topics



Our Workforce

Key Topics

- Job and Income Security: COVID-19
- Implement actions to increase diversity and inclusion
- Ensure workforce availability, productivity and long-term sustainable jobs

Our Response

- Clearly communicated COVID-19 protocols, enhanced testing programs, adjusted provisions for COVID-19 related absences
- Supported employees unable to return to work due to public health restrictions
- Initiated programs to help women prepare for leadership roles, and expand diversity in procurement
- Revised employee engagement survey to provide more information on inclusion, helping to refine diversity and inclusion plans
- Improved workforce management planning to keep employees engaged in a tightening labour market and to encourage sustainable labor productivity



Communities

Key Topics

- Community and employee COVID-19 response
- Community support

Our Response

- Protect the health and safety of our community neighbours by taking guidance from the current territorial and federal public health restrictions regarding COVID-19
- Supported employees unable to return to work due to public health restrictions
- Consulted with communities to align support and donations where most needed



Indigenous Groups

Key Topics

- Reconciliation with Indigenous People
- Benefit agreements
- Indigenous employment

Our Response

- 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 for hiring and retention of Indigenous workers



Governments and Regulatory Bodies

Key Topics

- Employee and community COVID-19 response
- Community support
- Environment, climate change and GHG reduction
- Employment and training

Our Response

- Collaborated closely with governments and Public Health agencies on COVID-19 response
- Undertook discussions with governments for energy alternatives in Nunavut
- Raised awareness on projects, activities and opportunities with government and community stakeholders



Suppliers

Key Topics

- COVID-19 response
- Increased opportunities for local businesses
- Supply chain resilience

Our Response

- Supported local businesses struggling due to the pandemic
- Continued to provide up-to-date information on COVID-19 protocols
- Collaborated with suppliers to identify and mitigate supply chain risks



Investors and Analysts

Key Topics

- Climate change
- Business sustainability
- Risk management
- Workforce diversity
- COVID-19 response

Our Response

- Committed to be net-zero by 2050 and disclosed our Scope 3 GHG emissions
- Began preparing first Climate Action Plan Strategy
- Provided public updates on operational changes due to COVID-19
- Organized an ESG investor day to provide an update on business sustainability and risk management
- Broadened scope of our Diversity and Inclusion Action Plan

Analyst Corner

GRI 102-21, 102-40, 102-42, 102-43, 102-44



Sustainability Materiality Assessment



Meliadine Mine, Nunavut, Canada

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 involving company leaders, internal experts, external stakeholders and consultants.

Our materiality process involves stakeholder and operational-risk mapping, as well as issues identification and ranking. This enables us to build a network of sustainability topics that influence the assessment and decisions of our key stakeholders and/or have a current or potential impact to our business. As part of our theme, “Building Better Together”, Agnico Eagle analyzed the most recent materiality assessment results available from each legacy organization to determine the sustainability topics that are the most material for this report. Results of this integrated materiality assessment are presented on the following page. Topics previously identified by either legacy organization as high priority are considered material for sustainability reporting purposes and continue

to be areas of focus in 2022. The size of pie slice reflects the overall importance to stakeholders and impact to the business for both Legacy Agnico Eagle and Legacy Kirkland Lake. In 2022, we will update our materiality process and complete a new assessment that reflects that new Agnico Eagle and will inform our sustainability strategy moving forward. 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 102-46, 102-47

MT

2021 Integrated Materiality Assessment

- High Priority Legacy Agnico Eagle
- High Priority Legacy Kirkland Lake Gold
- Other important topics



Our Materiality 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.

Message from the Chair of the Health, Safety, Environment and Sustainable Development (HSESD) Committee of the Board

"At the Board level, our primary focus is to support Ammar and Agnico Eagle's executive management team, by ensuring the resources necessary to achieve the Company's sustainability goals and enhance our ESG leadership further are in place. We are also working with our new Board colleagues to share leading practices in ESG and sustainability across our operating countries – Canada, Mexico, Finland and Australia. We are learning from each other to ensure we are Building Better Together.

We are committed to reducing our impacts to climate change. It will take efforts from the Board, management and all of our employees and contractors to meet our net-zero by 2050 aspiration.

Health and safety and being a trusted and valued member of the communities in which we operate are fundamental principles at Agnico Eagle. The Towards Zero Accidents Initiative has engaged all of our large international workforce of more than 14,000 people and builds on our strong safety performance to date. In the communities, Board members and the management team have developed strong relationships by constant communication with, and listening to, community priorities and acting on these where we can."

Deborah McCombe

Member, Agnico Eagle Board of Directors, Chair of the Health, Safety, Environment and Sustainable Development (HSESD) Committee



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 18. 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.

Analyst Corner

GRI 102-29, 102-30, 101-31

MT

Awards

Corporate Knights placed us as the top ranked mining company on its list of the 2021 Global 100 Most Sustainable Corporations.

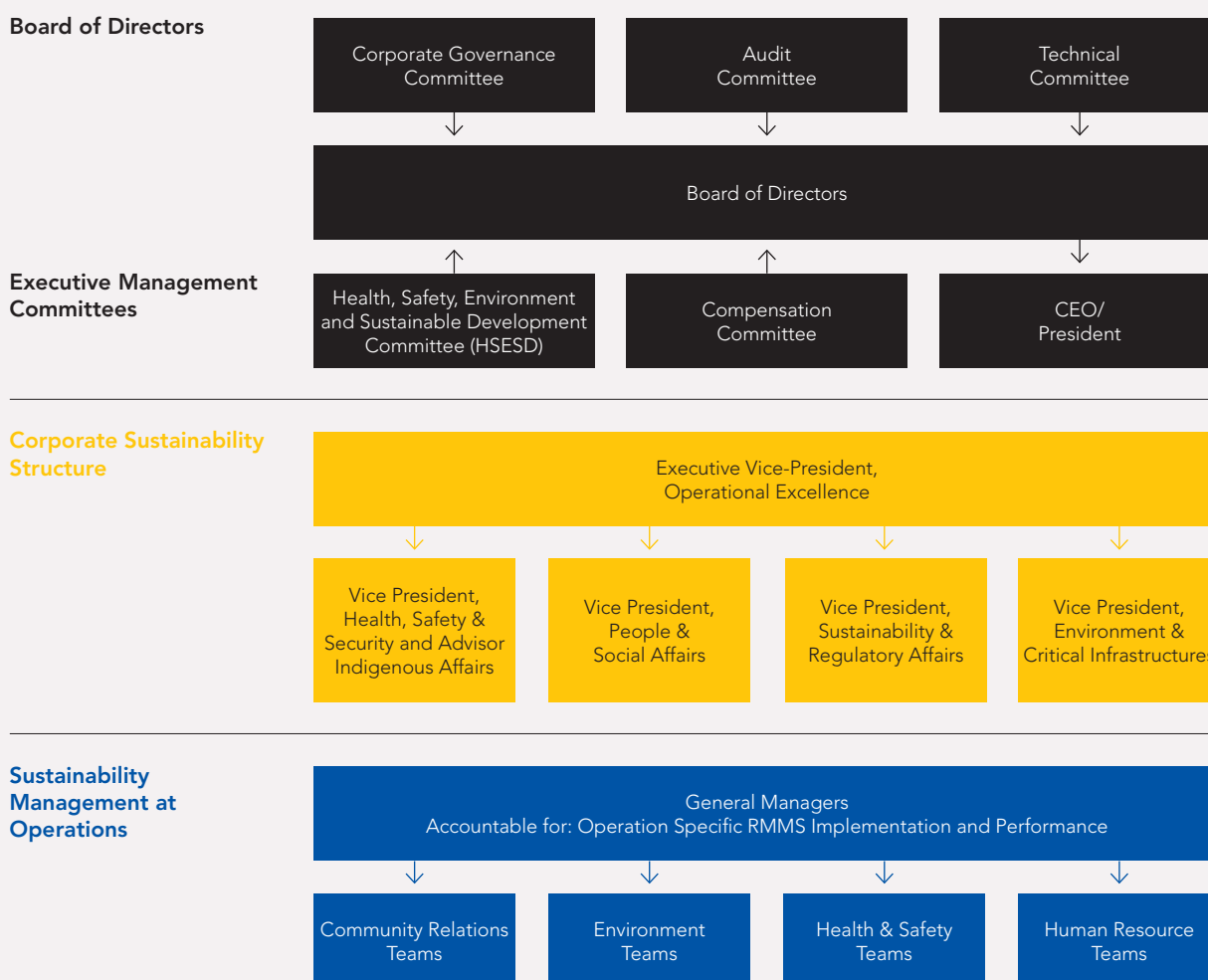


The "Company Committed to Human Rights Award" was given to Agnico Eagle Mexico for the second consecutive year by the State Human Rights Commission. La India was awarded with the **Ethics and Values Award by CONCAMIN** (National Confederation of Industrial Chambers of Commerce) for its commitment to these issues.



Figure 1.

Sustainability Management Structure



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.

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 and safety and environment 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, 2021, 25% of the short-term incentive plan was linked to sustainability performance. For more details on executive compensation consult our Management Proxy Circular 2022.

Analyst Corner

GRI 102-18, 102-20

MT

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

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

B

Based on collaboration

- Encouraging respectful open debates and healthy discussions; and
- Recognizing 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.

Business Sustainability

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 new 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

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 2021, Legacy Agnico Eagle received four complaints through the whistleblower hotline. Three of the reports were in relation to Human Resources related matters and one report was in relation to supplier issues. Legacy Kirkland Lake Gold received four complaints through its Confidential Hotline. Three of the reports were in relation to human resources related matters, and one related to equipment theft allegations at a mine site. Each of these cases was closed following an investigation.

Analyst Corner

GRI 102-16, 102-17, 102-33, 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 2021, no instances of fraud were reported to Agnico Eagle's or Kirkland Lake Gold's Audit Committee and there were no legal actions for anti-competitive behavior, anti-trust, or monopolistic practices against either 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. 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 condone 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.

The Executive Vice-President Operational Excellence is the executive responsible for human rights due diligence. Mine General Managers are responsible for ensuring Agnico Eagle commitments to human rights are upheld at site.

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

In Australia, as required under Australia's Modern Slavery Act 2018, Legacy Kirkland Lake Gold published its first annual [Modern Slavery Statement](#) that outlined the actions undertaken to mitigate modern slavery risks in its operations and supply chains, and to ensure transparency.

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

Artisanal Mining

In 2021, none of the Legacy Agnico Eagle or Legacy Kirkland Lake Gold 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 on finalizing 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.

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 & 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 building better together. In 2021, Legacy Agnico Eagle sites continued to communicate the importance of compliance with the VPSHRs to all subcontractors by implementing new mandatory induction training. The security departments continue to be actively engaged in communicating the importance of complying with the VPSHRs to local private security guards and public security at our Mexican sites.

Analyst Corner

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

Did You Know?

Agnico Eagle's adherence to international standards and protocols including TSM, RGMP, and VPSHR requires verification by an independent third party. Many of these standards have overlapping requirements and we developed an integrated audit tool to make sure all indicators are addressed in a single audit. In 2021, we completed the integrated audit at the corporate level and six of our mine sites. Auditors spent 30 days talking directly with operations teams covering more than 600 questions to verify our compliance. The integrated audit tool reduced repetitive questions which was appreciated by both sites and auditors. We look forward to continuing to use the tool for future audits.



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 of 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.

We worked with local, regional and national governments to find and implement the best solutions to keep our mines safely operating, and our employees and neighbouring communities healthy through the various COVID-19 waves. We also collaborated with stakeholders on certain key major initiatives.

2021 Key Initiatives:

Agnico Eagle	<ul style="list-style-type: none"> – Engaged with the Government of Canada, Government of Nunavut and Inuit organizations on energy alternatives and climate change; – Engaged with the Government of Canada, Government of Nunavut, Inuit organizations and Non-Governmental Organizations on employment, training, education, mental health, infrastructure, environment, wildlife protection, land use management and Indigenous knowledge; – Engaged with the Government of Ontario on project development; and – Advocated to the Government of Quebec on support for the sharing of mining duties already paid to government with Indigenous groups in the area of our mines.
Kirkland Lake Gold	<ul style="list-style-type: none"> – Engaged with the Government of Ontario and Indigenous groups on Detour Lake Mine expansion – Engaged with the Government of Victoria, Australia on expansion and noise abatement initiatives – Engaged with the Government of Ontario, Town of Kirkland Lake and Indigenous communities on site layout updates associated with the tailings expansion project.

Health, Safety & Wellness

2021 Key Highlights

Combined lost-time accident and restricted work frequency – employees and contractors

0.78	Combined	0.82	Agnico Eagle	0.70	Kirkland Lake Gold
------	----------	------	--------------	------	--------------------

Hours worked

31M	Combined	22M	Agnico Eagle	9M	Kirkland Lake Gold
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Fatalities

1	Combined	1	Agnico Eagle	0	Kirkland Lake Gold
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Awards

The Silver Helmet was awarded by the Mexico Mining Chamber (CAMIMEX) to the Creston Mascota Mine for the first time in the category Open Pit Mining (up to 500 workers) for the mine's 2020 performance.

The Quebec Mining Association (QMA) Health & Safety Awards honoured 26 supervisors from Goldex and LaRonde Complex for supervising more than 50,000 accident-free work hours.

The Chamber of Commerce and Industry of Centre-Abitibi 2021 Resiliency Award was awarded to the LaRonde Complex for the robustness of its intervention plan enabling their operations to implement rigorous and effective safety measures to prevent the spread of COVID-19.



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.

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.

As we combine our health and safety expertise, our priority is to protect the health and safety of our employees and contractors across the organization. We are mindful that mining poses workplace risks that must be continuously identified and mitigated in order to achieve safe production.

Hazard Identification and Risk Assessment

Analyst Corner

GRI 403-2, 403-3, 403-4, 403-7, 403-8

MT

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. Any unmitigated significant risk is reported annually to Agnico Eagle’s Board of Directors. We complete regular inspections and audits to ensure the highest standard of health and safety at our operations.

We use the *Supervision Formula* as a daily risk assessment tool at all Legacy Agnico Eagle sites. This tool gives workers clear roles, responsibilities and expectations for mitigating, reporting, 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.

Legacy Kirkland Lake Gold sites employ the *Managing Vital Performance* safety program to monitor behavioural expectations for general and high-risk activities. Additionally, the sites focus on controlling major mining hazards to as low as reasonably practicable, ensuring that all critical controls are part of a verification audit and assurance program. This approach provides accountability as well as assurance to stakeholders that work is being conducted to the highest standards and processes are continuously being improved.

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. All our operations have Occupational Health & Safety committees in place that review and discuss health and safety issues at regular intervals.



Case Study

Building Safety Culture Beyond the Mine Site: Improving Road Safety in Collaboration with Local Residents

Kittilä Mine is located 50 km away from the municipality of Kittilä and 40 km from the Levi ski resort, the two main locations where our nearly 1,100 employees live. Our workforce commutes through the villages of Kõngäs and Kiistala daily, and as mining operations have expanded, so too have the number of vehicles on the road. Road traffic safety was identified as a common concern of local stakeholders and mine staff during the Kittilä Mine’s Liaison Committee meetings.

In 2021, Kittilä Mine collaborated with our communities of interest to tackle the issue of road traffic safety by focusing on two aspects: a road improvement project to enhance road conditions; and an awareness campaign designed to change the “commuter traffic culture” of the Kittilä Mine workforce by giving voice to local concerns about traffic safety.

The road improvement project consists of improving the physical conditions of the winding and narrow 13 km road from Kõngäs to the Kittilä Mine; moving it further away from local houses, as well as widening and paving it. Kittilä Mine committed funding support for this segment of the project, contributing €300,000 toward the total project cost of €9million. This project will have lasting benefits for these local communities, as well as for regional tourism.



Road construction between the community of Kõngäs and the Kittilä mine in northern Finland.

In addition, Kittilä Mine collaborated on the development of an innovative road safety campaign in which residents express their concerns about the safety of their loved ones, neighbors and animals in a thought-provoking [video](#). While it left the Kittilä Mine vulnerable to criticism, the goal was to share concerns about unsafe driving habits and road conditions, and ultimately help improve traffic safety culture. The video is also now part of the mine’s safety orientation program for new and contractor employees and has been shared widely in Finland, including by the Finnish Road Safety Council.

Both initiatives were the result of extensive collaboration and dialogue with communities of interest to address common community goals. They have led to a change in road traffic behaviours and an encouraging preliminary reduction in local traffic accidents.



Fosterville Gold Mine, Australia

Crisis Management and Emergency Preparedness

We aim to provide a safe place to work but unfortunately, there is always the potential for unplanned outcomes. Being prepared to respond quickly to all forms of emergencies 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 ready at all times.

All operations have their own Emergency Response Plan 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.

Did You Know?



Employees are Lifesavers

Twice in May, one of our Epiroc contractors, Eric Rasi, saved the lives of his colleagues in the dining room at Sagimeo Lodge at Detour Lake Mine in Northern Ontario. On both occasions, Eric noticed that his teammates started choking during dinner. Eric did not hesitate to jump into action performing the Heimlich maneuver, saving both lives. This real lifesaving situation is a timely reminder of the value of first aid training and the importance of always being aware of what's happening in your surroundings. Whether at home or on the job, first aid training gives you the confidence, skills and knowledge to step up when someone needs help.

Our COVID-19 Response

This past year, we continued to respond to the challenges presented by COVID-19. Ensuring the health and well-being of our employees, their families and the communities in which we work and live remains our most important consideration.

While 2021 was another year of uncertainty, we again witnessed great camaraderie and community spirit as we worked through the pandemic together.

Our operations maintained strict screening and hygiene measures to protect our workforce and to prevent the virus from spreading to surrounding communities, working closely with public health authorities and governments to update protocols and measures as needed. Throughout the pandemic we have continued to focus on three priorities: protecting our employees, protecting our communities and protecting our operations.



Pinos Altos Camp, Mexico

Protecting Our Employees	Protecting Our Communities	Protecting Our Operations
<p>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.</p>	<p>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.</p>	<p>We continued to maintain business continuity while limiting the spread of the coronavirus, changing and adapting to meet the most recent 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.</p>

Global Safety Performance

Analyst Corner

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

MT

Despite our generally strong health and safety performance, we deplore the tragic loss of an exploration contractor at the Hope Bay Mine – a terrible reminder that we must remain vigilant on our journey towards zero accidents. The incident which occurred in September 2021 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.

There were no fatal accidents in 2021 at Legacy Kirkland Lake Gold operations.

Table 1.

Work-Related Fatal Injuries

	2019	2020	2021
Agnico Eagle	0	0	1
Kirkland Lake Gold	0	0	0

Overall, during 2021, 122 people from Agnico Eagle and Kirkland Lake Gold operations experienced a workplace accident which kept them from performing their regular duties or coming to work the next day and an additional 161 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.

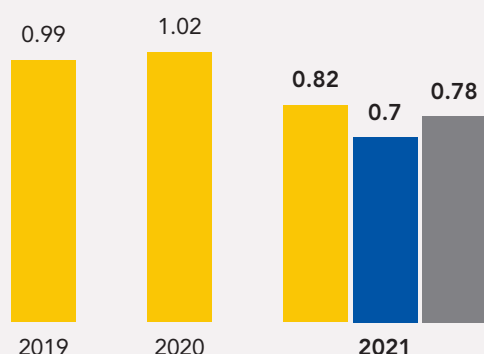
Legacy Agnico Eagle's global combined injury frequency rate improved to 0.82 in 2021, down from our previous year's frequency of 1.02 and under the Company's target for the year of 1.00 (see Figure 2). All Legacy Agnico Eagle operations except Kittilä Mine and Hope Bay Mine met their global combined injury frequency rate targets. The specific contributing factors for accidents vary across the organization but it is undeniable that stress, uncertainty and fatigue related to the pandemic played a role in this performance. Teams are working very hard to adapt practices and put action plans in place to meet their respective goals and adapt to evolving circumstances.

The 2021 combined injury frequency rate was 0.70 for employees and contractors at Legacy Kirkland Lake Gold operations. This demonstrated a successful year and outperformed the Company's targets for the year. There was also a marked improvement in terms of recordable injuries which saw a 59% decrease from the previous year.

Figure 2.

2021 Combined Lost-Time Accident and Restricted Work Frequency (per 200,000 hours worked)¹

■ Agnico Eagle
■ Kirkland Lake Gold
■ Combined

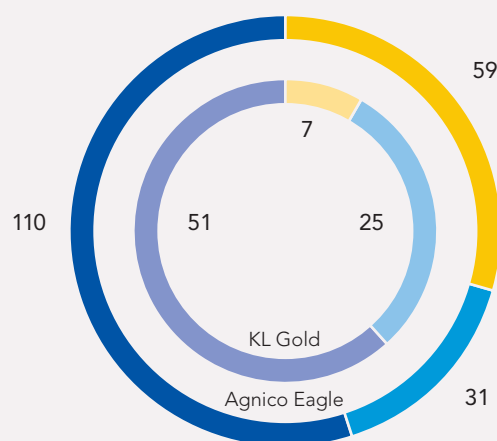


1. Kirkland Lake Gold began reporting Combined Lost-Time Accident and Restricted Work Frequency in 2021. Historic KL Gold health and safety statistics are available in our Sustainability Report archives on our website.

Figure 3.

2021 Total Health & Safety Incident Resulting in Injury by Type

■ Lost-Time ■ Light Duty ■ Medical Aid



In 2020, Agnico Eagle announced its *Towards Zero Accident* initiative – a two-pronged approach focused on understanding and improving to create an accident-free environment at all our sites. In 2021, we continued the initiative including launching our “Boots in the Field program” which resulted in an increase in site management presence in the workplace and several corporate visits to the operations. We also worked on developing leading indicators for *Supervision Formula* training and coaching, mental health awareness, virtual meetings and conferences.

In 2021, Legacy Kirkland Lake Gold sites fully implemented their *Visible Felt Leadership* program which continues to be promoted and utilized to create a top-down approach to safety. This initiative promotes the understanding that safety is the responsibility of all members of our teams at all levels,

and increases the visibility of Supervision, Management and Corporate Management on the front line to promote two-way communication of safety topics and practices. The leading indicators that are measured through this program allow sites and areas to target safety campaigns to the reality of the work activities and environments in which we operate. Additionally, *Task Based Risk Assessments* continue to be completed to ensure that all risk assessments are continually analyzed to ensure that appropriate controls are reviewed for effectiveness, sufficiency and appropriateness on an ongoing basis.

As we merge the best practices of our combined health and safety teams, we will continue to develop innovative solutions that deliver an even safer workplace for our employees.

Case Study

The Key to Your Safety Is You

In 2021, a new safety awareness campaign was implemented at our Meliadine site to promote safety in the workplace and foster discussions on health and safety topics with the workforce.

The Key to your Safety is You campaign is underpinned by the notions of accountability and the responsibility of employees for their own safety and that of their colleagues. The campaign introduces videos and tools to support discussions and raise awareness with employees about Agnico Eagles’ goal of improving safety performance.

This campaign, in addition to other health and safety projects and initiatives, has contributed to reduce Meliadine’s total combined frequency rate in 2021 by 68% compared to the previous year.

Similarly, this initiative was also implemented at our Pinos Altos Complex and La India Mine in Mexico in 2021, and at our Meadowbank Complex in 2022.



Underpinned by the notions of accountability and responsibility towards safety, *The Key to your Safety is You* is a campaign involving employees in their own safety and the safety of their colleagues.

Examples of topics addressed by The Key to Your Safety is You campaign

Shared Responsibility	Supervision Formula	Work Smart	Fit to Work	Real Life Experiences
Acknowledging their role and responsibility towards safety, employees demonstrate their commitment in a symbolic way by logging their pledge through an interactive counting board	Emphasizes the importance of the Supervision Formula tool to efficiently assess safety risks in the workplace and avoid accidents that could have lifechanging impacts for employees and their families	Addresses safety in our day-to-day routines. Whether it’s how to carry boxes in a stairway or assess blind spots before making a turn, small gestures can make a big difference	Focuses on wellness and emphasizes the importance of adopting healthy habits to maintain good physical and mental health such as healthy eating, physical activities, good sleep habits, tobacco free, and healthy minds. It also includes an important campaign on mental health, which will continue to run annually	Presents testimonies of employees that have themselves experienced severe incidents

Digitizing Operations for Improved Safety: Mining Safer and Smarter Than Ever Before



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 – and in one case, making better connections with our operating communities.



In 2021, **Detour Lake Mine** became the first mining operation in Canada to be fully connected over a 5G wireless private network. This network provides an extra layer of connectivity, helping to create a safer work environment for Detour Lake Mine's employees and contractors.

The mine is also building a similar 5G LTE public network along Highway 652 from Cochrane to the mine – bringing more than 180 km of connectivity to the community with eight new wireless towers – making highway travel safer for everyone in this remote region. This public network is almost all off-grid, with seven of the eight towers primarily powered by wind and solar energy. It is expected to be fully accessible by summer 2022.

The **Kittilä Mine** has also adopted the implementation of a 5G network, which will allow it to optimize the use of autonomous trucks at its facilities. The **LaRonde Complex** has long been

a testing ground for new digital and automation technologies. The mine introduced two leading mining technology innovations:

- a 4G LTE cellular network is available throughout the mine which improves the mine's communications abilities. This provides a safer workplace, thanks in part to the ability to better track and monitor people's locations and contact them in emergency situations.
- an *Automine* automation system to autonomously haul ore from the production level up a haulage ramp to the stockpile.

The **Goldex Mine** also remotely operates mobile equipment from the surface for improved safety. An LTE network was installed underground in the Rail-Veyor® – a fully automated ore hauling system – ramp for real time monitoring and communications for improved and timely detection of any derailment.

What our managers are saying

"Investment in 5G will not only increase our productivity, it will improve communication about the location of our equipment and employees, aspects which are crucial to mine safety."

– **Tommi Kankkunen**
General Manager
Kittilä Mine

"By using AutoMine to muck development ramps or to transport the ore out of the site, you remove miners from these potentially more hazardous areas."

– **Luc Girard**
Mining Operations and Optimization Superintendent
LaRonde Complex



Goldex Mine has built a 580-metre outdoor walking and running trail on site to encourage employees to practice physical activity.

Health, Safety and Security Initiatives and Training

Analyst Corner

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

MT

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:

- Safety Journey at Kittilä Mine which focuses on long-term safety culture improvement
- Virtual training for operational safety accreditation at Pinos Altos
- Specific risk analyses to assess changes or arrival of new technology
- Collaboration programs with contractors to ensure they meet our operational health & safety expectations
- Use of remote and automated equipment to conduct work at a distance and reduce risks
- Use of mobile applications for real-time incident reporting
- Specific training on managing hazardous waste in emergencies
- A project on wearable technology for the prevention of injuries at Fosterville Mine

Health and Wellness

The health and wellness of our workforce is of the utmost importance. Each site has an occupational hygiene program designed to monitor for exposure to known harmful substances and environments. There were no recorded harmful exposures or exceedances in 2021.

Along with monitoring the workplace for known health hazards, we also provide support for employees' general physical and mental health. 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 also 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 2021, as part of its commitment to help its workforce stay active, Goldex Mine inaugurated a 580-metre outdoor walking and running path.

Dig Deep – Employee-Led Mental Health Program



In 2021, Detour Lake Mine enacted Dig Deep, an employee-driven, management supported outreach program geared towards having a better understanding of, and combatting, mental illness and addiction in the mining industry. The purpose of Dig Deep is to promote mental health and addiction awareness, remove the stigma associated with these issues and provide resources both at work and outside of work to help employees and their families.

Through the Dig Deep program, participants are challenging the stigmas of mental health by talking about topics that include mental health, mental illness as well as substance abuse. For many years these topics have been often taboo and many people have suffered in silence due to the stigma surrounding them. One of the goals of Dig Deep is to reduce that stigma, by making it a part of everyday conversations and by letting individuals know it is okay to not be okay.

With the Dig Deep program, the workforce is the driving force behind a platform that allows them to speak and be heard, along with using resource tools offered through the Company benefit programs, such as the Employee Assistance Plan.

The Dig Deep program was created by Dylan Loiselle, a Mine Operations employee (Haul Truck Driver) at Detour Lake Mine in Northern Ontario. Dylan, who worked through mental health and addictions in the past, developed Dig Deep as his way of helping others work through the same challenges.

"I believe that the people need to be heard, far too many people have struggled in silence. It is a topic that is very near and dear to my heart," says Loiselle. "That's why I created this program, to help build a mentally strong workforce, together."

Running the program with him is Monique Ruhl who is a Project Geologist with the Exploration Department. Her passion for mental health and seeing this program succeed is a key driving force behind the success of this initiative.

The Dig Deep team is made up of volunteers from various departments across the Detour Lake Mine. Currently, there are more than 40 volunteers and approximately 60% of the Dig Deep Team have been trained in Applied Suicide Intervention Skills Training (ASIST). This two-day course trains workers to deescalate possible suicide scenarios, as well as gives the individuals tools to recognize suicidal behaviours.



Dylan Loiselle, a haul truck driver at the Detour Lake mine, in Ontario, created the Dig Deep program to promote mental health and addiction awareness.

Environmental Stewardship

2021 Key Highlights

Total tonnes CO₂e reduced by our operations (Scope 1 & 2)

1,184 k	692 k	492 k
Combined	Agnico Eagle	Kirkland Lake Gold

Electricity consumed from renewable sources

40%	46%	32%
Combined	Agnico Eagle	Kirkland Lake Gold

Freshwater recycled

78%	71%	89%
Combined	Agnico Eagle	Kirkland Lake Gold

Freshwater withdrawn for use

10.1 Mm ³	8.9 Mm ³	1.3 Mm ³
Combined	Agnico Eagle	Kirkland Lake Gold



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 consultative manner.

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 and to work 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.

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 risks, while continuing to grow our operations. Both Legacy Agnico Eagle and Legacy Kirkland Lake Gold committed to achieving net-zero emissions by 2050, and the new Agnico Eagle maintains this same commitment. In 2021, both organizations accelerated efforts to ensure a climate resilient business by strengthening climate governance, performing a corporate level climate risk assessment and working to align with the updated TSM Climate Change Protocol.

In October 2021, Legacy Agnico Eagle also became formal support of the Task Force on Climate-related Financial Disclosures (TCFD). Moving forward, 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.

Analyst Corner

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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

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

We are committed to achieving net-zero by

2050



In an effort to reduce GHG emissions and support the use of electric vehicles among our employees, multiple electric charging stations have been installed at our mine sites and offices.



Meliadine Mine, Nunavut, Canada

Governance

In 2021, oversight of climate change-related matters was added to the Legacy Agnico Eagle HSED Committee charter. Additionally, the Board of Directors approved Agnico Eagle's commitment of achieving net-zero by 2050 and formal support of TCFD.

At Agnico Eagle, the HSED Committee of the Board of Directors continues to monitor climate change-related risks and opportunities, and reports to the board of directors. The Executive Vice-President, Operational Excellence is responsible for reporting to the HSED Committee on plans

and progress with respect to managing climate risks and opportunities and meeting company objectives for reduction of GHG emissions.

Operational governance for climate-related matters is embedded across all levels of the Company. In 2021, the operational governance model was formalized, and key organizational structures and groups were created to strengthen the Company's management of climate-related risks and decarbonization.

Role	Key Responsibilities
EVP Operational Excellence	Report to the HSED Committee on plans and progress with respect to managing climate risks and opportunities and meeting Company objectives for reduction of GHGs.
Climate Related Risk Management Steering Committee	Monitor and manage corporate-level climate risks and opportunities. Provide guidance and support to Corporate and Site/Regional teams with respect to identifying and managing climate risks and opportunities and meeting Company objectives for reductions of GHGs.
Corporate Climate Working Group & Climate Action Team	Develop and implement strategic recommendations, specific actions, and technical guidance for managing climate change-related risks and opportunities and meeting Company objectives for reductions of GHGs.
Technical Advisory Group	Provide technical guidance to the Steering Committee, Working Group and Site/Regional Climate Action Teams.
Site/Regional Climate Action Teams	Develop and implement site/region specific action plans to manage climate change-related risks and opportunities and meet Company objectives for reduction of GHGs.

The Corporate Steering Committee, Working Group and Technical Advisory Group began meeting in 2021. Priorities included completing a first corporate climate risk and opportunities assessment, gathering baseline information for forecasting carbon emissions and target setting, implementing the new governance model across the organization and improving climate-related disclosures. Kick-off meetings and climate workshops for Legacy Agnico Eagle Site Climate Action Teams were held in fourth quarter of 2021. This structure and approach will be

implemented across Legacy Kirkland Lake mine sites in 2022 to support the new Agnico Eagle's climate change strategy and emission reduction initiatives.

Additional priorities for 2022 will include setting the Company's long-term and medium-term climate change strategy, integrating scenario analyses into business planning, determining interim targets, and expanding engagement with our stakeholders, including investors, suppliers, employees and communities, about climate-related issues.

Strategy

The new Agnico Eagle is among the leaders in GHG intensities per ounce (oz) of gold for a senior gold producer⁷. We understand energy is both a large component of our operating costs and the primary driver of our greenhouse gas emissions, therefore it is important that we continue to explore technologies and solutions that maintain and improve our performance. Effective energy management not only reduces GHG emissions but improves the costs of our current operations, while having the potential to improve the economics of opportunities in our pipeline. At our operations, responsible energy and GHG emissions management is integrated into our broader strategy and includes investments in research and development (R&D) that target energy efficiency and reduction of our carbon footprint. Investments related to R&D, renewable energy projects and/or energy recovery projects are managed jointly by our corporate and operation sites. For a summary of our key GHG reduction initiatives see *Figure 10* on page 40.

Specific climate-related issues that could have a material financial impact on Agnico Eagle are disclosed in the [Company's Annual Information Form](#) in accordance with applicable securities laws. Further information is also disclosed in the Company's CDP Climate Change Response. In 2022, the new Agnico Eagle plans to expand engagement with our stakeholders, including investors, suppliers, employees and our communities, about climate-related issues.

Risk Management

Our Company's goals include ensuring our portfolio delivers on expectations and lowers operational risk. We do this by identifying, assessing, and managing risks using our Risk Management and Monitoring System (RMMS) (See page 8). In 2021, Agnico Eagle completed a corporate risk and opportunity assessment using updated RMMS consequence criteria suitable for assessing climate-related financial risk and opportunities. This assessment focused on foreseeable transitional and physical risks and a summary of findings are presented in *Figure 4*. For 2022, a qualitative scenario analysis for the new Agnico Eagle will be carried out to build off this process and better inform our climate change strategy. In addition, all operating sites are scheduled to complete standalone climate-related risk assessments that will be used to further improve our performance as well as facilitate expanded engagement with our employees and communities about climate-related issues.

With the assistance of independent specialist consultants, we will further assess climate-related physical and transition risks and climate-related opportunities by geographic location, which will take into consideration different climate-related scenarios. We expect preliminary assessments to be completed in 2022. With this better understanding we can move toward a robust strategic plan for managing climate-related risks.

Figure 4.
Examples of Examples of Foreseeable Climate-Related Risks

	Risk	Potential impact	Mitigation measures
Transition Risks	Increased carbon pricing in key jurisdictions	Increase in operating costs due to emissions volumes	Identify pathways for emissions reduction
	Higher fuel costs	Increase in costs for operations with high fuel dependence	Explore opportunities for fuel switching and electrification
	Increased cost of other goods and services	Increase in costs could result in switching to alternate supply sources or product substitution	Plan to engage with suppliers on climate change risks
	Industry stigmatization and exposure to litigation	Reduced social acceptability impacts investments and regulatory approvals	Engage directly with stakeholders on climate change issues and support industry organizations on climate change work
Physical Risks	Increased average temperatures in the Arctic	Infrastructure may require upgrades to adjust for permafrost loss	Complete site-level risk assessments. Continue integration of climate change impacts on critical infrastructure evaluations and closure planning
	Increased water stress in arid environments	Less water availability to meet operational demands	Continue to improve water usage, increase recycling and engage with local communities
	Increased severity of hurricanes and tropical cyclones	Potential to damage infrastructure and impact road access	Complete site-level risk assessments. Continue to include extreme weather events into emergency preparedness plans

7. Industry average of 0.697 tCO₂e per ounce of gold produced, as per S&P Global Market Intelligence 2021.

Metrics & Targets

For direct (Scope 1) and indirect (Scope 2) GHG emissions, we report our performance on a monthly basis internally, and on an annual basis externally, using both absolute tonnes of GHG (CO₂e) and GHG production intensity (see Figure 5). Energy usage and intensity for fuel and electricity consumption is monitored systematically. GHG emissions are calculated in line with GHG Protocol Standards and Scope 1 GHG emissions for Nunavut, Quebec and Ontario are reported to authorities for regulatory carbon pricing programs that require independent verification by a qualified third party. For Scope 3 emissions, we report our estimate annually using incurred expenses and industry averages.

In conjunction with our climate-related scenario assessments we intend to identify additional key metrics to better measure and manage climate-related risks and opportunities, while effectively communicating our results.

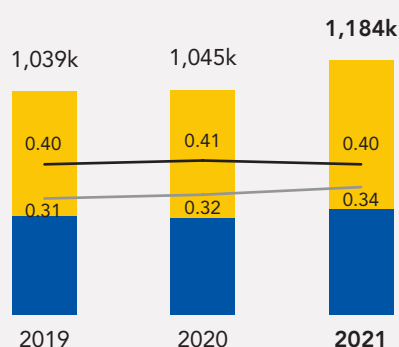
Both Legacy Agnico Eagle and Legacy Kirkland Lake Gold committed to achieving net-zero by 2050, and the new Agnico Eagle maintains this same commitment. Detailed pathways to achieve net-zero, more specific interim reduction targets and other key climate-related performance indicators are under evaluation, and we plan to expand our climate-related disclosures in the short term.

Figure 5.

Total GHG Emissions (Scope 1 and 2) and Emission Intensity

(tonnes of CO₂e by gold oz)

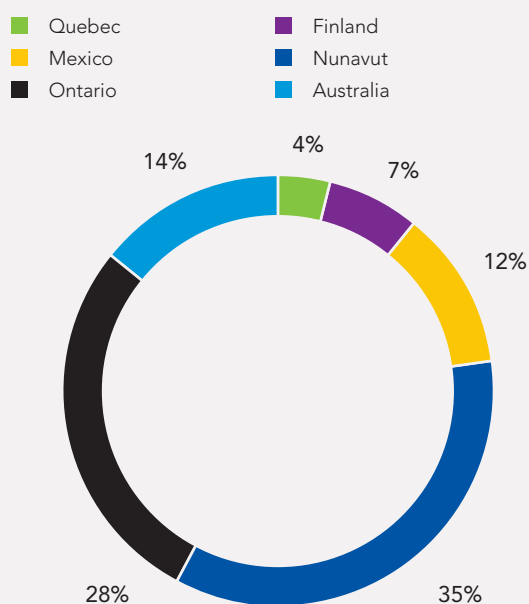
- Agnico Eagle total emissions (tonnes CO₂e)
- Agnico Eagle GHG intensity (tonnes CO₂e/gold oz)
- Kirkland Lake Gold total emissions (tonnes CO₂e)
- Kirkland Lake Gold GHG intensity (tonnes CO₂e/gold oz)



Detour Lake Mine, Ontario

Figure 6.

2021 Proportion of New Agnico Eagle's Total GHG Emissions (Scope 1 and 2) by Region



GHG Emissions and Intensity Performance

As shown in *Figure 5* on the previous page, direct (Scope 1) and indirect (Scope 2) GHG emissions for Legacy Agnico Eagle and Legacy Kirkland Lake Gold increased from previous years for a combined amount of 1,184 k tonnes of CO₂e. This is mostly attributed to increased production at our Nunavut and Detour Lake operations, and increased energy intensity in Australia.

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 (see *Figure 8* and *9*). Our average GHG emissions intensity (tonnes of CO₂ equivalent per oz of gold produced) has remained stable for the last few years with a combined GHG intensity of 0.37 tonnes of CO₂e per oz of gold produced in 2021 (see *Figure 5* on the previous page).

Both Legacy Agnico Eagle and Legacy Kirkland Lake Gold were among the leaders in GHG emissions performance. In 2021, eight of our eleven operations outperformed the industry average⁸ for GHG emissions intensity per gold ounce produced which allows the new Agnico Eagle to have one of the lowest GHG emission intensities of any senior gold producer. Nonetheless, we remain strongly committed to continuing to explore technology and solutions that will

continually improve our carbon accounting and performance, so we remain a leader in low carbon production and best practices even as we continue to grow the company.

Scope 3 emissions are indirect emissions associated within our value chain such as goods and services, upstream transportation and distribution, and employee commuting. Currently, we estimate and report our Scope 3 emissions annually using incurred expenses and industry averages as described in the GHG Protocol Standard. This includes spend-based emission factors developed by Quantis for most categories and categorizing over 1,100 suppliers into 24 different activity types. Our 2021 Scope 3 emissions considers all Scope 3 categories material to our organization and includes analysis of Legacy Kirkland Lake Gold Scope 3 emissions using the same approach.

Total combined 2021 Scope 3 GHG emissions are estimated at about 2.3 million tonnes of CO₂ eq (see *Figure 7*). 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. Given the approximate nature of this assessment and the rapidly evolving practice, it is expected that our Scope 3 assessment may vary in the coming years. We will continue to work on improving our Scope 3 assessments to better understand emissions occurring in our value chain so we can better identify and collaborate on suitable reduction opportunities.

Figure 7.

2021 Proportion of Direct and Indirect GHG Emissions



Combined Scope 1 & 2



1,184 k

Scope 3 Agnico Eagle



1,432 k

Scope 3 Kirkland Lake Gold



867 k

8. Industry average of 0.697 tCO₂e for Scope 1 and 2 emissions per ounce of gold produced, as per S&P Global Market Intelligence 2021.

Energy Consumption

We use a variety of energy sources including electricity, diesel, gasoline, propane, and natural gas for our operations (see Figure 9). Purchased electricity and diesel are the most significant energy sources. Most of our electricity comes from non-renewable resources (see Figure 8). 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.

Regardless of location, we support socially responsible development of cleaner electricity sources and are taking steps to source lower-emission electricity, including signing a power purchase agreement in Mexico in 2021 to source 11% of purchased electricity from solar power.

Figure 8.

2021 Electricity Consumption by Type

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

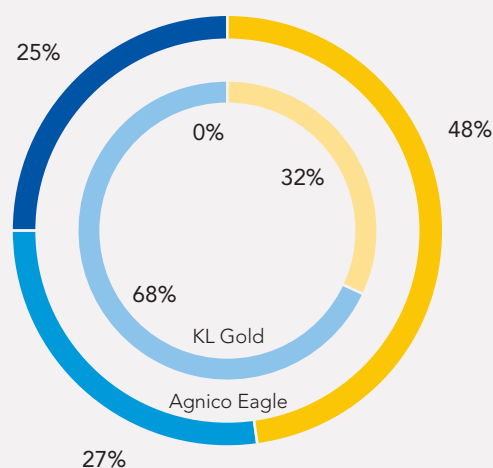
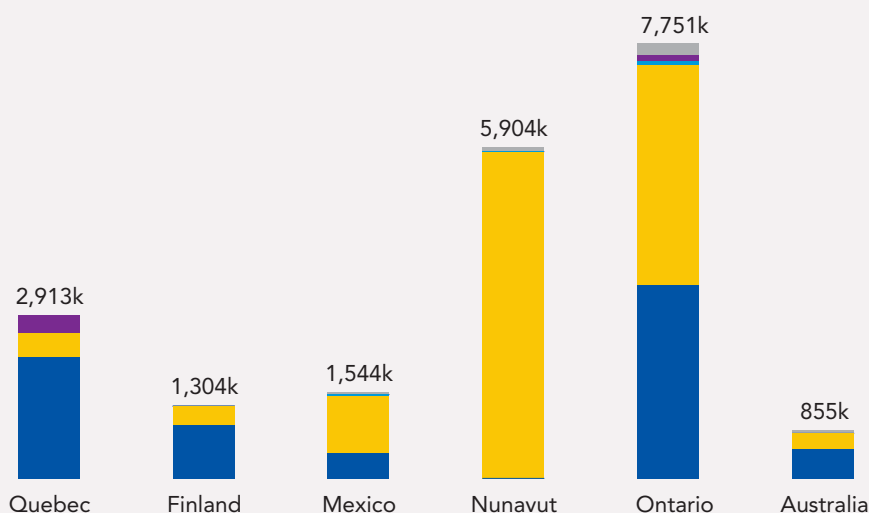


Figure 9.

2021 Energy Consumption by Type (GJ)

- Electricity
- Diesel
- Gasoline & 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 zero-emission energy 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 understand that we are at a critical juncture in the climate crisis, and we know that globally the status quo cannot be maintained. We understand the importance of making both short- and long-term goals to tackle emissions reductions. Currently, all our sites have GHG reduction initiatives and continue to research and develop new ones. For a summary of our key initiatives see *Figure 10*.

Following many years of collaboration with Inuit and government representatives, we were pleased to see that the Kivalliq Hydro-Fiber Link project was endorsed in the 2021 federal budget and that preliminary studies are being executed, managed by Nukik Corporation, a new Inuit-led development partner for this project. The interconnection of Agnico Eagle's assets to this electrical distribution line from Manitoba would allow for significant GHG emission reductions through green energy sourcing and further electrification of our operations. Agnico Eagle is in frequent communication with Nukik to support its technical studies and the preparation of its business case

Figure 10.

Our Operations: GHG Reduction Initiatives

	Energy Efficiency	Improved Heat Recovery	Energy Reduction Program	Energy Efficient Generator
		10,461 tonnes	1,468 tonnes	3,000 tonnes
		Estimated CO ₂ e saved per year	Estimated CO ₂ e saved in 2021 due to various initiatives	Estimated CO ₂ e saved per year
		LaRonde, Meadowbank, Meliadine, Kittilä	Meadowbank	Meliadine
	Electrification and Fuel Switching	Battery Electric Vehicles	Biodiesel Usage	Electric Car Charging
		31 vehicles	1,027 tonnes	43 Stations
		Current BEV Fleet size	Estimated CO ₂ e saved as alternative to diesel in 2021	Total stations across all locations
		LaRonde, Goldex, Kittilä, Detour, Macassa	Macassa	LaRonde, Macassa, Goldex, Rouyn-Noranda, Toronto
	Waste Reduction and Circularity	Waste to Fuel	Tire Longevity Program	Energy and Waste Reduction Program
		442 tonnes	242 tonnes	300 tonnes
		Estimated CO ₂ e saved by using waste lubricants to power incinerator	CO ₂ e saved in 2021 as alternative to purchasing new product	Estimated CO ₂ e saved per year
		Meliadine	Detour Lake	Meadowbank
	Renewable Energy Projects	Passive Solar Wall	Solar Power Purchase Agreement	
		LaRonde	Pinos Altos	

Electrification of Mining



Agnico Eagle recognizes that climate change is one of the most pressing global issues facing our society. An important step towards decarbonization is the expansion and testing of battery electric vehicles (BEVs).

BEVs have three key benefits specific to underground mining:

1. No direct carbon emissions, which keeps the air cleaner within the mine
2. Less heat, which helps manage the temperature underground, and
3. Less noise and vibration, which improve working conditions for drivers and underground miners working near the vehicles.

Our Macassa Mine in Kirkland Lake, Ontario was an early adopter of battery electric scoops and now utilizes 22 scoops and six battery electric trucks including, the Z50, a 50-tonne battery-powered haul truck. The mine has the largest fleet of BEVs within the new Agnico Eagle creating a unique opportunity to better understand the opportunities and challenges BEVs present to our decarbonization pathway.

Our Kittilä Mine in Northern Finland, participated in the Sustainable Intelligent Mining Systems (SIMS) project, under the European Union's most extensive research and innovation program, Horizon 2020. Partners in this project included manufacturers of mining equipment and systems, mining companies, and universities. Our role in

the project was to offer a testing environment for three battery-powered mining machines, developed and manufactured by Epiroc, a Boomer E2 Battery drill rig, a MT42 Battery mine truck and a ST14 Battery scooptram. Since then, the mine has continued integrating electrification into its operations by adding two drilling units to its electric fleet. The mine will also serve as a demonstration site for some of the technologies being developed under the NEXGEN SIMS project – a new three-year EU-funded project that will support new technologies, methods and processes to enable more sustainable and efficient carbon neutral mining operations.

Our Fosterville Mine is trialing one of the first four Sandvik Battery Electric Loaders operating in the world. This trial is the first step towards a gradual transition to a fully battery electric loader fleet.

Being an early adopter of BEVs, our batteries are ahead of the curve in reaching their end of life. However, batteries aren't dead when they come to the end of their useful life. BEV batteries are typically replaced after they lose around 20% of their capacity, which means that there's still up to 80% capacity remaining that can be used for stationary storage applications. At Macassa Mine, Electrical Engineering staff, tested and built an energy storage system from entirely recycled components including the battery case and batteries from our Z40s. Lovingly dubbed "Frankenbattery" by the team, this energy storage system was commissioned underground in February 2021, and it has a long life ahead of it. The team continues to look for innovative secondary life applications for our BEV batteries.

Water Stewardship

Analyst Corner

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

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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.

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.

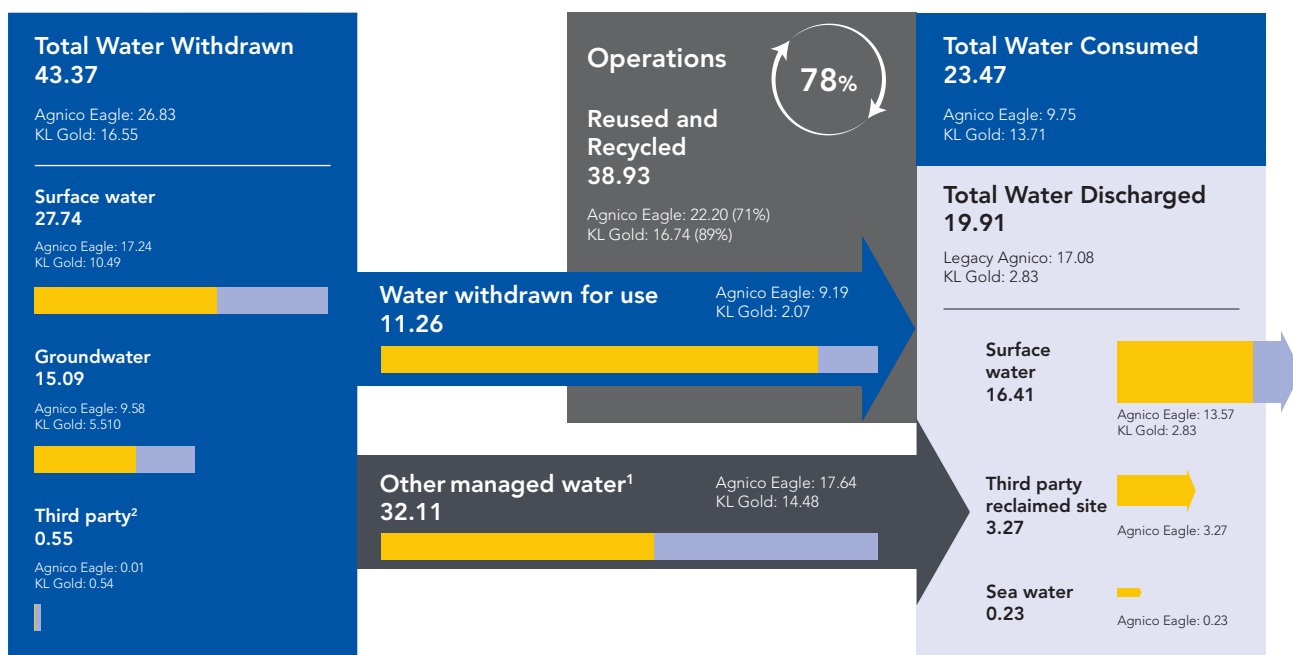
Management Approach

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 season, and their 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. As part of the 2022 objectives for water stewardship and governance, the Water Management Corporate Standard will continue to be implemented at the Legacy Agnico Eagle sites and deployed at the Legacy Kirkland Lake Gold sites.

Figure 11.

Water Balance (million m³)



1. Other managed water includes dewatering of surface operations and underground, and water collected from runoff.
2. Third-party water is water received from municipal services.

Water Use

We prioritize the conservation of freshwater by reducing water usage, reusing, and recycling water 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, 13 and 14 present historical fresh water withdrawn for operational demands, water discharged, and water recycled for Legacy Agnico Eagle and Legacy Kirkland Lake. For facility-level results consult our ESG workbook.

In 2021, the total fresh water withdrawn to meet operational demands was 8.9 million m³ (Mm³) for Legacy Agnico Eagle and 1.3 Mm³ for Legacy Kirkland Lake Gold. Agnico Eagle has improved its freshwater use efficiency, reducing its overall intensity by more than 20% in the last three years. Kirkland Lake Gold performance has remained steady in this same period (see Figure 12).

Figure 12.

Total Freshwater Withdrawn for Use (m³) and Freshwater for Use Intensity (m³/gold oz produced)

- Agnico Eagle total freshwater withdrawn for use (m³)
- Agnico Eagle freshwater withdrawn for use intensity (m³/gold oz)
- Kirkland Lake Gold total freshwater withdrawn for use (m³)
- Kirkland Lake Gold freshwater withdrawn for use intensity (m³/gold oz)

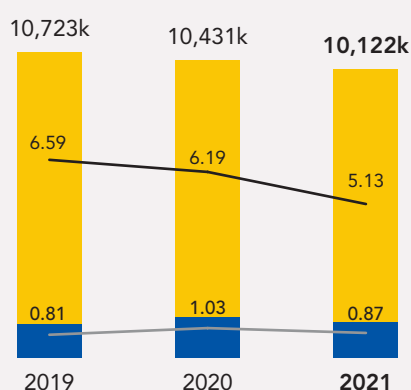


Figure 13.

Total Water Discharge (000m³) and Total Water Discharge Intensity (m³/gold oz produced)

- Agnico Eagle total water discharge (m³)
- Agnico Eagle water discharge intensity (m³/gold oz)
- Kirkland Lake Gold total water discharge (m³)
- Kirkland Lake Gold water discharge intensity (m³/gold oz)

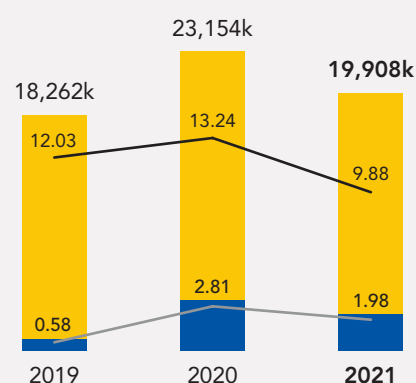
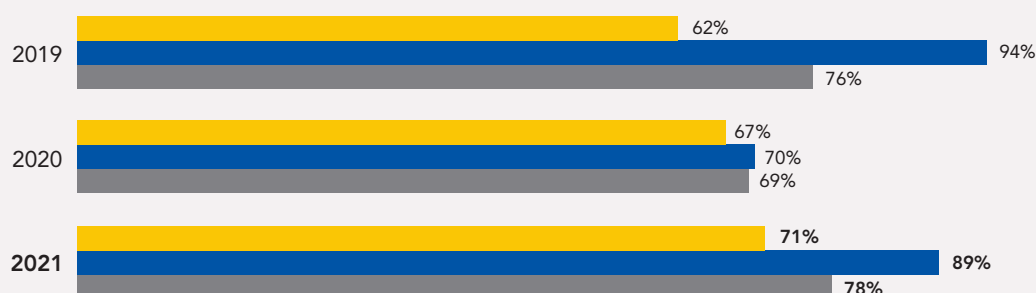


Figure 14.

Percent Water Recycled

- Legacy Agnico Eagle
- Legacy Kirkland Lake Gold
- Combined



Natural water inflows and surface water accumulation from precipitation and runoff occurring at our Finland, Quebec, Nunavut, and Ontario operations represent 90% of the water managed by the Company. In the regions of Mexico and Australia where we operate water is more scarce. According to the WRI Water Risk Aqueduct Tool 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 several initiatives in place to optimize water collection and consumption including rainwater collection systems and water recycling programs for example Fosterville Mine's use of Class B recycled water from the Coliban Water's Waste Water Treatment Plant for makeup water.

Tailings and Waste Management

Analyst Corner

GRI 306-2

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

MT

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 aiming to meet environmental protection.

Tailings Storage Facilities

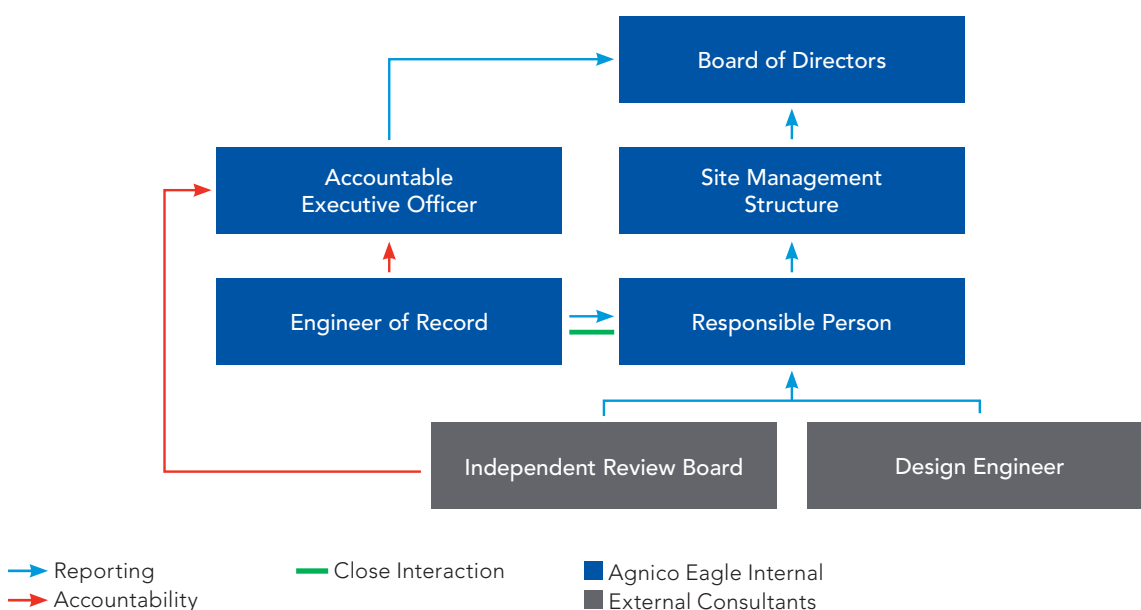
Agnico Eagle has internal guidelines that govern management of our Tailings Storage Facilities (TSFs) to ensure, whether operating or closed, we meet, or exceed regulatory requirements.

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. An Independent Review Board (IRB) composed of highly reputable and competent individuals with tailings management expertise is in place for each Legacy Agnico Eagle operation. Responsible Persons and Engineers of Record are assigned for all Legacy Agnico Eagle operating sites. We recognize the important role and competence both of our in-house and external experts bring to this critical work. Work is ongoing to begin alignment of Legacy Kirkland Lake Gold's existing tailings management governance model with this governance structure including extending Agnico Eagle's IRB model to Legacy Kirkland Lake Gold sites.

Our 2021 *Tailings Summary Report* includes an updated quantitative risk assessment of our different infrastructures for Legacy Agnico Eagle sites. Additionally, six Legacy Agnico Eagle operations completed TSM external audits which included the updated Tailings Management Protocol, and a seventh is scheduled to complete the audit in 2022.

Figure 15.

Governance Structure for Critical Infrastructure at Agnico Eagle




Enhancing Water Management Performance



Water management is often identified as one of the most significant challenges facing the mining industry⁹. At Agnico Eagle, we recognize the importance of managing water responsibly and continuously work to improve water efficiency, protect water quality and collaborate with other water users. Over the years, our water stewardship initiatives have supported UN SDG 6, Clean Water and Sanitation targets¹⁰ while mitigating impacts in key areas such as tailings management, wastewater management and freshwater use.

Examples of initiatives

 UN SDG 6: Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all		
In 2019, Pinos Altos Complex collaborated with a local community for a water distribution network powered by solar panels to provide safe and clean water to more than 1,000 residents.	Target 6.1 Achieve safe and affordable drinking water	We donated 15,000 litres of clean water to the city of Iqaluit in the midst of a drinking water crisis that was caused by a problem with their water treatment system.
Implementation of total suspended solids (TSS) monitoring action plan at Meliadine to minimize the risk of non-compliances resulting in zero non-compliances for TSS 2021.	Target 6.3 Improve water quality, wastewater treatment and safe reuse	Macassa Mine is pursuing a biological treatment technology, Biocord®, that utilizes nitrifying bacterial to assist with ammonia management. This passive treatment system will improve the quality of water discharged. The site is planning to begin installing the system in 2022.
In 2021, improved the water reclaim pumping system at Meadowbank to decrease freshwater usage.	Target 6.4 Increase water-use efficiency and ensure freshwater supplies	In Mexico, rainwater collection systems for domestic use are installed at exploration camps to meet, as much as possible, the camp's water needs and reduce the need to search for local water resources.
Fosterville Mine Activated Sludge Tailings Effluent Remediation (ASTER) plant built in 2020 increases reuse of water instead of relying on fresh water to operate the mill.		
In partnerships with the Quebec government, Goldex's Manitou project is rehabilitating an abandoned contaminated tailings site. As the project nears completion many species of flora and fauna have returned to the surrounding wetlands.	Target 6.6 Protect and restore water-related Ecosystems	For 15 years, Agnico Eagle Finland has collaborated with local stakeholders to maintain fish stocks and promote a thriving fish habitat in the Seurujoki river in Kittilä.

9. EY, Top 10 business risks and opportunities for mining and metals in 2022 (2021)

10. For more details on UN SDG 6 targets visit the UN SDG [webpage](#) for water and sanitation

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 Detour Lake, Kittilä and La India mines, as well as the Pinos Altos and Meadowbank complexes, are certified as compliant with the International Cyanide Management Code (ICMC). The 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. LaRonde Complex and Meliadine Mine are working toward attaining certification in the coming years and the Fosterville and Macassa mines are aligned with ICMC standards of practice for cyanide transport, storage, use and disposal.

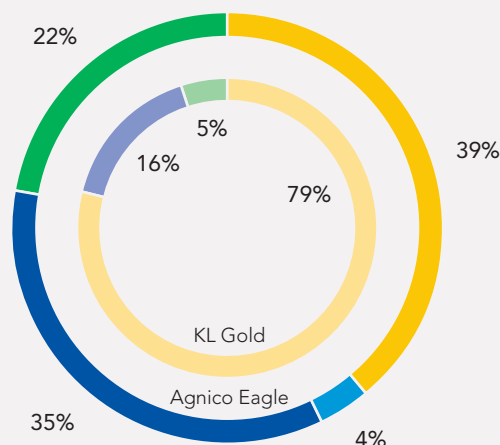
In addition to mining and mineral processing by-products, such as tailings and rockfill, our operations generate non-mining waste through routine mine operations and domestic use by the workforce that requires proper end-of-life management. Hazardous wastes (such as used oils, batteries and reagents 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 incinerated in onsite facilities. All waste disposal and recycling programs are compliant with local regulations.

Many sites have implemented programs to reduce waste and increase recycling on site, such as our Meliadine Goes Greener program. Detailed information on waste and tailings metrics can be found on our website in our ESG Workbook.

Figure 16.

Non-Mineral Waste Generated

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



LaRonde Complex Tailings Storage Facility



Tailings Management Mexico

As part of our commitment to minimizing risks associated with managing tailings, mine waste, and water, our team at the Pinos Altos Mine use part of the operations' filtered and detoxified tailings to produce paste to backfill cavities in the underground mine. The mine deposits the rest of its filtered tailings in a depleted open pit. These approaches allow Agnico Eagle to improve underground safety while minimizing the mines' physical and environmental footprint.

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 while also 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 collaborations that maximize partnership impact.



The environmental research and development group acts as facilitators and coordinators to boost environmental R&D focused on environmentally responsible resource extraction. Current projects include Tundra Restoration in Nunavut, 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, and a masters' research project on CO₂ removal. Existing collaborations and research at Legacy Kirkland Lake Gold sites include a 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 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

Analyst Corner

GRI 306-3, 307-1, SASB EM-MM-160a.1

MT

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 exceedances, etc.) and evaluated in terms of their consequence and probability, according to a 5X5 matrix (see *Figure 17*). The consequence, from negligible to extreme/critical, is defined by looking at the severity of impacts on the ecosystem, land use, water, and by evaluating the cost of remediation and legal aspects. Agnico Eagle considers any incident with a consequence of 4 or higher as a significant incident. In 2021, incidents from Legacy Kirkland Lake Gold were reviewed against Agnico Eagle's matrix to ensure comparable reporting. Based on our incident consequence criteria there were no major (level 4) incidents at our operations in 2021.

However, there were four instances of environmental non-compliance resulting in a regulatory notice or infraction across the Company. A notice was received from the authorities at Kittilä Mine due to missing dust exhaust measurement and removal equipment related to a mobile fine crushed as required in their environmental permit. An emission control system and on-line monitoring system were installed to correct the non-compliance. In January 2021 a non-compliance occurred at the Meliadine Mine when a non-authorized laydown pad was constructed in a small water body. There were no fish present during construction however the pond was not drained prior to the activity. To mitigate any potential impacts to the environment, flow from the impacted water body was directed towards onsite water management infrastructure and monitoring was increased in accordance with the Sediment and Erosion Management Plan. A warning letter from the authorities was also received at Meadowbank due to an inadvertent release of potentially contaminated water from the Baker Lake Tank Farm secondary containment to the environment and one notice was received at Fosterville from Gulburn Murray Water following a breach of water usage due to a timing issue with securing the appropriate ground water allocations. Non-compliance incidents are reviewed and mitigation measures implemented to manage any impacts if they occurred and address root causes.

Figure 17.

Consequence and Probability Matrix

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

■ 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 environment. As part of our environmental management system, several of our sites are equipped with devices to monitor compliance 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. Where applicable, we monitor our activities to minimize impacts on employees and residents. We are committed to keeping our local communities informed about the timing and extent of activities they could perceive (such as blasting or controlled burns). In addition, we keep an active register of complaints from our local communities regarding air, noise and vibration and work with our communities to manage them.

Integrated Closure

Closure and reclamation are core elements of our business since ore bodies are finite and therefore depleted over time. Early planning is key to ensuring successful closure. The progressive reclamation and final closure planning process where possible is initiated in the early phases of a project 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.

All of our operations have closure plans that are regularly updated and have financial assurance in accordance with applicable laws.

In 2021, we made progress on closure activities at our sites where mining has concluded. Key highlights include:

- **Lapa Mine:** Completed Phase II Site assessment to prepare for final removal of potentially contaminated materials, landform design and planting.
- **Pinos Altos Complex:** Revegetation activities are ongoing at El Castor Rockfill Storage Facility with the site greenhouse producing Red Oak and White Pine for explanting and other native seed and plant collection activities.

- **Detour Lake Mine:** The Closure Plan was updated to include the mine's proposed West Detour Project expansion. Progressive reclamation of completed waste rock storage facility areas continued, including earthworks and revegetation. The mine has also developed a 3D immersive virtual model to help visualize what the site will look like at closure to our local and Indigenous communities.
- **Northern Territory, Australia:** Reclamation of a 100-year-old mining camp is underway. Acid generating waste rock has been excavated and placed into the Cosmo Pit. This pit will be 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](#).

Tundra Restoration in Nunavut

Working in partnership with Agnico Eagle, the University of Saskatchewan aims to develop terrestrial tundra restoration techniques that can be applied at the Meliadine Mine and elsewhere in Nunavut. Different reclamation techniques have been tested in the field and are currently being monitored to evaluate their performance. Youths were hired during the project providing opportunities for hands-on training in northern rehabilitation ecology and field research. Establishing efficient reclamation techniques and better understanding the key tundra ecosystem processes will enable the group to develop innovative reclamation techniques for northern projects and mines.



Biodiversity

Analyst Corner

SASB EM-MM-160a.3
Our CDP Forest Response

MT

Agnico Eagle operates in a variety of different ecosystems, from the Arctic tundra in Nunavut, to 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 our operations. 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.

Legacy Kirkland Lake Gold's biodiversity management is based on three pillars: identify and categorize, monitor and report, and research and development (see Figure 18), while Legacy Agnico Eagle's approach is structured to meet TSM's *Biodiversity Conservation Management Protocol*. In the coming years we will focus on expanding Legacy Kirkland Lake Gold's approach and applying it across our organization while continuing to meet our TSM objectives.

Abitibi, Quebec

LaRonde Complex integrated vegetation for pollinating species across the site. The mine also participated in a local program called "Abeilles citoyennes" to collect data on the distribution and abundance of pollinating species in the Abitibi region.

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. The mine also has a fish monitoring program which includes releasing about 5,000 one-year-old trout into the Seurujoki River each year. In 2021, planning began for planting trees in the former infiltration fields that are not in use anymore since the commissioning of the new discharge waterline to the Loukinen River. Tree planting will commence in 2022, enabling an increase in biodiversity inside the mining lease area and positively affecting peatland water management by reducing water infiltration.

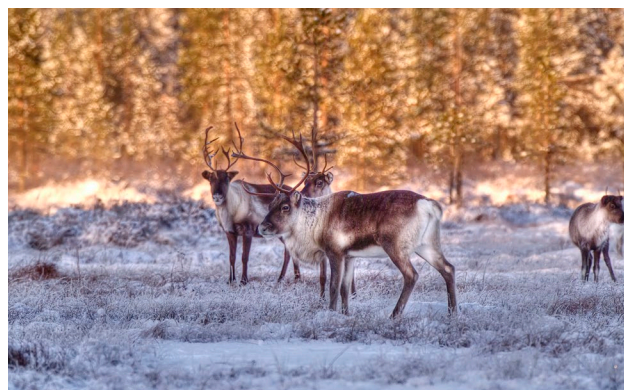


Figure 18.

Legacy Kirkland Lake Gold Biodiversity Management Framework

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.

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.

All of our sites have been assessed for biodiversity. Globally, only two species near Legacy Kirkland Lake Gold properties have been identified in the Critically Endangered categories within the IUCN: Both species have regional importance and are a part of routine biodiversity assessments.

Research and Development

Research and Development 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 research and development projects to help further the science on areas of focus and interest for our sites, while also bolstering Provincial and National academic research programs.

Mexico

Following the success of the Ultra High-Density Grazing with Cattle Project at Pinos Altos in 2021, project that received a TSM award in 2020, an ultra-high density project with chickens is being implemented at Creston Mascota. The objective is to generate organic soil for future revegetation. Reforestation continues to be carried out, with a total of 65 hectares reforested with native pine and oak species. La India Mine has a biodiversity monitoring program in place which consists of monitoring biodiversity during the year to assess the health status and distribution of plants and animals. Monitoring was postponed in 2020 because of COVID-19 restrictions but restarted in winter 2021.

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 evaluates 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 Nunavut operations' onboarding program.



Detour Lake Seed Banks

Each year, with the help of trained ecologists, Detour Lake Mine conducts a seed collection program to harvest and process native seeds for most deciduous species on the mine site. These seeds are then added to a "seed bank" which is pulled from every year to plant and sprout saplings in a greenhouse before shipping them to site to plant as part of the site's progressive reclamation program.

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. Efforts also continue to support the preservation of the Woodland Caribou by means of ongoing aerial surveys and telemetry collaring programs, and direct habitat restoration. The West Detour Project expansion is currently being planned to make sure Woodland Caribou's calving areas are considered.

Australia

At Fosterville Mine (FGM), surveys were undertaken in April and May 2021, to examine potential for occurrence of subterranean groundwater dependent ecosystems within the vicinity of the mine, to support managed aquifer recharge. There is also an ongoing baseline aquatic macroinvertebrate and river health assessment of the Campaspe River in the vicinity of the mine.

Did You Know?



As part of its biodiversity conservation efforts, Agnico Eagle transports free of charge a dozen injured or sick birds per year from Val-d'Or to Mirabel on behalf of an animal sanctuary located in the Abitibi region of Quebec, so they can be treated at the Saint-Hyacinthe Centre Hospitalier Universitaire Vétérinaire (CHUV) of the Faculty of Veterinary Medicine – a unique medical centre that treats as many as 20,000 animals each year.

Our People

2021 Key Highlights

Employees and contractors working worldwide at the end of the year

14,301	Combined	10,008	Agnico Eagle	4,293	Kirkland Lake Gold
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Of training hours delivered to employees in 2021

292,008	Combined	173,891	Agnico Eagle	118,117	Kirkland Lake Gold
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Of our employees are local to regions where we operate

68%	Combined	57%	Agnico Eagle	91%	Kirkland Lake Gold
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Indigenous employees at our operations

647	Combined	380	Agnico Eagle	267	Kirkland Lake Gold
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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.

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.

Awards

Agnico Eagle's Mexico team was inducted into the Great Place to Work Hall of Fame after being ranked one of the best places to work (in the category of 500 – 5000 employees) in Mexico for 10 consecutive years!

Our People

As we merge the people and cultures of our two legacy companies, we recognize that workplace changes can bring both excitement and anxiety to our team. This reality, combined with two years of navigating the pandemic, will require both resilience and compassion.

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 creating local employment opportunities, supporting the development of employee skills, implementing workforce management processes and supporting initiatives to continue to diversify our workplace.

Figure 19.

Our Workforce in 2021

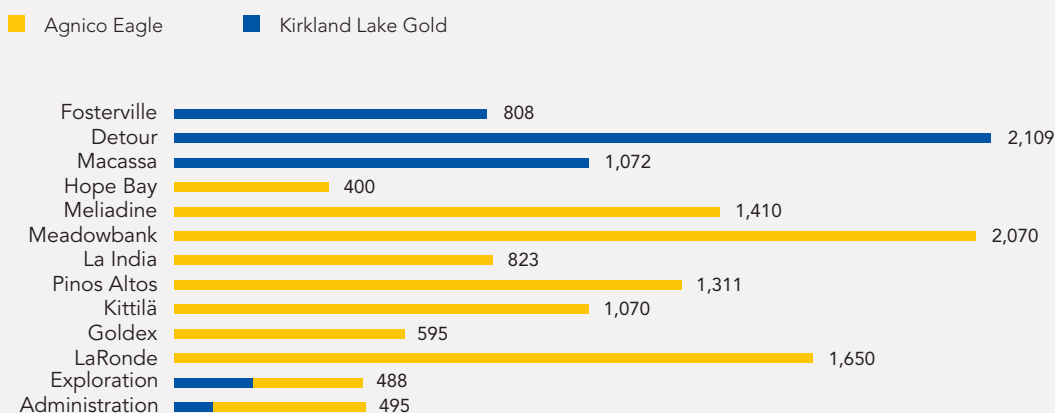
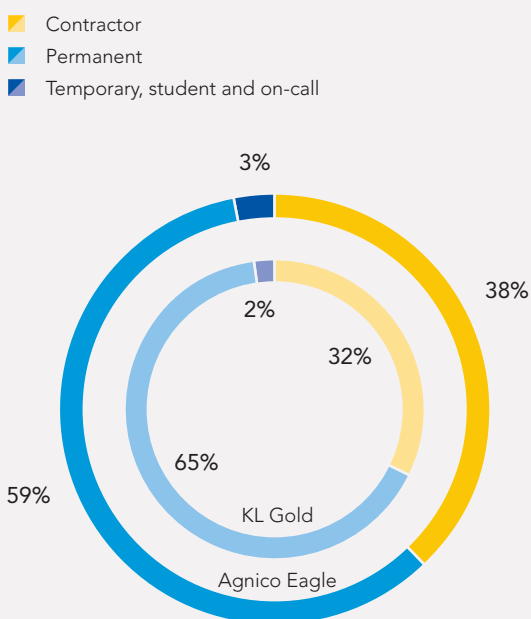


Figure 20.

Workforce by Employment Type



14,000

Total workforce

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.

Diversity, Equity and Inclusion

Analyst Corner

GRI 405-1

MT

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 for all 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, established in 2019, 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 monitor, track and audit performance. Discriminatory practices and harassment are not tolerated and any reported instances are formally investigated with appropriate disciplinary action taken.

In 2021, a 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 four priority areas (see Figure 21).

We collected baseline information to start the process of reporting more meaningful metrics for diversity and inclusion, including ethnicity. We believe our workforce should be representative of the communities we operate in. Lastly, we have dedicated resources to advancing the Company's DEI strategy and will advance employee resource groups to ensure everyone has a voice and is heard.

In particular, the Company continues to identify and work to mitigate systemic barriers to the participation and advancement of women in the mining industry. In 2021, Agnico Eagle launched a Scholarship and Development Program in memory of Dr. Leanne Baker, which was designed to support the advancement of a cohort of women through a 2-year mentorship and training program. As well, in Canada, the Company is focused on eliminating systemic barriers in our Northern Operations which can affect Inuit and women by developing inclusive leadership behaviours so that everyone has a sense of belonging and equal access to opportunities and career advancement.

At Legacy Kirkland Lake Gold several DEI initiatives are in place that are geared to promote diversity and inclusion through education and awareness along with site-based initiatives to remove barriers. Cultural awareness programs, were developed by local Indigenous communities near the operations, were launched as part of the management meetings with all employees. A DEI awareness session dedicated to LGBTQ+ to promote inclusion was also conducted. Additionally, site-based initiatives were initiated based on feedback from employees that resulted in increased women's washrooms underground, private rooms for expressing breast milk and flex hours for employees returning from maternity leave.

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.

Figure 21.

Strategic Priorities for Diversity, Equity and Inclusion



UNDERSTAND	the composition of our communities, how our employees self-identify, existing and perceived barriers and best practices
OPEN EYES	increasing awareness and developing an inclusive mindset through training and resources
OPEN DOORS	by retaining and advancing diverse people by ensuring an equitable and inclusive workplace
PARTNER	for success with industry associations, suppliers and interested groups

Did You Know?



Agnico Eagle is a proud supporter of the international women in resources mentoring program (IWRMP), an annual cross-company program originally established in 2018 to promote and empower women in the resources industry to progress their careers, overcome professional challenges and build confidence for achievement and industry leadership through mentorship. Agnico Eagle was an early supporter of IWRMP and in 2021, several employees participated in the program, including mentees Mélanie Cardinal-Gervais from Quebec and Olivia Tagalik from Nunavut, and mentors Kaisa Saarijarvi from Finland and Louise Grondin (retired) from Ontario. Whichever side of the mentorship equation, all agree the experience has been invaluable. Agnico Eagle will continue to support the IWRMP and other programs designed to attract, retain and promote women in mining and help them realize their full potential.

Our Board of Directors recognizes that diversity is important, including at the board level. They ensure 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 has been appointed as chair of the HSESD Committee. At the leadership level, 13% of our executives are women and 20% of our senior management are women. One of our directors identifies as Indigenous (10%) and six of our executives (20%) identify as a visible minority.

While female representation in leadership positions and the proportion of new female hires has grown over the years overall employee female representation for Legacy Agnico Eagle has shown little growth (see Figure 23). A higher proportion of female employees in non-permanent positions such as students, on-call, and temporary employees (see Figure 22) and the impact of the pandemic on the retention of Nunavummiut employees, of which 34% are female, are contributing factors.

Figure 22.

2021 Employee Female Representation by Job Type

Category		Female	Male	% Female	
Total Employees	Agnico Eagle	954	5278	15%	<div><div></div></div>
	Kirkland Lake Gold	397	2518	14%	<div><div></div></div>
Permanent	Agnico Eagle	824	5092	14%	<div><div></div></div>
	Kirkland Lake Gold	341	2467	12%	<div><div></div></div>
Temporary	Agnico Eagle	86	132	39%	<div><div></div></div>
	Kirkland Lake Gold	53	39	58%	<div><div></div></div>
Student	Agnico Eagle	18	21	46%	<div><div></div></div>
	Kirkland Lake Gold	3	12	20%	<div><div></div></div>
On-Call	Agnico Eagle	26	33	44%	<div><div></div></div>
	Kirkland Lake Gold	0	0	0%	<div><div></div></div>
					0% 25% 50%



Speaking out against violence against women

Concerned about the general increase of violent acts against women in recent years, a group of men at our Goldex Mine initiated an awareness campaign. “Engagés pour elles” encourages men to commit to reporting and exposing any act of violence against women, and to raise awareness by engaging in conversations on the topic. More than 200 men have signed the pledge, extending the initiative beyond the Goldex workplace as employees have talked about it to their friends, brothers and sons.

Did You Know?



First Women Chair of the Ontario Mining Association

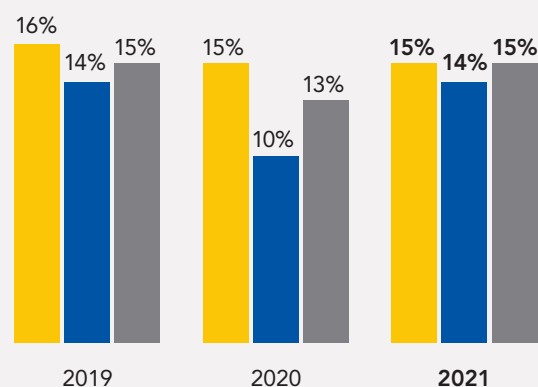
Our Chief Operating Officer for Ontario, Mexico and Australia, Natasha Vaz, was named the chair of the Ontario Mining Association’s Board of Directors in September 2021. Natasha is the first woman to hold the position in the Association’s century-plus history.

“The mining industry has come a long way from the mining of yesterday especially in reduction of environmental impact and the positive social impacts it has in the communities. I look forward to leaving a legacy the next generation can be proud of,” said Natasha.

Figure 23.

Female Representation at Agnico Eagle

- Agnico Eagle
- Kirkland Lake Gold
- Combined



Our People

We remain focused on creating sustainable and high-quality jobs and careers in mining in all the places we operate. At our Detour Lake Mine, more than 21% of our workforce self-identify as Indigenous, which is close to double the average reported by the Ontario Mining Association (11.2%). In Nunavut, we have a long-term objective of obtaining 50% Inuit employees at our Meadowbank and Meliadine operations. In 2021, we employed 374 Inuit employees at our Nunavut mine sites, well below our target but we remain committed to increasing the participation of Inuit in our site workforces. Most Inuit employees live in Nunavut communities with limited access to healthcare infrastructure, therefore were sent home with pay at the beginning of the pandemic in 2020. In March of 2021, we started welcoming our Inuit employees back to the mine site but with the arrival of the Omicron wave, employees were sent home again in December 2021. The health and safety of our employees and host communities remains our priority. We continue to support all our employees who are unable to work due to COVID-19 and were pleased to welcome our Nunavummiut employees back to our mine sites in 2022.

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 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 our Speak Up! program which is available in all our operating languages. Speak Up! allows

employees to ask questions, make comments or provide ideas. That feedback is routed to the appropriate manager to answer accordingly. Legacy Kirkland Lake Gold operations have similar engagement methods including company-wide communications and blogs that celebrate our people and highlight key successes and stories. As we move forward, we will combine the best of both programs to deepen our level of engagement and ensure we are addressing employee needs.

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.

In 2021, we conducted a global employee engagement survey for Legacy Agnico Eagle sites. The participation rate was 86% and overall results were very positive with 84% of employees strongly endorsing Agnico Eagle as a great place to work. Additionally, progress was made in areas identified for improvement in our previous survey, including culture, people development, compensation and benefits. 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.

Historically, Agnico Eagle's global engagement survey was conducted every three years. Based on employee feedback from both legacy Company's surveys, going forward we will conduct this survey on an annual basis to hear directly from employees on opportunities to engage and build a better workplace.



Fosterville Gold Mine, Australia

Local Employment

Analyst Corner

GRI 202-2

MT

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 2021, local regional employment at Legacy Agnico Eagle was 57% for all employees and 64% for senior management, and at Legacy Kirkland Lake Gold was 91% for all employees and 90% for senior management.

Our Kittilä, Goldex, LaRonde, Macassa and Fosterville operations are more than 90% 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, employees from Macassa Mine live in Northern Ontario, 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 are transported to the sites and 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 84% of employees are from Northern Ontario and 18% of Nunavut employees are local to the Kivalliq or Kitikmeot regions.

100%

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

647

Indigenous employees at Legacy Agnico Eagle and Legacy Kirkland Lake Gold operations

68%

Combined local employment

Building Future Leaders within Our Local Communities



A long-term goal at all Agnico Eagle operations is to help develop people from the local communities so that one day they will operate and run our mines, similar to the success we have achieved in Finland and Mexico.

In Nunavut, we are investing and offering opportunities to unlock the power of training to fill available job opportunities from the Kivalliq region. We collaborate with local governments to create skill development, employment readiness and retention programs. We also offer Inuit employees an opportunity to enroll in our Apprenticeship Program for a multitude of trades related to the mining industry including working in the underground. In 2019, Agnico Eagle spent over \$3.8 million towards Inuit development, and this is in addition to initiatives related to literacy, numeracy and youth awareness and education programs. Unfortunately, investment towards Inuit training and the number of training hours largely declined in 2020 and 2021, as the Company's Nunavummiut workforce remained at home for the majority of that period to minimize the risk of COVID-19 affecting the local communities. With the Nunavummiut workforce now back to work, Agnico Eagle is strongly committed to resuming these training initiatives. More than 11,000 hours of training were provided in the fourth quarter of 2021 alone. The long-term goal remains to fill every position possible with Inuit, who can then take the next steps in their mining career.

In Ontario, we have numerous training and education programs in place to help encourage interest and development in mining as a career. This includes the Indigenous Mining Career Program and the Indigenous Supervisor Management Training at our Detour Lake Mine. The Indigenous Mining Career Program, created in partnership with local communities, consists of a 12-week Mining Essentials education that includes life skills, an Ontario Secondary School Diploma and learning traditional skills as part of the program, followed by a 20-week work placement at Detour Lake Mine in roles across the operation. The program is designed for participants to gain permanent employment upon successful completion of the program. The Indigenous Supervisor Management Training program was created to help our employees further progress their careers and gain the knowledge, expertise, and skills to obtain supervisor and management roles across the operation as they continue their career with growth, challenges and opportunities.

“To bring benefits to the community you need to bring job opportunities to the community. But to be part of the community you need to provide training and education, and a career path so people locally can grow with the company over years. You need community members not only running the mine, but helping set the destiny and the future.”

– Ammar Al-Joundi, President and CEO,
Agnico Eagle Mines



Detour Lake Mine, Ontario



Fosterville Gold Mine, Australia

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 2021, 28% of Agnico Eagle employees and 13% of Legacy Kirkland Lake Gold employees were tied to an industrial union agreement. At Legacy Agnico Eagle operations, employees have direct representation through collaboration committees, where committee members represent their colleagues to discuss issues, concerns, solutions and meet with management to discuss or resolve issues. At Kirkland Lake Gold sites, Detour Lake also has direct representation through a collaboration committee, Macassa Mine employees meet with management through department meetings and ongoing interactions in the workplace, and employees. 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 a fair and competitive compensation that provides a decent standard of living for a worker and their family.

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.

A Day in the Life of a Process Operator

It's an early start, waking up and heading to work for a 5:30 am shift.

The hand over meeting kicks off the shift with a briefing on how each of the circuits ran and any problems that may have occurred for the night shift crew. Shortly after, it's time for a coffee and a review of the circuit in the control room and getting ready for the day ahead.

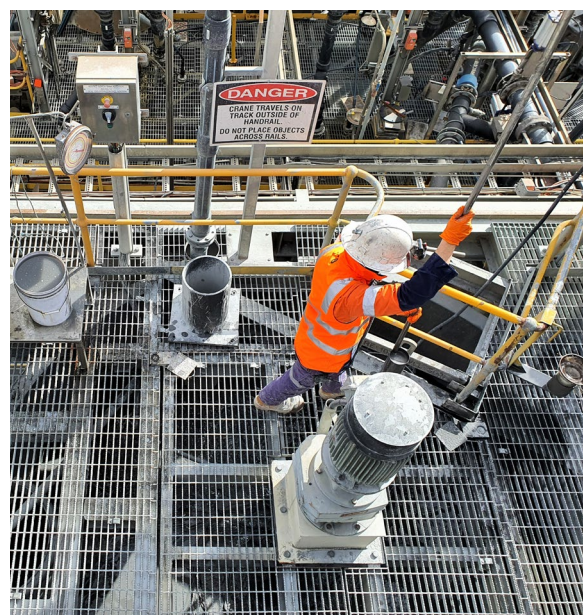
Each day is different depending on what circuit you are assigned; Crushing, Grinding and Floats, BIOX, CIL, Paste Plant or Mine Water Treatment Plant. Today we are the CIL (carbon in leach) operator!

Around 7am the team and I equip ourselves with the appropriate PPE and gear for the task ahead, including nitrile gloves, safety glasses, helmet and a radio. I head to the hut up on the CIL deck and work from tank to tank, sampling each one, collecting a density and a carbon count. I take liquid samples and do a general check over the entire Heated Leach circuit.

Once all the samples and numbers have been collected, they are logged into the data base and the appropriate changes are made to the controls in order to maintain a fully functional circuit.

From there, I have a quick snack and head out to do a boiler round and some general cleaning. Hosing is our number one task when it comes to tidying up the circuit.

This leads into our second round, which is smaller but just as important. Only a handful of samples are taken and logged with appropriate changes made to adjust the circuit. Twelve o'clock hits and most operators are having lunch, catching up on what each has done over the break or any other exciting news.



The mid-day round is much like our first round with similar tasks and numbers to collect and after this its time to flush the pre-loaded column and send it to the regen kiln. The rest of the day's activities are taken up with last round duties. These are exactly the same as the second round except with a bit of extra cleaning around the huts and work areas, getting ready for night shift to take over.

Once back in the control room the hand over report is filled in with the day's events and is handed back over to our cross shift. A brief walk back to the turnstiles and the day is done.

Retaining, Training and Developing Our People

Analyst Corner

GRI 401-1, 404-2

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, employee's performances are 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 developing training initiatives to develop skills of the local workforce and prepare our employees for future demands. In 2021, we delivered 173,891 training hours across Legacy Agnico Eagle operations and 118,117 at Legacy Kirkland Lake Gold operations.



Meliadine Mine, Nunavut, Canada

173,891

hours of training delivered at Legacy
Agnico Eagle operations in 2021

118,117

hours of training delivered at Legacy
Kirkland Lake Gold operations in 2021

Leveraging Virtual Reality to Get the Job Done



In the middle of an important project to commission the second SAG Mill Primary Knelson Concentrator at Fosterville Mine in Australia, the team was faced with challenges they never expected, but by leveraging an innovative new technology, they were able to successfully complete the project.

Due to the global impact of the COVID-19 pandemic and border restrictions, limitations to standard approaches in fault-finding and commissioning forced the team to think outside the box and adopt new ideas to keep employees safe and projects on target. To bring the new concentrator online, the commissioning team was heavily reliant on engineers who were not able to travel to the mine site to assist. To help facilitate this important work a set of Microsoft HoloLens smartglasses was secured.

Using holograms displayed on the screen of the glasses, the commissioning team were able to communicate directly with engineers on the other side of the country and action their requirements. Introducing the site to the benefits of advancing technology. The Microsoft HoloLens smartglasses are game changers in how mine sites can engage with others in the field; enabling a quick and efficient means to improve productivity.

Training in an operational mining environment can present some challenges for both the mine operation and the trainees, such as availability of equipment to train numerous people, impact on regular operations during training periods and sometimes challenging work conditions (heat, seismicity, mine depth and restrictions related to the pandemic). Creating an alternate "reality" in

which these challenges do not exist offers much more flexibility and training opportunities.

Collaborating with the Val-d'Or Professional Training Centre, the training team at the LaRonde Complex updated its training methods to integrate new innovative technologies and address some of these training challenges, while increasing accessibility to training, and improving learning retention as well as engagement and interest of trainees.

The team undertook a 3D digitization of the mining facilities, both underground and at surface to virtually reflect the exact environment of the workplace. Using the Matterport platform and virtual reality headset, they were able to offer an immersive and hyper-realistic learning experience to trainees without them leaving the comfort of the classroom or their home. The trainees can navigate freely in the virtual environment and interact by clicking on different elements to access information, videos or animations, for example, on pieces of equipment or work procedures.

In 2021, all trainings provided to new workers at the mill were conducted in virtual reality. Additionally, 36 new workers and interns have completed their Mine Worker Modular Training program for underground work remotely, and the mine department recovered 20 hours of operation per scoop over a two-month period.

The Company is currently testing other virtual technologies to continue optimizing training methods, expanding opportunities and improving accessibility, retention and attraction.

Employee Turnover

Retaining a diverse and talented workforce is important for maintaining our operational excellence and competitive advantage. In order 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 2021, total turnover rate for permanent Agnico Eagle employees was 10%. This is slightly higher than 2020

(7.6%) and more in line with previous years when turnover was between 9%–10%. Historically, female turnover rates have been higher and this is the first year where there is no significant gender gap between turnover rates by gender for Agnico Eagle sites. For Legacy Kirkland Lake Gold in 2021, the total turnover rate for permanent employees was 15%. The rate was higher for both female and male employees and significantly higher than the 2020 Kirkland Lake Gold combined rate (7%). It is difficult to estimate how the last two years of the pandemic impacted turnover, but the current strong labour market is likely a factor.

Table 2.

Permanent Employee Turnover by Gender 2021

2021 total turnover (%)	Female	Male	Total
Agnico Eagle	10.0%	10.0%	10.0%
Kirkland Lake Gold	16.9%	14.9%	15.1%
Combined	11.4%	11.8%	11.7%

Merger and Integration

Agnico Eagle has always believed in developing our people and providing opportunities for advancement and growth. This will not change as we merge our combined talent pool. In fact, with the number of growth projects in our development pipeline, we will need the talent of our full workforce more than ever to ensure a successful future for the new Agnico Eagle. In 2022, as we align our organizational structure to achieve the best results, we will continue to treat employees fairly and with respect. When change does happen, we always prioritize finding positions that challenge and interest our workforce, allowing us all to grow, prosper and succeed together.



Our Communities

2021 Key Highlights

In community investments

\$9.98M Combined	\$5.99M Agnico Eagle	\$3.98M Kirkland Lake Gold
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In local procurement spend

\$1.6B Combined	\$1.1B Agnico Eagle	\$475M Kirkland Lake Gold
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Proportion of spending with locally based suppliers

45% Combined	54% Agnico Eagle	33% Kirkland Lake Gold
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Paid to employees in wages and benefits

\$1.04B Combined	\$698M Agnico Eagle	\$340M Kirkland Lake Gold
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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 and 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.

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.

Awards

Pinos Altos Complex received the Towards Sustainable Mining (TSM) Excellence Award for Community Engagement.

The Visit Levi Partner of the Year Award was presented to Agnico Eagle Finland, for their collaboration with local tourism companies and contribution to the growth of the area.

The Chamber of Commerce and Industry of Rouyn-Noranda awarded the 2021 Contribution to Economic Development Award to Agnico Eagle Abitibi for their support and commitment to employees and the community during COVID-19.

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.

The pandemic has reinforced the importance of building inclusive and trusting relationships with local communities and Indigenous partners. Fostering such relationships is not only essential to project success, but also critical to delivering its socio-economic benefits.



Agnico Eagle Finland has been a long time sponsor and supporter of the Levi Alpine World Cup in Lapland, Finland.

Community Engagement

Analyst Corner

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

MT

We want to understand our local stakeholders' concerns 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.

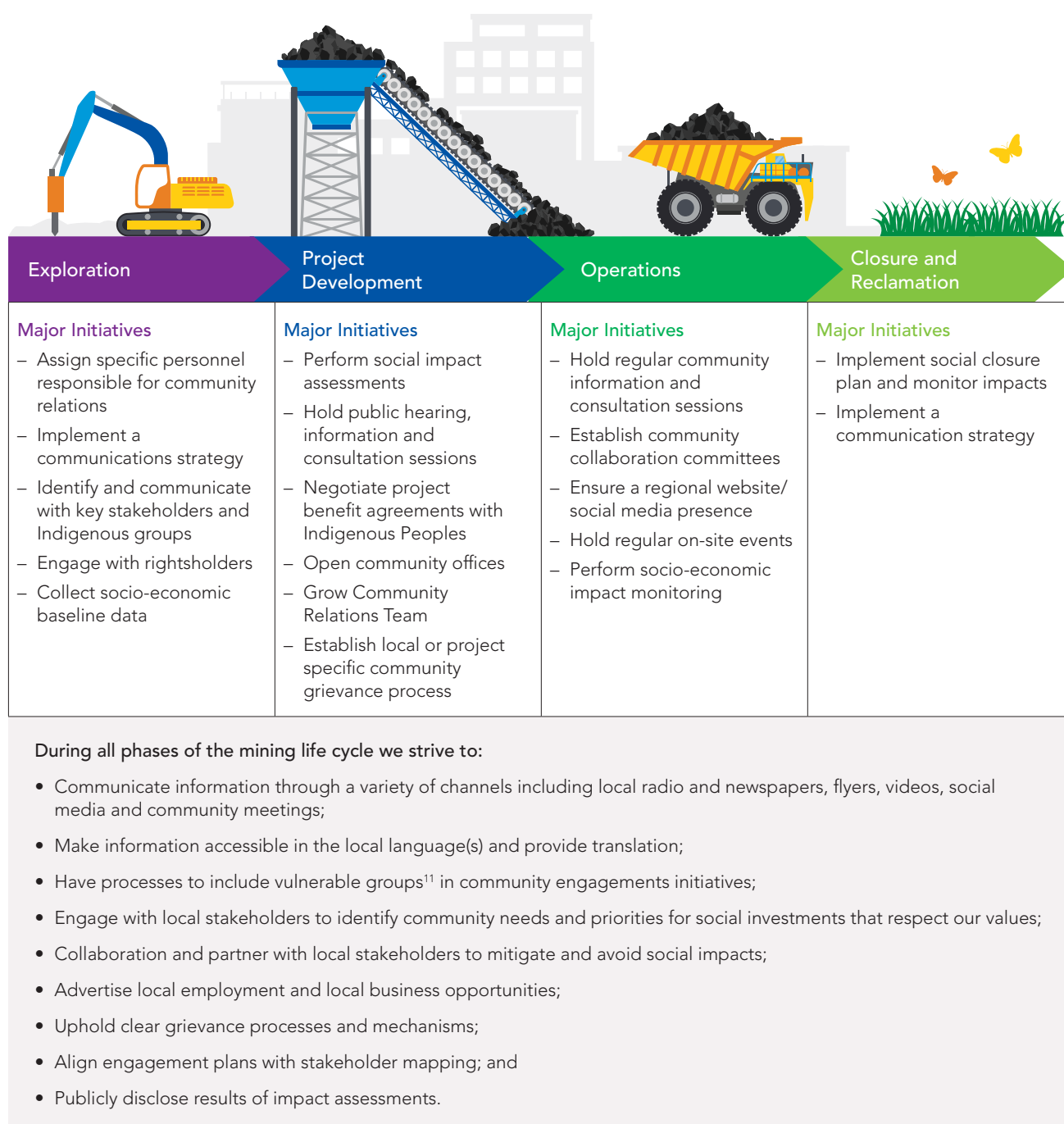
As early as possible in the project development phase, we engage and partner with local stakeholders and Indigenous communities to assess the levels of social acceptability and

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 24 on page 69 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. Throughout the pandemic we remained directly engaged with our communities where possible and embraced online tools and physically distant meetings where necessary to continue our engagement.

Figure 24.

Community Engagement Initiatives During the Mining Life Cycle



11. Vulnerable groups are defined as groups at higher risk of being subjected to social, economic or environmental impacts of our organization's operation. Vulnerable groups vary by operation and can include youth, elders, women, people with disabilities, Indigenous People and ethnic minorities.

Tracking Community Feedback and Issues Engagement

Analyst Corner

GRI MM06, MM07
SASB EM-MM-210b.1, SASB EM-MM 210b.2

MT

We are committed to continuously improving our social acceptability. Our community relations efforts focus on getting 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.

In 2021, with face-to-face interactions in some regions still limited by the ongoing pandemic, we gained many of our community insights through digital, online, phone calls and other physically-distanced means. Where public health restrictions allowed, we resumed in-person meetings with appropriate health and safety measures in place.

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 result in site shutdowns or project delays. In 2021, we experienced zero (0) significant disputes at our Legacy Agnico Eagle operations and one dispute at Legacy Kirkland Lake Gold's operations.

The dispute relates to a Notice to Investigate and an Improvement Notice to the Company from the Victoria Environment Protection Authority (EPA) following a few complaints from local residents related to low frequency noise emissions from certain surface infrastructure at the Fosterville Mine. Following independent monitoring and investigations by both the mine and in conjunction with the Environment Protection Authority Victoria (EPA), the mine took further measures to reduce low frequency noise that was identified within a narrow band of frequency, such as reducing the speed of the surface ventilation fans between the hours of midnight and 6:00 am. This measure resulted in a measurable reduction in low frequency noise and all operations at Fosterville Mine remain in accordance with EPA requirements.

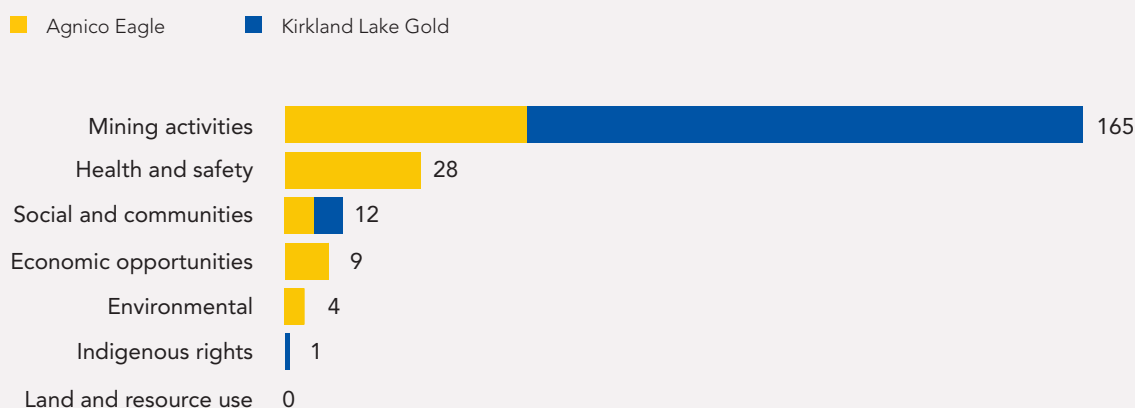
Complaints

Complaints are any notification given by a community member, group or institution, to the Company or division, 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 received complaints are acknowledged, assessed and a response is communicated to the complainant. We work on replying and resolving issues in a timely manner and implementing action plans to address root causes of complaints.

In 2021, a total of 219 complaints were received for both legacy organizations. 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 (95%) closed by year end. Teams implement action plans as appropriate to address the root causes of complaints.

Figure 25.

2021 Complaints Received by Category



219

complaints received in total for all our mining sites

95%

complaints resolved at year end

165

complaints related to nuisance of mining activities

100%

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



Our community relations efforts focus on getting community feedback on current or proposed activities and on identifying and resolving issues.

Indigenous Relations

Analyst Corner

GRI 102-21, MM05, 102-42, 102-43
SASB EM-MM-210a.3

MT

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. At Legacy Kirkland Lake Gold operations, a comparable Indigenous, Communities & Stakeholder Standard is in place. Both approaches focus on establishing mutually beneficial, cooperative and productive relationships.

As a global mining company, we engage with many different Indigenous Peoples and communities who each have their own unique histories, languages, 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 languages, adding traditional place names to project maps, providing audio summaries on our website and addressing technological access.

In Abitibi region, 263 executives, managers, supervisors and members of the management of our operations and exploration in the Abitibi-Témiscamingue region have received various training aimed at better welcoming and integrating Indigenous people.

In 2021, we continued to build early meaningful engagement, respectful relationships, and obtain the Free, Prior and Informed Consent (FPIC) of Indigenous Peoples before proceeding with economic development projects. We also continued to engage and collaborate with the local indigenous communities impacted and potentially impacted by existing projects.

Table 3.

2021 Highlights of Key Engagement Activities

Agnico Eagle	<ul style="list-style-type: none"> – Meetings with Indigenous communities to provide updates on the Akasaba West Project – Ongoing review of Inuit Impact Benefits Agreements (IIBAs) with Kivalliq Inuit Association – Developed a Kivalliq Inuit Elders' Advisory Committee comprised of 21 Elders from local communities to integrate Inuit Qaujimajatuqangit, Inuit Societal Values and community knowledge into exploration, planning, workforce, wellness, and operational plans – Discussions with Indigenous communities related to permitting consultations for the Upper Beaver project – Ongoing discussion with Indigenous communities on a collaboration agreement for the LaRonde Mine
Kirkland Lake Gold	<ul style="list-style-type: none"> – Meetings with Indigenous communities regarding the West Detour Project, including virtual community meetings and ongoing presentations supported with plain language materials – Meetings with Indigenous groups pertaining to the North Tailings Storage Facility at Macassa Mine. Meetings included presentation sessions and circulation of design concepts and fish habitat compensation plans – Continued meetings with the Traditional Owners around the Fosterville Mine to learn about the cultural heritage and establish the terms of a working relationship

Integrating Inuit Culture and Knowledge Into Our Mining Activities



Being successful in remote, northern communities requires imagination, listening, and a deep commitment to helping people and communities in ways that matter to them. Agnico Eagle has a proud history of working collaboratively alongside these communities and fostering strong and respectful relationships.

After nearly 15 years of exploration and mining in Nunavut, we remain visitors on Inuit lands. We still have much to learn about northern culture and priorities from community leaders and local Elders.

Already, they have taught us the value of conducting inclusive and equitable consultations with local Inuit communities and stakeholders to advance community priority initiatives in meaningful ways.

For example, Agnico Eagle consistently collects, validates and integrates Inuit Qaujimajatuqangit (IQ) and Inuit Knowledge into our Nunavut operations and engagement activities. Under the leadership of our IQ and Wildlife Coordinator, Agnico Eagle established the Kivalliq Inuit Elders' Advisory Committee to provide advice on how to incorporate traditional Inuit knowledge into community engagement activities; and has worked directly with local Hunters and Trappers' organizations on traffic management, managing environmental impacts, naming protocols, and community mapping initiatives. This work has proven to be a valuable approach to assessing and monitoring the environmental, ecological, cultural and socio-economic impacts and benefits of mining projects. It has also helped protect and support the Nunavummiut traditional way of life.

Examples of community collaboration and advisory groups in Nunavut

Kivalliq Inuit
Elders' Advisory
Committee

Terrestrial
Advisory Group
(TAG)

Tailings
Working
Group

Dust
Committee

Community
Liaison
Committees



A new location for the Meliadine Mine gatehouse was selected in collaboration with the Kangigliniq Hunters and Trappers organization to increase the community's access to local berry picking grounds.

Agnico Eagle also collaborates with communities and local stakeholders on community investment projects and priorities to ensure we provide support where it is needed and matters most. The Good Deeds Brigade, launched in 2020 during the pandemic, is a good example of this approach.

We will continue to consult with and integrate the knowledge, concerns and priorities of local Inuit communities and stakeholders into our exploration and mining activities in Nunavut. Detailed information on engagement programs and the socio-economic impacts of our Nunavut mining projects is reported on an annual basis through socio-economic monitoring reports available on our [website](#).

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.

Case Study

Indigenous Arts

Agnico Eagle is committed to deepening our engagement with Indigenous Peoples and is a proud supporter of the talents of local Indigenous artists and cultures across our operations.

In Australia, our Fosterville Mine partnered with the Children's Charity Network to bring the Young Australian and Indigenous Art and Literacy Program to the Greater Bendigo Region. The program is an innovative arts and literacy program which brings some of Australia's leading authors and artists into schools to teach students how to write and illustrate books.

In Quebec, our team celebrated local Indigenous art and culture with an art exhibition project with Indigenous artists. The artwork of six artists – both professional and emerging – was displayed for a private viewing event at Agnico Eagle's CTMN (Northern Mining Transit Centre) office in Val d'Or, Quebec, and pieces have been purchased to be permanently showcased at some of our sites and offices.



A work of art from Frank Polson, a member of the Long Point First Nation (Northwestern Quebec) and a self-taught artist who participated in the Agnico Eagle Indigenous art exhibition project in Quebec.

In Nunavut, our team found a way to help the local community meet the increasing demand for good quality carving soapstone. Inuit soapstone carvings are cultural works of art that have a strong and growing national demand, but good quality carving stone is hard to find and access. When our Nunavut geology team found a substantial amount of soapstone during exploration activities, we worked with the local community to provide it to the Kivalliq region's artistic community for traditional art and carvings, a valued skill passed generation to generation and relied on to support many local families.

Benefit Footprint

Analyst Corner

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

MT

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). Information on both Agnico Eagle and Legacy Kirkland Lake Gold operations are available on our [website](#). For more detailed information on financial performance refer to our [Annual Report](#).

Figure 26.

2021 Economic Value Distributed¹

	Payments to Suppliers	Employee Wages & Benefits	Payments to providers of Capital	Income and Resource Taxes	Community Investments	Total Economic Value Distributed
Agnico Eagle	\$1,837,974k	\$698,252k	\$365,720k	\$203,870k	\$5,992k	\$3,111,809k
Canada	\$1,343,415k	\$540,728k		\$106,551k		\$1,995,394k
Finland	\$266,785k	\$58,042k		\$18,537k		\$343,920k
Mexico	\$227,775k	\$99,481		\$78,782k		\$406,775k
Kirkland Lake Gold	\$1,547,032k	\$340,370k	\$384,765k	\$418,714k	\$3,984k	\$2,694,865k
Canada	\$1,307,863k	\$272,894k		\$89,447k		\$1,671,089k
Australia	\$239,169k	\$67,476k		\$329,266k		\$639,009k

1. Amounts for Agnico Eagle are on a consolidated basis as described in our 2021 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

Employment Wages and Benefits

In 2021, Agnico Eagle provided approximately \$698 million in wages and benefits and Legacy Kirkland Lake Gold \$340 million. 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.

\$1B

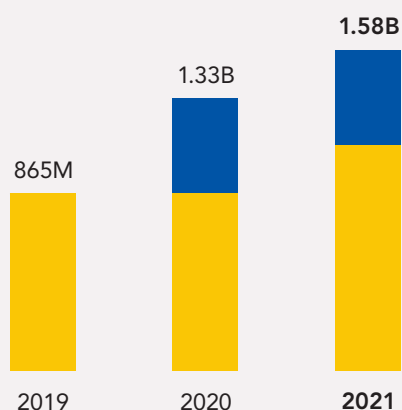
provided in wages and benefits in 2021



Figure 27.

Operation Payments to Local Suppliers

■ Agnico Eagle
■ Kirkland Lake Gold



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 suppliers¹² must meet the same criteria as all potential suppliers in order to do business with our Company. In 2021, our Legacy Agnico Eagle mining operations spent \$1.1 billion and Legacy Kirkland Lake Gold \$475 million on the procurement of local goods and services. This represents 45% of all mining procurement spend in 2021.

In Nunavut, Indigenous procurement is a key element of our Inuit Impact Benefit Agreements (IIBAs) and is characterized as businesses registered with Nunavut Tunngavik Incorporated (NTI). In 2021, 62% (\$556 million) of Meadowbank Complex and Meliadine Mine procurement spending was with Indigenous, NTI-registered suppliers. Our Nunavut operations work closely with the Kivalliq Inuit Association to address challenges and enhance opportunities for businesses in the region.

In 2021, our combined operations spent over \$1.5 billion on the procurement of local goods and services.

12. Local suppliers are defined as suppliers based in the region where a project operates. Regional boundaries for each operation are provided in our accompanying ESG data table.

Community Investments

In 2021, 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 2021 alone, Legacy Agnico Eagle contributed \$6 million to various local organizations and events and Legacy Kirkland Lake Gold \$4 million. Most funds went to health (31%), community engagement (21%), and education funding (14%) (See Figure 28).

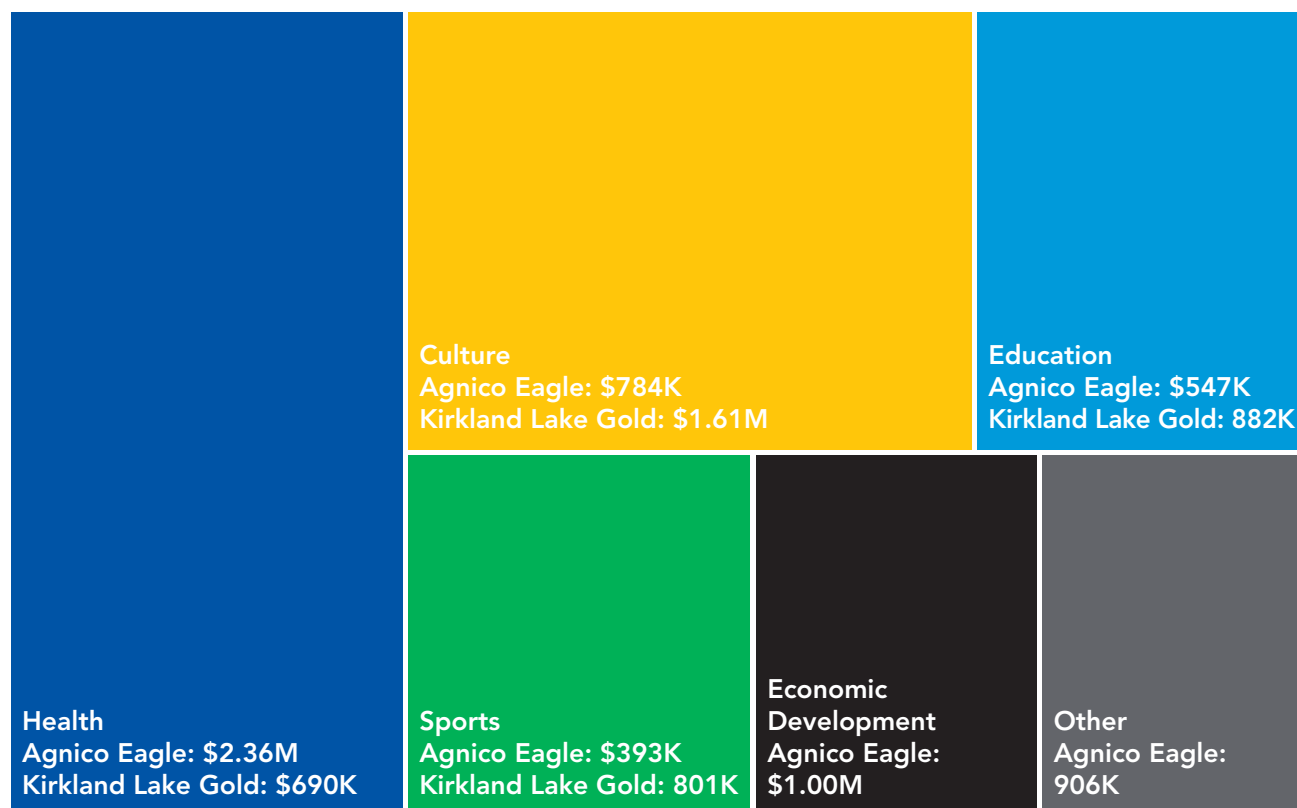
We also look for opportunities where our operations workforce, technical expertise, and equipment can contribute to the needs of our host communities in the form of in-kind donations. In 2021, we provided many in-kind donations such as, in collaboration with local business and Rankin Inlet Hamlet, we supported the construction of an outdoor rink via the marine transportation of supplies and concrete to Rankin Inlet from Becancour port.

\$10M

in total community investments in 2021

Figure 28.

2021 Community Investments



Did You Know?



Like our founder, Paul Penna, we believe in the importance of taking care of each other and the most vulnerable people in society. That is why our community investment program strongly supports initiatives that improve health infrastructure and services in our host communities or contribute to the advancement of medical research in fields such as cancer. In 2021, Agnico Eagle pledged a \$10 million CDN gift to the Princess Margaret Cancer Centre in Toronto to help drive leading-edge cancer research in two key areas: early detection and less toxic treatments. In Australia, the Agnico Eagle Australia Community Partnership Program donated close to \$250,000 US to support three health and wellness-related initiatives – including the Gobbé Wellness Centre and its Cancer Wellness Program to offer cancer patients complementary therapies and improve their quality of life while undergoing cancer treatment and remission.

Agnico Eagle Global Performance Summary Data¹

			2021	2020	2019
OPERATIONS					
GRI 301-1 SASB EM-MM-000.A	Production				
	Total Ore Processed (tonnes)	Agnico Eagle	21,317,771	18,876,230	19,565,207
		Kirkland Lake Gold	25,094,337	21,998,039	
	Total Gold (Oz)	Agnico Eagle	1,729,013	1,452,251	1,447,547
		Kirkland Lake Gold	1,432,617	1,395,475	1,462,229
HEALTH, SAFETY & WELLNESS					
Global Safety Performance					
GRI 403-09 SASB EM-MM-320a.1	Person-Hours worked	Agnico Eagle	22,056,694	18,656,076	20,384,101
		Kirkland Lake Gold	9,160,236		
	Number of Fatalities	Agnico Eagle	1	0	0
		Kirkland Lake Gold	0	0	0
	Frequency (combined lost-time accidents and restricted workcases per 200,000 person hours worked)	Agnico Eagle	0.82	1.02	0.99
		Kirkland Lake Gold	0.70		
ENVIRONMENTAL STEWARDSHIP					
Energy & Climate Change					
GRI 302-1 SASB EM-MM-130a.1	Energy Consumption				
	Total Electricity (GWh)	Agnico Eagle	1,330	1,204	1,202
		Kirkland Lake Gold	1,104	1,060	1,112
	% Renewable Electricity ²	Agnico Eagle	48%	52%	68%
		Kirkland Lake Gold	32%		
	Total Energy Consumption (GJ) ²	Agnico Eagle	11,664,712	9,931,554	9,342,624
		Kirkland Lake Gold	8,636,977	8,111,512	10,822,953
GRI 302-3	Energy Intensity				
	Electricity Intensity (per tonne of ore processed) (KWh/t)	Agnico Eagle	62.4	63.8	61.4
		Kirkland Lake Gold	44.0	47.8	
	Energy Intensity (per tonne of ore processed) (GJ/t)	Agnico Eagle	0.55	0.53	0.48
		Kirkland Lake Gold	0.34	0.37	
GRI 305-1 SASB EM-MM-110a.1	Direct (Scope 1) GHG Emissions (tonnes of CO ₂ e) ²	Agnico Eagle	568,699	475,480	447,915
		Kirkland Lake Gold	321,776	291,147	307,993
GRI 305-2	Indirect (Scope 2) GHG Emissions (tonnes of CO ₂ e) ²	Agnico Eagle	122,910	122,068	135,354
		Kirkland Lake Gold	170,518	155,905	148,249
GRI 305-2	(Scope 3) GHG Emissions (tonnes of CO ₂ e)	Agnico Eagle	1,432k	1,300k	
		Kirkland Lake Gold	867k		
GRI 305-4	Total (Scope 1 + 2) GHG Emissions (tonnes of CO ₂ e) ²	Agnico Eagle	691,609	597,548	583,269
		Kirkland Lake Gold	492,295	447,052	456,243
	GHG Intensity (tonnes of CO ₂ e per tonne of ore processed) ²	Agnico Eagle	0.03	0.03	0.03
		Kirkland Lake Gold	0.02	0.02	
	GHG Intensity (tonnes of CO ₂ e per gold oz) ²	Agnico Eagle	0.40	0.41	0.40
		Kirkland Lake Gold	0.34	0.32	0.31

			2021	2020	2019
WATER MANAGEMENT					
GRI 303-3 SASB EM-MM-140a.1	Water Withdrawal				
	Total Water Withdrawn (m ³)	Agnico Eagle	26,827,413	25,093,554	
		Kirkland Lake Gold	16,546,112	12,921,383	
	Total Freshwater Withdrawn for Use (m ³)	Agnico Eagle	8,868,891	8,995,388	9,532,210
		Kirkland Lake Gold	1,253,514	1,436,109	1,190,508
	Freshwater Withdrawn for Use Intensity (m ³ of water per tonned of ore processed)	Agnico Eagle	0.42	0.48	0.49
		Kirkland Lake Gold	0.05	0.07	
	Freshwater Withdrawn for Use Intensity (m ³ of water per gold oz)	Agnico Eagle	5.1	6.2	6.6
		Kirkland Lake Gold	0.9	1.0	0.8
GRI 303-4	Water Discharged				
	Total Water Discharged (m ³)	Agnico Eagle	17,076,026	19,226,684	17,407,896
		Kirkland Lake Gold	2,832,288	3,927,174	854,136
GRI 303-5 SASB EM-MM-140a.1	Water Consumption				
	Total Water Consumed (m ³)	Agnico Eagle	9,751,387	5,866,870	
		Kirkland Lake Gold	13,713,824	8,994,209	
	Total Water Used (m ³)	Agnico Eagle	31,387,797	27,166,727	24,950,028
		Kirkland Lake Gold	18,805,706	30,081,488	19,157,582
	Total Water Recycled (%)	Agnico Eagle	71%	67%	62%
		Kirkland Lake Gold	89%	70%	94%
TAILINGS & WASTE MANAGEMENT					
GRI 306-2 SASB EM-MM-150a.1	Mineral Wastes				
	Total Waste Rock Mined (tonnes)	Agnico Eagle	42,561,407	47,755,237	39,937,032
		Kirkland Lake Gold	73,699,232	65,361,634	
	Total Tailings Produced (tonnes)	Agnico Eagle	15,413,912	12,671,594	13,076,790
		Kirkland Lake Gold	26,152,693	24,025,600	34,835,461
	Total Mineral Wastes (tonnes)	Agnico Eagle	57,975,319	60,426,831	53,013,822
		Kirkland Lake Gold	99,851,925	89,387,234	
	% Tailings Recycled	Agnico Eagle	26%	32%	29%
		Kirkland Lake Gold	1%	0%	0%
GRI 306-2 SASB EM-MM-150a.2	Non-Mineral Wastes				
	Total Hazardous Waste (tonnes)	Agnico Eagle	6,662	5,087	6,025
		Kirkland Lake Gold	2,718	3,080	
	Total Domestic (non-hazardous waste) (tonnes)	Agnico Eagle	24,451	17,776	23,442
		Kirkland Lake Gold	55,613	43,039	
	% Domestic Waste Recycled	Agnico Eagle	45%	49%	40%
		Kirkland Lake Gold	17%	16%	
	Total (hazardous + domestic) (tonnes)	Agnico Eagle	31,113	22,863	29,466
		Kirkland Lake Gold	58,331	46,119	
GRI 306-2	Total Wastes (tonnes)	Agnico Eagle	58,006,432	60,449,694	55,114,165
		Kirkland Lake Gold	99,910,256	149,836,928	

		2021	2020	2019	
ENVIRONMENTAL COMPLIANCE					
GRI 306-3	Significant spills				
	Number of significant spills	Agnico Eagle	0	0	0
		Kirkland Lake Gold	0	0	0
	Total Volume (L) of significant spills	Agnico Eagle	0	0	0
		Kirkland Lake Gold	0	0	0
GRI 307-1	Environmental Fines and Sanctions				
	Total number of fines and sanctions	Agnico Eagle	0	0	0
		Kirkland Lake Gold	1	0	0
	Monetary value of fines (\$CAD)	Agnico Eagle	0	0	0
		Kirkland Lake Gold	16255 ³	0	0
OUR PEOPLE					
Workforce Composition					
GRI 102-08 SASB EM-MM-000.B	Total Workforce	Agnico Eagle	10,008	8,976	8,774
		Kirkland Lake Gold	4,293	4,290	3,492
	Contractors	Agnico Eagle	3,776	3,216	2,922
		Kirkland Lake Gold	1,378	913	
	Employees	Agnico Eagle	6,232	5,760	5,852
		Kirkland Lake Gold	2,915	2,542	
	% Contractors	Agnico Eagle	38%	36%	33%
		Kirkland Lake Gold	32%	26%	
Diversity and Inclusion					
GRI 405-1	% Female Employees	Agnico Eagle	15%	15%	16%
		Kirkland Lake Gold	14%	10%	14%
	% Female Senior Management	Agnico Eagle	19%	16%	
		Kirkland Lake Gold	23%	16%	15%
	% Female Executives ⁴	Agnico Eagle	13%	8%	20%
	% Female Board of Directors ⁴	Agnico Eagle	33%	30%	30%
	% Visible Minorities Executives ⁴	Agnico Eagle	20%	8%	
	% Visible Minorities Board ⁴	Agnico Eagle	17%	10%	0%

		2021	2020	2019	
RETAINING, TRAINING AND DEVELOPING OUR PEOPLE					
GRI 401-01	Total Permanent Employee Turnover	Agnico Eagle	572	411	507
		Kirkland Lake Gold	427	360	
	Permanent Employee Turnover Rate (%)	Agnico Eagle	10.0%	7.6%	9.6%
		Kirkland Lake Gold	15.1%	14.2%	
	Training				
	Average Hours of training per employee	Agnico Eagle	28	29	47
Kirkland Lake Gold		40	43		
GRI MM04	Number of Strikes and Lockouts	Agnico Eagle	0	0	0
SASB EM-MM-310a.2		Kirkland Lake Gold	0	0	0
SOCIO-ECONOMIC DEVELOPMENT					
Generating Economic Benefits					
GRI 204-1	Proportion of Spending on Local Suppliers				
	% of local spending	Agnico Eagle	54%	55%	59%
		Kirkland Lake Gold	33%		

1. All data excludes Canadian Malarctic

2. Values for 2019-2020 have been restated to reflect updated methodology and ensure consistency with year-over-year reporting.

3. Fine received in 2021 for a non-compliance that occurred in 2018.

4. As of May 2022.

FORWARD-LOOKING STATEMENTS

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, 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, 2021 filed with Canadian securities regulators on SEDAR at 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.

