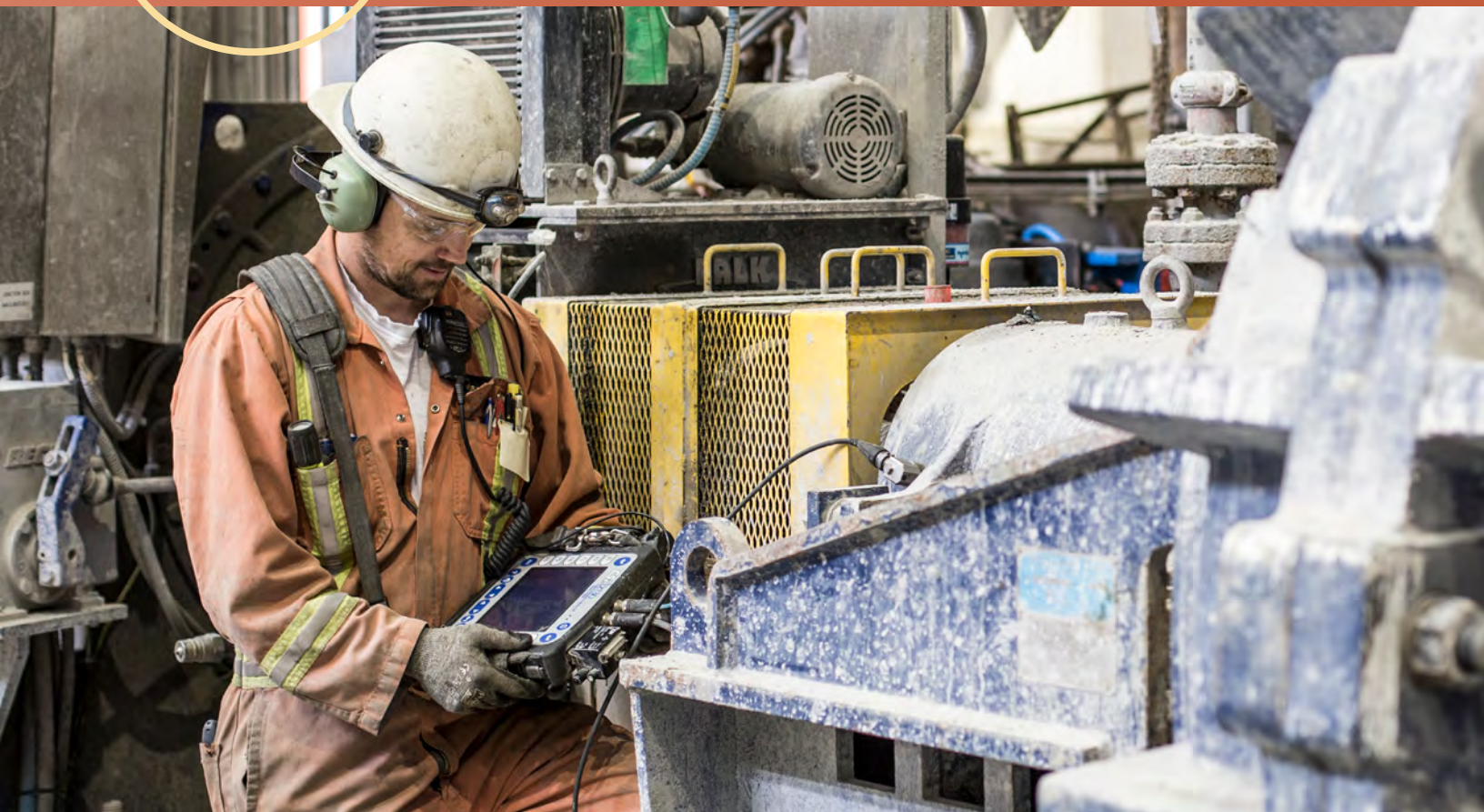


## 2019 ACTIVITY REPORT

# ENSURE THE SUSTAINABILITY OF THE INDUSTRY

Promote  
& support



## New vision

The Québec Mining Association is a leader and an indisputable reference for a responsible, innovative and competitive mining industry in Québec, within a sustainable development perspective.

## Mission

Promote, support and proactively develop a responsible, committed and innovative mining industry in Québec

## Values

**MEMBERSHIP IN THE QMA  
ENTAILS COMPLIANCE  
WITH THE VALUES OF:**

- » Respect;
- » Transparency;
- » Responsibility;
- » Teamwork.

## Key issues defended by the QMA in 2019:

- » Long-term viability of the mining industry by improving Quebec's investment attractiveness
- » Reduced delays in the project authorization and permit process
- » Image and relevance of the mining industry
- » Relations with Aboriginal and non-Aboriginal communities
- » Environmental regulations
- » Workforce needs
- » Worker health and safety





## 2019 in numbers

1

Publication of a children's book on the importance of the mining industry

19

Publication of 19 press releases

53

53 interviews

50

More than 50 articles or reports in the media

10

Tours of 10 mine facilities

76,5

76.5 million views, impressions and plays from mass-market communications activities

9

Submission of 9 briefs to the governments of Québec and Canada

4

Organization of 4 events for members

45

Member of 45 Boards, committees or working groups at partner organizations

Cutting the ribbon!

The Québec Mining Association dedicates this annual report to the team at Eldorado Gold's Lamaque Mine, which officially opened in 2019. They deserve our congratulations for this great achievement!



# Message from the Chair of the Board of Directors



**The Québec Mining Association  
has completed another exceptional year  
and I can once again state: mission  
accomplished!**

This report results from the work of a committed, determined and passionate Board of Directors—and I should add rejuvenated, since several significant changes in its membership occurred in 2019. The Board now has six new members, who all contribute a range of experience to the QMA as it deals with the issues that face the mining sector. I would like to thank all the outgoing members for their dedication and their contribution to the work of the Association.

In 2019, the Board of Directors launched a broad-based review process prior to drafting the QMA's 2020-2022 strategic plan. Four main issues were identified, underlying the strategic aims and actions that will ensure that the QMA becomes a leader and an indisputable reference for a responsible, innovative and competitive industry in Québec, within a sustainable development perspective.

Quebecers are proud of their mining industry and this is due, in large part, to the commitment and effort of the men and women who work in the industry every day. Mining companies in Québec form a close-knit group, and discuss best practices in order to improve their operations and play a leading role worldwide, with the QMA providing an essential forum for the pooling of efforts. By remaining united, we can defend our positions on key issues and come forward as a responsible industry.

The QMA, with the support of its members, makes a difference. It conveys a constructive message that supports progress. A good example is the place of women and Indigenous workers in the industry. Thanks to the various partnerships in which it is involved and the contribution of its members, great strides have been made and I know that we will be able to continue our work to attract even more women and Indigenous workers.

Although 2019 included difficult periods, our industry has shown that it is strong, efficient and able to adapt. We will continue to work on creating conditions that are conducive to investment, in order to stimulate mining development and encourage investors to choose Québec. The government is aware of our concerns and we will continue to make our voice heard. I know that I can rely on the dedication of the members of the Board of Directors and on the permanent staff members to achieve our objectives as an industry, while taking the QMA to new heights.

I thank you once again for your support and pride you have shown in our industry.

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

**Jean-François Verret, Eng.**  
Chairman of the Board

# Message from the President and Chief Executive Officer

**I am proud to present the annual activity report of the Québec Mining Association, covering the work completed in 2019. It reflects the dynamic approach of the staff and the Board of Directors, and also the representatives of our corporate members.**

Although 2019 has not involved any major changes in the mining industry, the QMA has completed an active year with an impressive list of results. New players on the team, new actors on the political stage and new approaches proposed by the authorities have kept the team busy as they dealt successfully with all the challenges.

In 2019, the mining industry's mass-market communication actions continued to stand out and gain notoriety. Thanks to a reasoned approach to advertising placement, careful choices and its originality, the campaign has increased the number of views and plays by 91%, for a total of 113 million since the campaign launched in 2017. An all-round success helping to change perceptions!

Another piece of good news came at the start of 2019, when Québec once again improved its position in the Fraser Institute's annual survey of the mining sector, climbing from 6<sup>th</sup> to 4<sup>th</sup> place worldwide on the attractiveness scale. However, we must guard against over-confidence at this stage. The ranking is precarious and will require a sustained effort to ensure that Québec remains visible to

investors and project developers. We must address the issues on which Québec has dropped in the survey, especially regulatory duplication and inconsistencies, the taxation Regime, uncertainty concerning disputed land claims and the availability of labour.

The year 2020 will provide many stimulating challenges. We will continue to forge strong strategic relationships with our partners, while remaining attentive to new developments in our industry. These include the Legault government's plan to support the development of strategic and critical minerals, which are needed in particular for the energy transition that has begun around the world. It is clear, in the QMA's view, that Québec must quickly join this movement and become a world leader in the sector. We will monitor this area closely in 2020.

I feel privileged to work alongside a team like that of the QMA, and I thank all the employees for their contribution and commitment. I would also like to thank our member companies for their renewed trust, and the members of the Board of Directors for the support provided throughout the year.



**Josée Méthot, Eng., MBA**  
President and CEO







Expertise  
& synergy

# Remaining aware

One of the great strengths of the Québec Mining Association is the relationship of trust that its representatives have developed with government authorities and mining industry partners. This has helped it remain aware of future legislative and regulatory changes affecting the mining sector, develop synergy to defend its members' interests, and confirm its credibility.

In 2019, the QMA applied its expertise to defend its members' position on various key issues and to take part in the work of many different organizations and committees.

## Mining Day on Parliament Hill

The fifth annual Mining Day on Parliament Hill gave the members of the QMA's Board of Directors an opportunity to discuss major issues with Québec's elected representatives and senior civil servants, to ensure that the mining industry continues to prosper and generate wealth in Québec. The issues included:

- the impact of the proposed changes to the cap-and-trade system for greenhouse gas emission allowances;
- the conservation of 30% of the area covered by the Plan Nord;
- the financial contributions paid to indigenous communities.

Mining Day was a striking success, and included meetings with:

- **Benoît Charette**, Minister of the Environment and the Fight Against Climate Change;
- **Jonatan Julien**, Minister of Energy and Natural Resources;
- **Dominique Anglade**, Official Opposition Critic for the Economy;
- **Saul Polo**, Official Opposition Critic for Energy and Natural Resources;
- **Émilise Lessard-Therrien**, Second Opposition Group Critic for Natural Resources;
- **Sylvain Gaudreault**, Third Opposition Group Critic for Environment and the Fight Against Climate Change;
- **Marc Croteau**, Deputy Minister at the Ministère de l'Environnement et de la Lutte contre les changements climatiques;
- **Dominique Savoie**, Deputy Minister at the Ministère de l'Énergie et des Ressources naturelles;
- **Nathalie Camden**, Associate Deputy Minister for Mines at the Ministère de l'Énergie et des Ressources naturelles.



*Above: Discussion with Minister Benoît Charette on environmental issues in the industry*

*In the center: The 2019 delegation, from left to right: Hélène Lauzon, Jean-Marc Lulin, Vanessa Laplante, Nicolas Dalmau, Josée Méthot, Jean-François Verret, Isabelle Verreault and Guy Tremblay  
Absent from photo: Hélène Cartier*

*Below: Members of the Board of Directors with Minister Jonatan Julien*

## Strengthening ties

The QMA also took part in a series of meetings throughout the year, during which it addressed some crucial issues.

- **Benoît Charette**, Minister of the Environment and the Fight Against Climate Change
  - Reduction in the time needed to obtain authorizations, and administrative streamlining
  - Federal and provincial environmental impact assessment and review processes
- **Marc Croteau**, Deputy Minister at the Ministère de l'Environnement et de la Lutte contre les changements climatiques
  - New regulations for environmental authorizations

- **Pierre Dufour**, Minister of Forests, Wildlife and Parks
  - Mining-incompatible territories
  - Woodland caribou
  - Relations with indigenous communities
- Office of the Minister of Finance
  - Fiscal and financial measures to improve the competitiveness of the mining industry
- Office of the Minister of Economy and Innovation
  - Economic and competitive issues for the mining industry
  - Reform of Investissement Québec
- Office of the Minister of Labour, Employment and Social Solidarity
  - Impact of the Regulation respecting personnel placement agencies and recruitment agencies for temporary foreign workers
  - Differential treatment under various pension plans
  - Updating of the regulations on workplace health and safety
- **Patrick Brunelle**, Secretary at the Secrétariat aux affaires autochtones
  - Role and mission of the Secrétariat
- **Iya Touré**, Vice President at Ressources Québec
  - Mine project financing
- Senior management at the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST):
  - Functioning of committees
  - Multi-annual planning of prevention and inspection
  - Training of mine rescuers
  - CNESST mine rescue service facility in Val-d'Or
  - Format of the mine rescue competition

On several occasions in 2019, meetings and discussions took place between the QMA and **Jonatan Julien**, Minister of Energy and Natural Resources, his office, and senior civil servants at the Ministère de l'Énergie et des Ressources naturelles (MERN) concerning key issues for the ongoing viability of the mining industry in Québec.

The QMA was also present in Cranbrook, BC, for the Canadian Energy and Mines Ministers' Conference. In addition to consolidating links with mining sector organizations throughout Canada, the meeting gave the QMA representatives an opportunity to voice the concerns and priorities of Québec's mining industry to **Paul Lefebvre**, Parliamentary Secretary to Canada's Minister of Natural Resources.



*Above, from left to right: Francis Fournier from COREM, Nathalie Camden from MERN, Jonatan Julien, Minister of Energy and Natural Resources, Josée Méthot from QMA and Jean-François Samray from AQPER*

## Constructive comments

The Québec Mining Association defended the interests of its members and of the mining industry during consultations or in the various briefs and comments it filed with the government authorities:

- Brief filed with the Minister of Finance of Québec as part of the pre-budget consultations
- Brief filed with the Minister of Labour, Employment and Social Solidarity concerning the draft Regulation respecting personnel placement agencies and recruitment agencies for temporary foreign workers
- Comments submitted to the Ministère de l'Environnement et de la Lutte contre les changements climatiques (MELCC) concerning the proposed amendments to the cap-and-trade system for greenhouse gas emission allowances for the period 2024-2030
- Comments submitted to the MELCC concerning the draft Regulation respecting sands pits and quarries
- Comments made during a consultation by the MELCC on the guide to environmental noise studies (*Guide sur les études de bruit environnemental*)
- Comments submitted to the MELCC concerning the preliminary guide to the characterization of mine tailings (*Guide préliminaire de caractérisation des résidus miniers*)
- Comments submitted to the MELCC concerning electronic service delivery
- Brief filed with the Bureau d'audiences publiques sur l'environnement (BAPE) to support Énergir's project to supply natural gas to the Saguenay industrial-port zone

- Brief filed with the Ministère des Transports du Québec (MTQ) concerning the government's new maritime vision
- Brief filed with the Standing Senate Committee on Energy, the Environment and Natural Resources concerning Bill C-69, *An Act to enact the Impact Assessment Act and the Canadian Energy Regulator Act, to amend the Navigation Protection Act and to make consequential amendments to other Acts*
- Comments submitted to Natural Resources Canada (NRCan) to strengthen the innovation ecosystem in the Canadian mining sector

The QMA's expertise has also been called upon by the government authorities and other partners, in particular to:

- support the Minister of the Environment and the Fight Against Climate Change in a presentation to the Senate Standing Committee on Bill C-69;
- provide training to the Direction environnementale des projets nordiques et miniers at the MELCC concerning the *Towards Sustainable Mining (TSM)* initiative.





## Active representation

The QMA team represents its members on numerous Boards of Directors and committees, and continued to play an active role in 2019 by highlighting the industry's interests in connection with:

- the ongoing viability of Québec's mining sector;
- the importance of a competitive tax regime;
- administrative streamlining;
- environmental regulations;
- access to land;
- relations with local communities;
- workplace health and safety (WHS);
- innovation;
- workforce issues;
- etc.

### ASSOCIATION PARITAIRE POUR LA SANTÉ ET LA SÉCURITÉ DU TRAVAIL DU SECTEUR MINIER (APSM)

- Member of the Board of Directors
- Member of the governance committee

### ASSOCIATION QUÉBÉCOISE DE VÉRIFICATION ENVIRONNEMENTALE

- Member of the Board of Directors

### COMITÉ SECTORIEL DE MAIN-D'ŒUVRE DE L'INDUSTRIE DES MINES (CSMO MINES)

- Member of the Board of Directors
- Member of the executive committee

### COMMISSION DES NORMES, DE L'ÉQUITÉ, DE LA SANTÉ ET DE LA SÉCURITÉ DU TRAVAIL (CNESST)

- Member of the 3.57 committee and 3.57.1 committee
  - Member of the ground control subcommittee
  - Member of the explosives subcommittee
  - Member of the open-pit mines and quarries subcommittee
  - Member of the underground mines subcommittee
  - Member of the extraction machinery subcommittee
  - Member of the remote operation subcommittee

### CONSEIL DU PATRONAT DU QUÉBEC (CPQ)

- Member of the Board of Directors – term ended March 2019
- Member of the advisory committee on workplace health and safety
  - Member of the prevention subcommittee

### COREM

- Non-voting member of the Board of Directors

### INSTITUT NATIONAL DES MINES DU QUÉBEC (INMQ)

- Member of the Board of Directors
- Member of the audit committee
- Presidency of the strategic planning and project analysis committee

### MINING ASSOCIATION OF CANADA (MAC)

- Non-voting member of the Board of Directors
- Member of the Environment Committee and Science Committee
- Member of the Indigenous Relations Committee
- *Towards Sustainable Mining* initiative
  - Member of the Governance Team
  - Member of the TSM Initiative Leaders Committee
  - Member of the Community of Interests Advisory Panel

### MINISTÈRE DE L'ÉDUCATION ET DE L'ENSEIGNEMENT SUPÉRIEUR

- Member of the advisory committee on workforce needs north of the 49<sup>th</sup> parallel

### MINISTÈRE DE L'ÉNERGIE ET DES RESSOURCES NATURELLES (MERN)

- Member of the advisory committee on mines
  - Member of the subcommittee on the streamlining of mining royalties
  - Member of the subcommittee on administrative streamlining



#### MINISTÈRE DE L'ENVIRONNEMENT ET DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES (MELCC)

- Member of the joint MELCC-AMQ committee
- Member of the industrial and mining cocreation table on the modernization of the environmental authorizations scheme
- Member of the interdepartmental committee to examine the nickel standard

#### MISA

- Member of the Board of Directors
- Member of the environment sector

#### POLYTECHNIQUE MONTRÉAL

- Member of the advisory committee at the mining engineering department

#### QUEBEC BUSINESS COUNCIL ON THE ENVIRONMENT (CPEQ)

- Member of the Board of Directors
- Member of the executive committee
- Member of the atmosphere and climate change committee

#### SOCIÉTÉ DU PLAN NORD

- Member of the Assembly of Partners

#### SOREDEM (organization dissolved in April 2019)

- Member of the Board of Directors

The QMA staff also participates in the work of the following organizations and working groups:

- Canadian Mineral Industry Federation (CMIF)
- Working group of the MELCC and the Société du Plan Nord on non-industrial activities on 30% of the area covered by the Plan Nord
- Monitoring committee for the modular mine worker training program (*Formation modulaire du travailleur minier*, or FMTM)
- CNESST mine rescue service

## Towards Sustainable Mining

To ensure that the mining sector keeps its position as a leader in the field of sustainable development, the QMA has continued its work to make sure its members implement the *Towards Sustainable Mining* initiative. As of December 31, 2019, 19 out of 22 commercially-operating mines had begun, or completed, TSM implementation. The mines that began operations most recently are in the process of implementing the initiative. The QMA thanks all its members for their proactive approach and their commitment to the success of the initiative. In 2019, the QMA completed two gap analyses at member companies.

The QMA has continued its collaboration with MAC to update the TSM protocols. In 2019, a new protocol on water stewardship was added and the QMA provided training for its members. In addition, the protocol on Indigenous and community relationships has been completely revised, while the protocols on tailings management and biodiversity conservation management have been partially revised.

The QMA's work was recognized by the Canadian Museum of Nature at the Nature Inspiration Awards ceremony, where it was a finalist in the "Non-profit organization" category for the implementation of the TSM initiative among its members.



## Circular economy

The MERN has asked the QMA to identify and document innovative initiatives in circular economy implemented by mining and metallurgy companies in Québec. The goal is to publicize the best practices applied by mining companies to inspire other companies to adopt circular economy strategies. The final report and list of initiatives will be completed in the spring of 2020.

# Maintaining a high profile

In 2019, the mining industry's mass-market communication activities continued to stand out and gain notoriety. Thanks to a reasoned approach to advertising placement, careful choices and its originality, the campaign **increased the number of views and plays by 91%**, reaching a total of **76.5 million** in 2019 and **113 million** overall since the campaign launched in 2017. An all-round success helping to change perceptions!

Raising  
the profile

In 2019, the QMA was especially active in content production:

- Report on wastewater management at LaRonde Mine for the TV program *Génial!*;
- Report on lithium processing by Nemaska Lithium for the TV program *Génial!* (broadcast in 2020);
- Report on ArcelorMittal's iron road for *LaPresse+* and *Le Devoir*;
- Creation of five new advertising spots for TV;
- Creation of five new advertising spots for radio.



New advertising spot on the importance of metals and minerals in medicine



«La route du fer» video



Shooting of *Génial!* at the LaRonde Mine

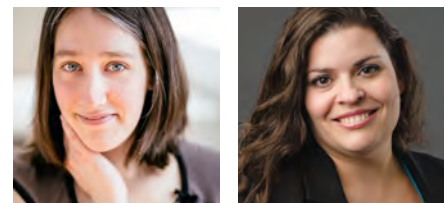




## « Little Treasures on the High Seas »

Following a long creative process, the QMA launched its first-ever children's book, written by Katie Deneault, QMA's director of Human Resources and Workforce Development Consulting Services, and children's author Émilie Rivard. The book, entitled "Little Treasures on the High Seas", takes a playful look at the importance of metals and minerals in our everyday lives, based on the adventures of three young pirates looking for their first loot. Over 20,000 copies of the book were distributed in 2019, making many happy young readers.

Another original project in 2019 was the "Survivors" experience at Défi Évasion, a puzzle-solving game about the mining industry. The QMA also ran a gift-wrapping booth in a Québec City shopping mall with the message "no metal, no gift", raising over \$1,000 in donations for Opération Enfant Soleil.



Above: The children book Little treasure on the High Seas. Left: Children's author Émilie Rivard  
Right: Katie Deneault from QMA

## Year-round actions

**The QMA has continued to ensure a presence at various events and to establish a media profile to showcase the mining industry and its importance in everyday life.**

- Presenting partner for the TV program *Génial!* on Télé-Québec
- Partnership with the Orchestre Métropolitain and contest on Télé-Québec to demonstrate that metals are indispensable in the design of musical instruments
- Presence at eight events for the general public to reach out to young people
- Broadcast of quiz questions on RDS to highlight the importance of metals and minerals in sports
- Publication of an article in *Le Devoir* bis about wastewater treatment at LaRonde Mine
- Publication of advertising in *LaPresse+*, *Les Affaires*, *Ressources Mines et Industrie* and various regional weeklies
- Constant presence on social media networks
- Coordination of activities for Québec Mining Week

In addition to its mass-market communications, the QMA has continued to take action to attract attention to the positions and needs of the mining industry.

### • 19 press releases were issued on various topics:

- Québec's attractiveness for investors
- Mining investments
- Economic benefits generated by the mining industry
- Critical and strategic minerals
- The mining industry's reaction to the Québec government's budget for 2019-2020
- Mining company success stories
- Etc.

### • 53 interviews about mining sector issues were given to various media outlets

### • 7 articles were published in magazines, newspapers and blogs

To inform its members, the QMA published **45 issues of its newsletter *The QMA in action***, issued a daily media-monitoring bulletin, and published **21 environmental bulletins**.



Quand on y pense, les métaux  
sont partout autour de nous.  
Et aussi quand on n'y pense pas.

Mass-market  
campaign

**76%**  
of Quebecers  
appreciated the various  
video and audio  
advertisements aired.

**72%**  
of Quebecers  
who experienced QMA  
advertisements during  
the campaign stated  
that they changed  
their opinion about  
the mining industry  
to favourable or very  
favourable.

**76%**  
of Quebecers would  
like to see other  
advertisements from  
the QMA.

**59%**  
of Quebecers would  
like to know more about  
the mining industry  
after seeing or hearing  
the advertisements.

\* According to a survey completed for the QMA

## The QMA in the field

Throughout the year, the QMA took advantage of opportunities for representing the mining industry, meeting with partners and creating permanent links in order to advance industry issues.

- Opening remark of the North American Mine Ventilation Symposium
- Speech at the launching of the Québec chapter of Women in Mining
- Speech at the opening of the water-purifying wetland at the Montréal Botanical Garden, for which the QMA is the financial partner
- Speech for the launch of Québec Mining Week in Abitibi-Témiscamingue
- Opening remark at the International Congress on Industrial Port Research in Sept-Îles
- Participation in a political meeting with Jonatan Julien organized by the Fédération des chambres de commerce du Québec (FCCQ)
- Participation in the 2019 Mineral outlook dialogue by Natural Resources Canada
- Participation in the meeting organized by Natural Resources Canada on Canada's battery Initiative
- Participation in the strategic review of ways to consult and accommodate indigenous communities organized by Forum ouvert
- Participation in the international conference organized by Mining Watch on the theme "Turning down the heat: Can we mine our way out of the climate crisis?"
- Participation in a Green mining innovation workshop on the future of mining, organized by CanmetMINES
- Participation in a meeting with the NSERV-UQAT industrial research chair on biodiversity in the mining sector at Université du Québec en Abitibi-Témiscamingue (UQAT)
- Participation in Québec Mines+Energy
- Attendance at the convention of the Prospectors & Developers Association of Canada (PDAC)
- Attendance at the launch of the Canadian Minerals and Metals Plan by Amarjeet Sohi, Canadian Minister of Natural Resources
- Attendance at the 15<sup>th</sup> annual Objectif Nord event organized by the newspaper *Les Affaires*
- Attendance at Americana
- Attendance at the convention of the Canadian Institute of Mining, Metallurgy and Petroleum (ICM)
- Attendance at the *Les Mercuriades* gala award ceremony organized by the FCCQ

- Attendance at a speech by the Minister of Economy and Innovation and the Minister of Labour, Employment and Social Solidarity at the 50<sup>th</sup> annual general meeting of the CPQ
- Attendance at a speech by the Minister of the Environment and the Fight Against Climate Change where he set out his vision for the environment and sustainable development
- Attendance at the graduation ceremony for the vocational studies program in drilling, blasting and ore extraction for French-speaking indigenous students at the vocational training centre in Wendake
- Attendance at the *Les Eurêka d'un Québec vert et prospère* event honouring certain QMA members
- Attendance at the *Prix Créateurs d'emplois* award ceremony where several member companies received prizes
- Attendance at the Xplor gala ceremony organized by the Québec Mineral Exploration Association
- Presence at the table of honour during a speech by the Deputy Premier of Québec organized by the CPQ
- Attendance at the convention of the Association québécoise pour l'évaluation d'impact
- Attendance at the fall meeting of the CPEQ and MELCC
- Attendance at the annual general meeting of the Association des entrepreneurs miniers du Québec
- Presentation of a conference about full work awareness to a seminar of professionals in employment counselling at the École des sciences de la gestion de l'Université du Québec à Montréal (UQAM)
- Visits of mine sites:
  - Horne Smelter (Glencore)
  - Canadian Malartic Mine (Canadian Malartic G.P.)
  - Casa Berardi Mine (Hecla Québec)
  - Goldex Mine (Agnico Eagle Mines)
  - Lamaque Mine (Eldorado Gold)
  - LaRonde Mine (Agnico Eagle Mines)
  - Mont-Wright Mine (ArcelorMittal Mining Canada)
  - Matawinie mine project (Nouveau Monde Graphite)
  - Bedford Plant (Craymont)
  - St. Armand Plant (Omya)
- Visit of the port facilities in Sept-Îles
- Visit of the facilities of the vocational training centre in Val-d'Or

In 2019, the QMA also worked with the CPQ to deploy its NIKa project, which supports the inclusion and active participation of indigenous workers in Québec companies. The QMA has shared the best practices of mining companies to provide inspiration for other industries.

The QMA has also helped establish R&D partnerships with the Observatoire de l'écosystème de l'Université du Québec à Rimouski (UQAR).





# Listening to member concerns

## Planning & organizing

The satisfaction of its members is the number one priority for the Québec Mining Association.

To provide services that match changing needs, remain abreast of new developments and help members voice their concerns, the QMA has adopted a new strategic plan for 2020-2022 that addresses four major issues:

1. Making Québec proud of its mining industry;
2. Ensuring that Québec's mining industry is attractive and viable into the future;
3. Improving the effectiveness of QMA interventions;
4. Optimizing cohesion and coherency among QMA members.

The drafting of the new plan provided an opportunity to update the QMA's vision:

“The QMA is a leader and an indisputable reference for a responsible, innovative and competitive mining industry in Québec, within a sustainable development perspective.”



## Triggering discussions

To stimulate discussions between its members, the QMA could rely once again this year on the dynamic work of its committees, which cover topics of interest to ensure mineral development in Québec:

### CATAMINE

Chair: **Nancy Létourneau**, LaRonde Mine, Agnico Eagle Mines

### COMMUNICATIONS

Chair: **Stéphanie Lemieux**, Horne smelter, a Glencore company

### COMMUNITIES RELATIONS

Chair: **Simon Thibault**, Nemaska Lithium

### ENVIRONMENT

Chair: **Martin Duclos**, Canadian Malartic Mine, Canadian Malartic G.P.

### GROUND CONTROL

Chair: **Véronique Giroux**, Eldorado Gold, Lamaque Mine

### HEALTH AND ACCIDENT PREVENTION

Chair: **Ronald Durham**, Casa Berardi Mine, Hecla Québec

### HUMAN RESOURCES

Chair: **Evelyn Gauthier**, Seleine Mines, K+S Windsor Salt Ltd.

### INDUSTRIAL HYGIENE

Chair: **Guillaume Lachapelle**, Agnico Eagles Mines

### MAINTENANCE

Chair: **Martin Pichette**, Eldorado Gold, Lamaque Mine

### TAXATION

Chair: **Vanessa Laplante**, Canadian Malartic G.P.

### MINING COMPANY LEADERS' GROUP

### STRATEGIC COMMITTEE ON HUMAN RESOURCES



Above: Jonatan Julien, Minister of Energy and Natural Resources, at the 2019 QMA annual convention

## Well-attended events

Once again in 2019, many representatives of the QMA's membership attended various events organized to discuss priorities and celebrate successes.

### MAINTENANCE SEMINAR



110 participants  
7 talks on various subjects, including:

- Skills upgrading
- Extraction machinery audits and regulations
- Biodegradable oils
- Mutual assistance between mining companies
- Reliability practices and structures
- Challenges of technological integration

14 exhibitors

## ANNUAL CONVENTION



193 participants  
10 talks on various subjects,  
including:

- Innovation
- Stress management
- Mass-market communications
- Government priorities for mineral development

The annual convention provides an opportunity to present the prestigious F.J. O'Connell trophies recognizing the achievement of high performance levels in mining operations and highlighting actions by members to improve their workplace health and safety (WHS) record.



Presentation of the John T. Ryan trophy. On the picture, from left to right: Jean-François Verret, Charles Levac, Richard Sévigny, Amélie Rouleau, Pierre Barrette and Josée Méthot

The team at **Raglan Mine, a Glencore company**, was also presented with a **John T. Ryan trophy** by the Canadian Institute of Mining, Metallurgy and Petroleum in the “**Mines and metals – Québec and Maritimes**” category.

As part of its shift towards eco-responsibility during its annual convention, the QMA compensated for the greenhouse gas emissions generated by its members' travel, estimated at 26.22 tonnes CO<sub>2</sub> equivalent, by planting **374 trees** as part of the Carbone boréal program.



**Éléonore Mine, Newmont** Underground operations – 400,000 hours and over

On the picture, from left to right: Jean-François Verret, Martin Blanchette, Sébastien Gauthier, Nicolas Lemieux, Sophie Bergeron, Bernard Haley, Brian Michaud, Gilles Rochon, Ghislain Prévost, Donald Fortin, Lyne Dubé, Daniel Guay and Josée Méthot

Below: Talk by Sylvain Guimond



**Beaufor Mine, Monarch Gold Corporation**  
Underground operations – less than 400,000 hours

On the picture, from left to right: Marc-André Lavergne, Josée Méthot, Jean-Marc Lacoste and Jean-François Verret



**Bedford Plant, Graymont** Surface operations, transportation and primary metals processing

On the picture, from left to right: Jean-François Verret, Sébastien Villeneuve, Claudia Houde, Vincent Cloutier and Josée Méthot





Horne Smelter, a Glencore company



ArcelorMittal Mining Canada



Canadian Malartic G.P., Canadian Malartic Mine



Niobec, a Magris Resources company



Raglan Mine, a Glencore company

## WORKPLACE HEALTH AND SAFETY SEMINAR



337 participants  
6 talks on various subjects,  
including:

- Accident statistics
- Leadership
- Stress management
- Workplace health and safety trends

15 exhibitors

Workplace health and safety is a key concern in the mining sector, and the QMA takes advantage of the seminar to showcase the work of the teams that were able to maintain a safe workplace for periods of between 50,000 and 550,000 hours. The 114 recognized employees work for the following companies:

- Agnico Eagle Mines – Goldex Mine;
- Agnico Eagle Mines – LaRonde Mine;
- ArcelorMittal Mining Canada;
- Canadian Malartic G.P. – Canadian Malartic Mine;
- Canadian Royalties;
- CMAC-Thyssen Mining Group;
- Eldorado Gold – Lamaque Mine;
- Hecla Québec – Casa Berardi Mine;
- Horne Smelter, a Glencore company;
- IAMGOLD Corporation – Westwood Mine;
- K+S Windsor Salt – Seleine Mines;
- Matagami Mine, a Glencore company;
- Monarch Gold Corporation – Camflo mill;
- Newmont – Éléonore Mine;
- Niobec, a Magris Resources Company;
- Raglan Mine, a Glencore company;
- Rio Tinto Fer et Titane;
- Stornoway Diamond Corporation – Renard Mine.

## ANNUAL MEETING OF MINE NURSES



**41 participants**

**Training sessions on:**

- Advanced cardiopulmonary resuscitation
- First aid for eye injuries

- Training session on communication trends
- Training session on the TSM water stewardship protocol
- Training session on interventions by human resources managers concerning civility in the workplace
- Webinar on good practice in the field of non-monetary recognition
- Webinar on the use of forest biomass

## Continuous improvement

**The QMA helps support ongoing improvement at member companies, in particular through audits and training sessions.**

- Management audits at Éléonore Mine (Newmont) and Eldorado Gold, Lamaque Mine
- TSM gap analyses at Omya and Graymont's Bedford plant, and review of self-assessment at Canadian Royalties
- Support for the application of the new cannabis legislation
- Production of an information document on best practices for relations with indigenous communities
- Workshop-conference on full awareness in the workplace and factors for employee retention and wellbeing
- Information session on psychological harassment complaints and employer responsibilities
- Information session on international recruitment
- Information session on saliva tests
- Information session on the use of tools developed as part of the digital skills project
- Information session on the updating of the processing time limits for mining tax returns, verification targets and other administrative elements
- Seasons of Peoples training session on cultural diversity in the mining sector

## Digital skills for mine workers

In partnership with CSMO Mines and the INMQ, the QMA has worked on a digital portrait of Québec's mining industry in order to draw up an overview of current digital capacity in the sector and actions taken in connection with mine automation and the Industry 4.0 shift. The work also led to the creation of a reference framework on skills in the digital era and human resources management tools to help mining companies make this major transition.

## Accident statistics

In 2019 the QMA completed work on its new platform for compiling accident statistics in the mining industry. The platform is now fully operational and allows QMA members to enter their own data, reducing the handling of data and the risk of transcription errors.

## Support & presence

# Supporting

Over the last year, the QMA has continued its actions to make the mining sector more attractive for workers and to support new workers.

- Support for the Chair for Women in Science and Engineering at Université de Sherbrooke to develop training programs and help women join and remain in the workforce
- Support for CSMO Mines to promote careers in the mining industry at vocational training centres in non-mining regions
- Participation in the Recruitment Challenge at the James Bay vocational training centre to present certain specific programs to high school students
- Participation in Newmont's Focus Challenge to interest members of the Wemindji Cree community in trades in the mining industry
- Support for the Mining Industry Human Resources Council (MIHRC) for its virtual jobs fair
- Support for the Association des étudiants en génie des mines et de la métallurgie de l'Université Laval for a mine excursion
- Participation in the McGill University engineering and technology career fair

In 2019, the QMA offered six scholarships to students who chose a mining-related field of study.

- Mining industry scholarships:
  - **Antoine Bachand**, geological engineering student at Université Laval
  - **Philippe Delobel**, geological engineering student at Université Laval
  - **Rim Kouider**, mining engineering student at McGill University
- Claude-Drouin postgraduate research scholarship:
  - **Marika Labbé**, a student in the inter-university Master's program in earth sciences—hydrology at Université Laval



Above: Josée Méthot and Marika Labbé, 2019 Claude-Drouin postgraduate research scholarship recipient

- “Academic perseverance” scholarship for a program at the vocational training centre in Wendake (non-recurrent)
- “Academic results” scholarship for a program at the vocational training centre in Wendake (non-recurrent)



## Members of the Board of Directors *as at December 31<sup>st</sup>, 2019*

- **Jean-François Verret**  
**Chairman of the Board**  
Director, Capital Projects,  
Geology and Exploration,  
Raglan Mine, a Glencore company\*
- **Vanessa Laplante**  
**Vice-Chairman and Treasurer  
of the Board**  
Tax Director  
and Montreal Office Director,  
Canadian Malartic G.P.\*
- **Alexandre Belleau**  
**Secretary of the Board**  
General Manager,  
Projects & Innovation  
Québec Iron Ore\*
- **Sophie Bergeron**  
Mine General Manager,  
Newmont – Éléonore\*
- **Marc Bédard**  
Chief Operating Officer  
of Copper Metallurgical Sites,  
Glencore Company\*\*
- **Hélène Cartier**  
Vice President, Environment  
& Sustainable Development,  
Falco Resources Ltd\*\*
- **Nicolas Dalmau**  
General Manager, Public Relations  
and Government Relations,  
ArcelorMittal Mining Canada
- **Jean-Baptiste Dromer**  
Senior Director,  
Mining and Manufacturing,  
K+S Windsor Salt\*\*
- **Hélène Lauzon**  
President, Québec Business Council  
on the Environment (CPEQ)
- **Jean-Marc Lulin**  
President and CEO,  
Azimut Exploration\*\*
- **Daniel Paré**  
Vice President,  
Operations – Eastern Canada,  
Agnico Eagle Mines\*\*
- **Jean Quenneville**  
Director External Affairs – Québec,  
Rio Tinto
- **Patrick Sévigny**  
Manager, Mining Operations,  
Stornoway Diamond Corporation
- **Stéphane Ste-Croix**  
Vice President, Canadian  
Operations, and General Manager,  
Côté Gold Project,  
IAMGOLD Corporation\*\*
- **Guy Tremblay**  
Director, Human Resources  
and Health & Safety,  
CMAC-Thyssen Mining Group
- **Isabelle Verreault**  
Senior Vice-President  
and General Manager for Québec,  
Hill+Knowlton Strategies

\* Members of the Executive Committee

\*\* New member in 2019



# Members of the association

as at December 31<sup>st</sup>, 2019

## MINES AND TREATMENT AND PROCESSING FACILITIES

- Agnico Eagle Mines
  - Goldex Mine
  - LaRonde Mine
- ArcelorMittal Mining Canada C.P.
- Bonterra Resources
  - Moroy Project
- Canadian Malartic C.P.
  - Canadian Malartic Mine
- Canadian Royalties Inc.
  - Nunavik Nickel project
- Eldorado Gold
  - Lamaque Mine
- Glencore
  - Horne Smelter
  - Matagami Mine
  - Raglan Mine
- Graymont (Qc) Inc.
  - Bedford Plant
  - Marbleton Plant
- Hecla Québec
  - Casa Berardi Mine
- IAMGOLD Corporation
  - Westwood Mine
- K+S Windsor Salt Ltd.
  - Seleine Mines
- Monarch Gold Corporation
  - Beaufor Mine
  - Camflo Mill
- New Millennium Iron Corporation
- Newmont
  - Éléonore Mine
- Niobec, a Magris Resources company
- Omya Canada Inc.
  - St. Armand Plant
- Quebec Iron Ore
- Rio Tinto Fer et Titane
- Stornoway Diamond Corporation
  - Renard Mine
- Tata Steel Minerals Canada Limited
- Yamana Gold Inc.

## MINING CONTRACTORS

- Bird Heavy Civil Ltd
- Cementation Canada Inc. (Québec Division)
- CMAC-Thyssen Mining Group
- Construction Kiewit Cie
- Dumas Contracting Ltd.
- EBC Mines Inc.
- Groupe Gilbert
- Machines Roger International
- Procon Canada East Ltd.
- Redpath Canada Ltd.

## MINERAL EXPLORATION COMPANIES, MINING PROJECTS IN DEVELOPMENT AND MINES IN THE PROCESS OF FINAL CLOSURE

- Agnico Eagle Mines
  - Lapa Mine
- Arianne Phosphate Inc.
- BlackRocks Metals \*
- Falco Resources Ltd.
- Galaxy Lithium
- Mine Arnaud
- Nemaska Lithium
- Nouveau Monde Graphite
- Osisko Gold Royalties
- Osisko Mining
  - Windfall Project \*
- Radisson Mining Resources \*
- RNC Minerals
- Sayona Québec
- Wesdome Gold Mines
  - Kiena mine

## INSTITUTIONS AND NON- PROFIT ORGANIZATIONS

- 48° Nord International
- Centre de formation professionnelle de la Baie-James
- Centre de formation professionnelle Val-d'Or
- COREM
- Groupe MISA \*
- Institut national des mines du Québec
- Quebec Metallurgy Center

## SUPPLIERS OF GOODS AND SERVICES

- Aon \*
- Armatures Bois-Francis
- Avjet Holding \*
- Dentons Canada \*
- Emplois Compétences
- Englobe
- Entreprises Larry
- Epiroc Cadillac
- Fenner Dunlop
- FNX-Innov inc. \*
- Fournier Industries Inc.
- Gestion ADC \*
- Groupe Conseil Novo SST
- InnovExplo
- Johnson Controls \*
- Major Mesh
- McCarthy Tétrault
- PwC
- RM Recrutement International
- Ryan Affaires publiques \*
- Sandvick Canada \*
- SCS Canada
- SMS Equipment
- Stantec
- Toromont Industries Ltd.
- Xylem \*

\* Joined in 2019

# The association staff

as at December 31<sup>st</sup>, 2019

- **Josée Méthot**  
Président and CEO \*
- **Julie Boissinot**  
Advisor,  
Strategic Communications
- **Micheline Caron**  
Director, Environment and  
Sustainable Development \*\*
- **Katie Deneault**  
Director, Human Resources  
and Workforce Development  
Consulting Services
- **Sandra Gadoury**  
Executive Assistant
- **Martin Gagnon**  
Director, Prevention  
and Workplace Health  
and Safety \*\*
- **Maxime Lachance**  
Coordinator, Community  
Relations and Sustainable  
Development
- **Carole Miville**  
Director, Administration  
and Finance \*\*
- **Amélie Noël**  
Advisor, Marketing  
& Public Communication \*\*
- **Anne-Marie Painchaud**  
Advisor, Marketing  
& Public Communication  
(on maternity leave)
- **Nancy Roger**  
Administrative Assistant,  
Environment, Health and  
Safety and Technical Services
- **Mathieu St-Amant**  
Director, Strategic  
Communications  
and Public Affairs
- **Geneviève Tölgyesi**  
Administrative Assistant,  
Strategic Communications,  
Administration, Human  
Resources and Workforce  
development Consulting  
Services

\* Member of the Executive  
Committee

\*\* Commenced duties in 2019