



ACTIVITY REPORT 2021



MISSION

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

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.

VALUES

Membership in the QMA entails compliance with the values of:

- **Respect;**
- **Transparency;**
- **Responsibility;**
- **Teamwork.**

2021 – THE YEAR IN REVIEW

- **17 press releases** published
- **38 interviews** in the media
- **45 million views, impressions and plays** from mass-market communications activities
- **4 briefs** filed and **14 comment letters** to the governments of Québec and Canada
- **163 publications** on social media
- Membership of **71 boards, committees or working groups** at partner organizations



MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

It is with a genuine feeling of pride that I can deliver my first message as the chair of the QMA board of directors. This is a momentous occasion, since I am only the second woman to have taken on this role in the QMA's 86 years of existence!

I am confident that we will be able to attract more women, whether as members and chairpersons of the Board of directors or as workers for mine operations. For the past few years, we have seen mines begin to introduce innovative ways to recruit and retain female employees, with a wide range of talents. Our companies have understood that women will play an essential role in the growth of the industry, and the board firmly supports the component in the QMA's strategic plan that promotes and supports initiatives to include women in the workforce.

The mining industry is going through a period of immense upheaval. Post-pandemic life, the climate emergency, sustainable development, the worldwide geopolitical context, labour shortages and volatile metal prices are all elements that require us to innovate constantly and strive to achieve even more. Québec is a key player in the success of the green shift occurring worldwide, and there is no doubt that our inner strength, our mining workforce, will place us in the forefront of any change!

In this extremely stimulating context, our board will continue to defend the priorities and concerns of its members through a dynamic, credible and constructive association.

More than ever before, the QMA will focus on support from the governmental authorities as facilitators in the pursuit of its goals.

The rapid resumption of our activities in 2020 demonstrated the effectiveness of the QMA's actions with governments. The QMA will continue to push its messages while maintaining good relations to ensure government support as we implement our strategic plan. The decisions made by the board in 2021 include a one-year extension of the implementation period for the strategic plan, until 2023, in order to support the QMA team during this period of pandemic.

A major component in the strategic plan is the goal of "Making Québec proud of its mining industry". You have probably noticed all the communications and advertising directed towards this objective. However, all our efforts could quickly come to nothing if the culpable behaviour of a QMA member company in Québec were to cast a shadow over the mining industry as a whole. This is why a major milestone

was reached in 2021, when the QMA adopted a policy and procedure on culpable behaviour by a member company. By adopting this policy, the QMA demonstrates its leadership and encourages Québec's mining industry to operate under the highest possible standards.

In closing, I would like to mention that I arrived at the head of a board of directors with outstanding, dedicated members who have a clear vision for the future of our association and our industry. I thank my predecessor, Jean-François Verret, who chaired the board over a period of six years. As we served together as members of the Board, I was able to observe the quality of his leadership, his love for the industry and his pride to play a part in it. Thank you, Jean-François, for your significant contribution as chair of the Board.

I would also like to thank all members of the Board of directors for participating in such an active and passionate way in meetings and discussions to support the QMA team. I also thank the industry employees who were involved in the work of the various committees, whose contributions and experience have helped the QMA to move forward.

Last, I offer my sincere thanks to all the permanent staff members who, with Josée as president and CEO, work so hard to support the mining industry. The team is a valuable resource for our members, and I am glad to be able to rely on it as we continue our work. As you read this report, you will gain a clearer idea of everything that was accomplished in 2021.

Vanessa Laplante, CA, CPA
Chair of the Board of directors



MESSAGE FROM THE PRESIDENT AND CEO

Another full year has come to an end for the QMA! A year during which COVID-19 issues continued to occupy the QMA team. Despite the pandemic, it was able to organize a range of webinars and training sessions to assist its members and respond to their questions and concerns.

Based on the experience acquired during 2020, the QMA team focused on implementing actions under the strategic plan and maintaining a competitive environment for its members.

All the work presented in this annual report testifies to the commitment and expertise of the permanent team, which has a heartfelt interest in the development of Québec's mining industry and is proud to be part of it.

The QMA was once again active this year in its work with the government authorities, for example to adapt the COVID-19 measures governing mining operations, to ensure progress on subjects of key importance for mining companies such as relations with Indigenous communities, tax, environmental, workplace health and safety issues, and to meet the need for workers. In addition, the revision of Directive 019 by the Ministère de l'Environnement et de la Lutte contre les changements climatiques led to the creation of an ad hoc committee that was kept busy throughout the year and still has more to do. The QMA also began work on a handbook for preparing compensation plans for the loss of fish habitat, in collaboration with both levels of government.

The QMA was also involved in several special projects in 2021, including two surveys of major importance for the mining industry. The first was designed to identify what stimulates, or could stimulate, Quebecers' pride in the mining sector, while the second measured Generation Z's interest in trades and professions in the mining industry. In both cases, the surveys confirmed once again that we must do more to demonstrate that we are working in a responsible way with respect to the environment and community relations. The inclusion of environmental, social and governance (ESG) criteria is necessary to ensure the social acceptability of the industry's mining and sustainable development projects. By focusing on best practices, we will be able to attract more young people to our companies and increase the level of pride Quebecers feel in the mining industry.

I am confident in our industry's future, because it is directed by people who believe in applying best practices. It is resilient and able to adapt in order

to meet society's expectations. Based on the same concerns, the QMA supports the adoption of the highest standards and requires its members to join the ongoing improvement initiative Towards Sustainable Mining (TSM). By working together and sharing the same vision, we will be able to show Quebecers that our industry has changed. The QMA will be there to support its members and showcase the successful initiatives they have put in place.

On a more personal note, I am lucky enough to work at the QMA with a highly talented team that I would like to thank here for their devoted work. I am also glad to report to a board of directors that has placed its trust in me and was willing to appoint a woman as its chairperson. I firmly believe that Vanessa Laplante will lead the board successfully, and I am pleased to see the great level of collaboration that has already been developed. Many thanks to Jean-François Verret for his availability and for his passionate commitment to the work of the QMA.

I believe that the readers of this report will be proud of the work we have accomplished together. I thank all the representatives of member companies who, whether directly or indirectly, helped make 2021 a successful year from all points of view.

I hope you enjoy reading the report!

Josée Méthot, Eng., M.B.A., C.Dir.
President and CEO



Canadian Malartic Partnership, Canadian Malartic Mine

ANOTHER YEAR MARKED BY THE PANDEMIC

While the mining sector's characteristic solidarity and resilience were the main focus in 2020, 2021 was the year in which its commitment to workplace health and safety was demonstrated once again.

Nothing was left to chance as public health and supervisory measures were strictly applied to limit the spread of COVID-19 at mine sites. Every effort was made to ensure that mining operations could continue, and this approach was successful. The industry achieved an enviable outcome, clearly because of the commitment of all its members.

Because the situation continued to evolve as the weeks went by, the QMA ensured that its channels of communication with the government authorities remained open throughout the year and that the measures imposed on industry were adapted to the mining context. Frequent discussions took place with the ministère de l'Énergie et des Ressources naturelles (MERN) and the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST).

Several mining companies also contributed to the vaccination campaign by responding to the government's call and making facilities or staff available to assist in the campaign. The QMA commends the courage and perseverance of all the workers who allowed the industry to maintain a high level of activity in 2021.

PROGRESS WITH THE 2020-2023 STRATEGIC PLAN

The QMA also stayed on course and completed 96% of the actions in its strategic plan that could be implemented in a context marked by COVID-19. As a reminder, the strategic plan is designed to:

- Make Québec proud of its mining industry;
- Ensure that Québec's mining industry is attractive and viable into the future;
- Improve the effectiveness of QMA interventions and help the improvement of the legislative, regulatory and fiscal framework;
- Optimize cohesion and coherency among QMA members.

Procedure in the event of culpable behaviour

At the QMA's annual general meeting, the members voted for a change to the QMA's general by-laws to introduce a procedure in the event of culpable behaviour by a company in the mining industry in Québec, following the adoption of a policy on culpable behaviour by the board of directors. The procedure sets out the steps that must be taken if a QMA member company fails to comply with the QMA's values, and is part of the implementation of the 2020-2023 strategic plan. The procedure is an in-house, administrative process that sets the guidelines for possible actions taken by the QMA in the public arena.

Generation Z and mining

To analyze and understand the interest or disinterest of the younger generation in the mining sector, one of the key elements in the strategic plan for 2021, the QMA conducted a broad survey that began with a review of the literature on Generation Z and continued with discussion groups and in-depth interviews. The process brought it into contact with young mine workers, students, guidance counsellors, Secondary 4 and 5 school students, and representatives from Indigenous communities. QMA members will be able to use the results of the survey "Perceptions of the mining industry among the younger generation" to find out more about the new generation of workers and develop more suitable and effective recruitment strategies and communications plans.

Making Quebecers proud (or prouder) of the mining industry

Completing another action in its 2020-2023 strategic plan, and with the objective of improving the industry's image, the QMA conducted a survey that shed light on Quebecers' perceptions of the mining industry and of the elements that would make them proud of the industry.

The survey and discussion groups revealed that environmental concerns are at the heart of the elements that influence the general population's opinion about mining and, more specifically, the issues raised by mine site rehabilitation.



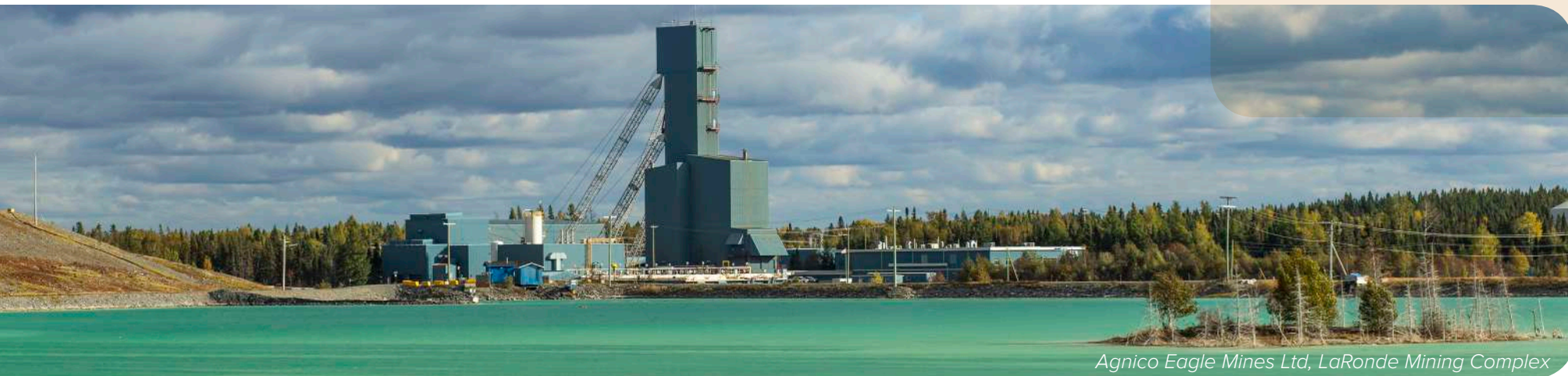
THE QMA ON THE FRONT LINES FOR ITS MEMBERS



Canadian Malartic Partnership, Canadian Malartic Mine

Once again in 2021, the QMA has acted as its members' spokesperson on various tribunes, and conveyed their concerns about regulatory or legislative changes. The QMA took a stand on the following issues to defend its members' interests:

- Brief filed with the Bureau d'audiences publiques sur l'environnement (BAPE) as part of its analysis of the project to increase storage capacity for tailings and waste rock at the Lac Bloom iron ore mine;
- Brief filed with the Comité d'examen des répercussions sur l'environnement et le milieu social (COMEX) as part of its analysis of the Rose Lithium-Tantalum mining project presented by Corporation Lithium Éléments Critiques;
- Brief filed with the Committee on Labour and the Economy as part of its examination of Bill 59, *An Act to modernize the occupational health and safety regime*;
- Brief filed and presented as part of the Québec government's pre-budget consultation;



Agnico Eagle Mines Ltd, LaRonde Mining Complex

- Comments filed with the Committee on Labour and the Economy as part of its examination of Bill 103, *An Act to amend various legislative provisions mainly for the purpose of reducing red tape*;
- Comments filed with the Committee on Transportation and the Environment as part of its examination of Bill 102, *An Act mainly to reinforce the enforcement of environmental and dam safety legislation, to ensure the responsible management of pesticides and to implement certain measures of the 2030 Plan for a Green Economy concerning zero emission vehicles*;
- Comments filed with the Committee on Transportation and the Environment as part of its examination of Bill 102 concerning the proposed amendments to the *Mining Act*;
- Comments filed with Environment and Climate Change Canada (ECCC) concerning the draft *Clean Fuel Regulations*;
- Comments filed with ECCC concerning the *Draft technical guide related to the strategic assessment of climate change*;
- Comments filed with the Impact Assessment Agency of Canada concerning the *Draft Tailored Impact Statement Guidelines for the Wasamac Gold Mine Project*;
- Comments filed with the CNESST concerning the *Draft regulation to amend the Regulation respecting health and safety in mines*;
- Comments filed with Natural Resources Canada (NRCan) concerning the Canadian critical minerals list;
- Comments filed with the Ministère des Affaires municipales et de l'Habitation (MAMH) as part of its consultation on the Provincial Strategy on Urban and Land Planning;
- Comments filed with the Ministère de l'environnement et de la lutte contre les changements climatiques (MELCC) as part of its public consultation on the draft *Regulation to amend mainly the Regulation respecting compensation for adverse effects on wetlands and bodies of water and other regulatory provisions*;
- Comments filed with the MELCC concerning section 3.8 of Directive 019 on mine tailings management;
- Comments filed with the MELCC concerning the draft transitional plan for the management of riverbanks, shorelines, and floodplains;

- Comments filed with the MELCC concerning proposed changes to the cap-and-trade system for greenhouse gas emission allowances for the period 2024-2030 and the preconsultation on allowances for 2024-2030;
- Comments filed with the MERN concerning Tables 1 and 2 in Schedule 1 of the guide to the preparation of a rehabilitation and restoration plan for mine sites in Québec.

At the QMA's annual convention, held in virtual mode, the priority issues for the industry were discussed with Jonatan Julien, Minister of Energy and Natural Resources and Benoît Charette, Minister of the Environment and the Fight Against Climate Change. During a panel discussion, the ministers answered the QMA's questions on the topics of economic recovery, regulatory inconsistency and overlapping federal/provincial jurisdiction in the field of the environment, social acceptability and critical and strategic minerals.



Agnico Eagle Mines Ltd, Goldex Mine

A WEALTH OF RESOURCES

While the QMA continues its actions to support its members, mining company representatives also make an important contribution to its activities. By taking part in committee meetings or getting involved in other ways, they help progress industry issues and ensure that companies' concerns are taken into consideration.

The QMA thanks its committee members in particular for their dynamic contribution.

- **Catamine**

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

- **Communications**

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

- **Communities relations**

Chair: **Jacynthe Lafond**, Newmont – Éléonore mine

- **Environment**

Chair: **Martin Duclos**, Wasamac Mining Project, Yamana Gold inc.

- **Ground Control**

Chair: **Véronique Giroux**, Niobec, Magris Resources company

- **Health and accident prevention**

Chair: **Stéphane Tremblay**, Machines Roger International

- **Human resources**

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

- **Industrial hygiene**

Chair: **Guillaume Lachapelle**, Rio Tinto

- **Maintenance**

Chair: **Martin Pichette**, Eldorado Gold Québec

- **Mining company leaders' group**

- **Strategic committee on human resources**

- **Taxation**

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



Canadian Malartic Partnership, Canadian Malartic Mine

For the benefit of its members, the QMA has continued to offer information sessions, webinars and training sessions on the following themes:

- Climate change and requirements of the TSM protocol;
- Energy efficiency and the energy transition: financial assistance available;
- QMA survey: how to maximize Quebecers' pride in the mining industry;
- Hyperconnection: psychosocial risks and impact on quality of life in the workplace;
- Introduction to carbon market regulations;
- International recruitment: a ready-made solution to labour shortages;
- *Act to modernize the occupational health and safety regime*: key issues;
- Reports on climate-related financial disclosures;
- Health and safety management diagnoses;
- Defined benefit pension plans;
- Identifying and intervening in situations involving the use of substances with an impact in the workplace;
- Task Force on Climate-Related Financial Disclosure (TCFD);
- Vaccination in the workplace: legal implications.

For the first time since September 2019, the QMA held an in-person event: the annual meeting of mine nurses.

During this 3-day event, 21 participants attended several training sessions, including *Emergency Practice, Interventions and Care – Canada foundations (EPICC foundations)*, and a session on musculoskeletal disorders. The objective was to provide nurses with a systematic approach to patients requesting an emergency consultation for various health problems frequently encountered on mine sites.



Niobec Mine, a Magris company

A COMMITTED TEAM

The QMA team has maintained, and in some cases strengthened, its work with various partner organizations. For example, Josée Méthot was appointed by the Québec government to the CNESST board of directors in 2021, giving the mining industry a key position in the decision-making process for workplace health and safety.

Mining Association of Canada (MAC)

- Non-voting member of the Board of Directors
- Member of the Environment and Science Committee
- Member of the Indigenous Relations Committee
- Member of the biodiversity task force
- Member of the Taxation Committee
- Member of the climate change working group
- Member of the Canadian industrial associations working group
- Towards Sustainable Mining initiative
 - Member of the executive team
 - Member of the Governance Team
 - Member of the TSM Initiative Leaders Committee
 - Member of the Community of Interests Advisory Panel
 - Member of the committee to set up the Equity, Diversity and Inclusion protocol

Association paritaire pour la santé et la sécurité du travail du secteur minier (APSM)

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

Association québécoise de vérification environnementale (AQVE)

- Member of the Board of Directors

Chaire pour les femmes en sciences et en génie au Québec de l'Université de Sherbrooke

- Member of the FORCE committee

Comité sectoriel de main-d'œuvre de l'industrie des mines (CSMO Mines)

- Member of the Board of Directors
- Member of the executive committee
- Member of the strategic planning committee
- Member of the scientific discovery activity workshop review committee Life and Mines
- Member of the Guide to careers of the mining industry committee

Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST)

- Member of the Board of directors
- Member of the 3.57 committee and 3.57.1 committee
 - 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

Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST)

- Member of the Board of directors
 - Member of the committee on information resources

Conseil du patronat du Québec (CPQ)

- Member of the advisory committee on workplace health and safety
- Member of the prevention subcommittee
- Member of the sustainable development committee

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
- Member of the energy management committee
- Member of the industrial ecology, circular economy and residual materials committee
- Member of the hazardous materials committee
- Member of the legal affairs committee
- Member of the industrial associations committee

COREM

- Non-voting member of the Board of Directors
 - Member of the special committee – governance review

Environment and Climate Change Canada (ECCC)

- Non-voting member of the working group on the National Pollutant Release Inventory

MISA

- Member of the Board of Directors
- Member of the environment sector
- Member of the dedicated fund committee

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
- Member of the governance and ethics committee

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
 - Member of the subcommittee on mines and environment

Ministère de l'Environnement et de la Lutte contre les changements climatiques (MELCC)

- Member of the joint MELCC-AMQ committee



Agnico Eagle Mines Ltd.
LaRonde Mining Complex



Newmont, Éléonore

Polytechnique Montréal

- Member of the advisory committee at the mining engineering department

Natural Resources Canada (NRCan)

- Member of the Hydrogen Strategy Implementation Strategic Steering Committee

Revenu Québec

- Member of the liaison committee on mining taxation

Société du Plan Nord

- Member of the Assembly of Partners

Mining Industry Human Resources Council (MiHR)

- Member of the steering committee for the project to reduce sexual harassment in the Canadian mining sector

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

- Canadian Mineral Industry Federation (CMIF);
- Monitoring committee for the modular mine worker training program (Formation modulaire du travailleur minier, or FMTM);
- CNESST mine rescue service;
- Consortium of employers, service providers, industry associations and post-secondary institutions for the “Gearing UP” program at the MiHR council;

- Association de la francophonie à propos des femmes en sciences, technologies, ingénierie et mathématiques (AFFESTIM);
- Working group – Indigenous relations in land not under agreement;
- CanmetMINING – Green mining innovation advisory committee;
- Natural Resources Canada – economy and finance subcommittee;
- Association québécoise pour l'évaluation d'impacts, for the project “Mieux communiquer les études d'impact”

A PRESENCE IN THE FIELD

The reduction in in-person events did not reduce the ability of QMA team members to take part in various events organized by industry partners:

Attendance (with speaking times) at:

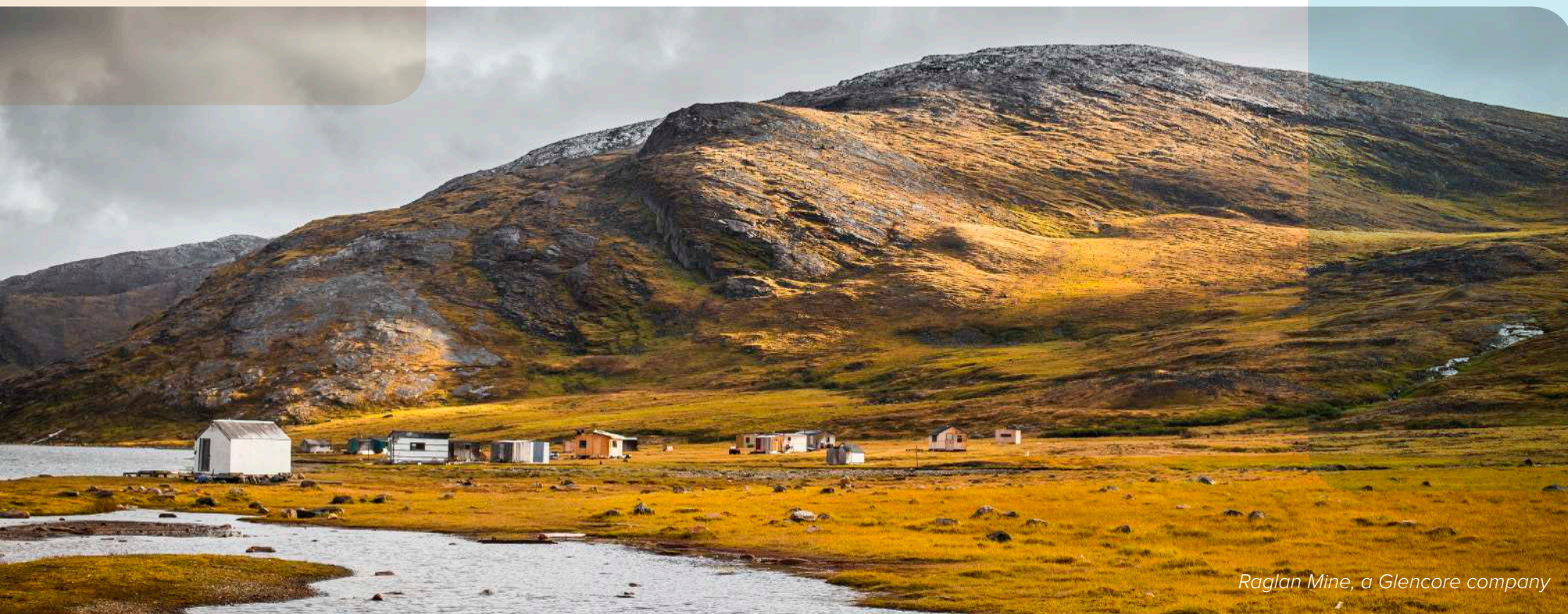
- Workshop on green mining innovations organized by CanmetMINING – Transition to Net Zero – Building the green mines of the future
- Colloque E4m – Presentation of the “Issues and current state of the Québec mining industry”
- CF Montréal conference on brand images
- INMQ press conference to launch a publication on the training dispensed by mining companies: a comparative analysis – short speech by the QMA
- Consultation by Investissement Québec – 2021-2022 mining sector program – IQI Exportation
- MERN consultation on the Pan-Canadian Geoscience Strategy
- Consultation organized by the Ordre CRHA concerning companies’ intentions about ways to manage the return to work in light of the fourth COVID-19 wave
- Consultation organized by the Canadian Interagency Forest Fire Centre (CIFFC) to discover how the mining sector addresses forest fire prevention
- Consultation by Natural Resources Canada (NRCan) to examine the relationship between infrastructure and exploration and mineral extraction in the northern and isolated regions of Canada
- Consultations by the Société du Plan Nord
 - Promoting and adapting instruments – critical and strategic minerals (CSMs)
 - CSM value chains
- Consultations on the provincial strategy for urban and land planning
 - Laboratory 7 – Diversity in rural communities | MAMH – Public innovation laboratories
 - Laboratory 10 – Resilience, health and safety | MAMH – Public innovation laboratories
 - Consultation of participants in the public innovation laboratories – consultation document
- 2021 Mineral Outlook Dialogue organized by NRCan
- Panel discussion during Objectif Nord event organized by Les Événements Les Affaires
- Webinar on creating a high-performance post-pandemic working environment organized by the consultants Humance Culture & Performance
- Webinar on the realities of employment for women in the mining industry organized by Women in Mining Québec

Present at:

- Americana 2021
- CPQ annual general meeting, with a speech by Premier François Legault on the economic recovery
- Celebrations marking the 10th anniversary of the signing of the Opinagow Agreement between Goldcorp (Newmont) and the Cree Nation of Wemindji
- Symposium on environmental assessments – prospects and challenges, organized by the Association des biologistes du Québec
- INMQ virtual symposium
- Events at the PDAC convention
 - *Talk by the Québec government – Government support for mineral development: Insights from Québec*
 - *Announcement about critical minerals by Canadian Natural Resources Minister Seamus O'Regan Jr.*
- Talk by Mark Carney, UN special envoy on climate action and finance, organized by the Montreal Council on Foreign Relations, on sustainable finance
- Press conference by Minister Jonatan Julien concerning financial assistance for Groupe MISA for the *Mission Mines Autonomes 2030 (MMA 2030)*
- Press conference by Minister Jonatan Julien and the Société du Plan Nord for the launch of the Northern Action Plan 2020-2023
- Press conference by Rio Tinto Iron and Titanium to announce that the company will become North America's first producer of high-quality scandium oxide
- Various political conferences organized by Ecotech Québec
- Energy and Mines Virtual World Congress
- Annual gala of the Canadian Institute of Mining, Metallurgy and Petroleum (CIM)
- Mercuriades awards ceremony
- Discussion panel organized by the CPEQ, with representatives from the Caisse de dépôt et placement du Québec (CDPQ) and the Autorité des marchés financiers (AMF) concerning the expectations of finance and insurers with respect to risk assessment and disclosure
- Presentation by Langlois Avocats concerning the passage of Bill 64 concerning the protection of personal information
- Presentation by PwC on the Canadian outlook for 2021-2022 for business leaders
- Weekly meeting of the CPQ with the Minister of Health and Social Services, Christian Dubé – announcement of the call for businesses to assist in the mass vaccination campaign
- Seminar on job searches and social participation by young Indigenous people, organized by the Chaire réseau de recherche sur la jeunesse du Québec (CRJ) and the Regroupement des centres d'amitié autochtones du Québec (RCAAQ)



- Webinar by the US embassy on CSMs
- Webinar organized by the CNESST (knowing about and acting on psychosocial risks: when individual and organizational health go hand in hand)
- CPQ webinars on the themes of:
 - *Mental health during the COVID-19 pandemic, support programs*
 - *Ergonomics, health and safety and responsibilities of the employer*
 - *Stronger female leadership, a benefit for companies and the whole of Québec's economy*
 - *Pay equity*
 - *Teleworking*
 - *Corporate taxation and artificial intelligence with Revenu Québec*
 - *Government assistance programs connected with the COVID-19 pandemic*
- Webinar on risk identification and analysis: a preventive and participatory approach, organized by the APSM
- Various webinars presented by Mallette and EY on various government assistance programs connected with the COVID-19 pandemic
- Webinar by MEME Maroc/INM Québec /ENSMR Maroc on mastering health and safety in mines
- Two webinars organized by the Ordre CRHA on the themes of:
 - *Vaccination, management and mental health*
 - *Conjugal violence in the workplace*
- Webinar organized by PME Sobre en carbone concerning sustainable financing and trends in the requirements of investors, banks and insurers
- Webinar on the strategy of the Mining Industry Human Resources Council (MiHR) to promote mining industry careers for young people, 2021-2026



ACTION!



*Agnico Eagle Mines Ltd,
LaRonde Mining Complex*



*Agnico Eagle Mines Ltd,
LaRonde Mining Complex*



*Agnico Eagle Mines Ltd,
LaRonde Mining Complex*

The TV show *Génial!*, broadcast by Télé-Québec, has continued to devote airtime to the mining industry. Two reports were produced to shed more light on work to restore mine sites and showcase the advantages of LTE technology in mine operations. The reports will air in 2022. In addition to these reports, *Génial!* has presented a new quiz connecting minerals and the energy transitions, as well as reports on the use of niobium in steel, gold in airbags, and zinc in sunscreen.

The QMA continued its massmarket communications activities in 2021 with a new emphasis on the production of televisual content. A new ad focusing on pride in the industry, leading to an in-depth reflection of its importance and issues for the future was filmed at LaRonde Mine, and will be broadcast in early 2022. The ad stars Guillaume Dulude, a doctor of neuropsychology, Mylène Paquette, an ocean rower and speaker, and Normand Mousseau, a specialist in questions involving energy and natural resources. A website containing long-form interviews with these three public figures, as well as three workers at the LaRonde Mine, will support the ad campaign and stimulate more in-depth reflection.



Based on the conclusions from the survey about Quebecers' pride in the mining industry, two new animated ads were produced to show the role played by the mining industry in the energy transition and transport electrification. They aired in the fall of 2021. The ads focused on nickel and iron in wind generators, and on graphite and lithium as essential elements in the manufacture of batteries for electric vehicles.



In addition to these productions, the QMA's communications actions included the following:

- Interview with Jean-François Verret in Le Devoir concerning the green shift in the mining industry;
- Video and article in Le Devoir to highlight the environmental efforts made by mining companies;
- Distribution of 23,500 children's books;
- Production of eight articles:
 - *La Sentinelle*:
 - ◆ **Mines: une industrie du passé, vraiment?** ("Mining: an industry of the past, really?");
 - *Ressources Énergies & Industrie*:
 - ◆ **De l'énergie éolienne à l'énergie solaire: l'engagement des sociétés minières dans la lutte contre les changements climatiques** ("From wind energy to solar energy: mining companies commit to fighting climate change");
 - *Ressources Mines et Industrie*:
 - ◆ **Économie circulaire: quand la gestion des matières résiduelles est synonyme de restauration minière** ("The circular economy: when waste management becomes a synonym for mine site rehabilitation");
 - ◆ **L'industrie minière québécoise: un moteur de développement économique incontournable** ("Québec's mining industry: a driving force for economic development");
 - ◆ **Les mines au service des insectes pollinisateurs** ("Support from mines for pollinating insects");
 - *Resources Mines & Industry*:
 - ◆ **Quebec's mining industry: An essential engine for economic development;**
 - *Vecteur Environnement*:
 - ◆ **Restauration minière: Les champignons à la rescousse!** ("Mine site restoration: mushrooms to the rescue!");

- ◆ **Traitement du minerai par la cyanuration: Et si la régénération passait par le cyanure?** ("Cyanide ore treatment: what if regeneration relied on cyanide?");
- *Vos mines vous parlent*:
 - ◆ **Mines: une industrie du passé, vraiment?** ("Mining: an industry of the past, really?");

To publicize its members' concerns, react to current news items, and promote successes within the mining industry, the QMA issued the 17 following press releases:

- **COVID-19: Mining to continue** – A decision in keeping with the stringent measures put in place by the mining industry;
- **Canadian Malartic's Odyssey project**: construction begins!
- **Mining jurisdiction attractiveness**: Québec returns to the Fraser Institute's top 10;
- **Mining tax payments**: the mining industry's growing contribution to prosperity in Québec;

Industrie minière et virage vert : un pas de géant



- **Support for the digital transition in the mining sector;**
- **2021-2022 budget:** measures to support the mining industry;
- **COVID-19:** The mining industry in the Côte-Nord region will contribute to the vaccination campaign;
- **Mercuriades and CIM awards gala:** and the winner is... the mining industry!
- **Vanessa Laplante of Canadian Malartic Partnership accepts position as chair of the Board of directors;**
- **F.J. O'Connell Trophies:** Graymont's Marbleton plant receives an award from the Québec Mining Association;
- **Québec Mining Association awards ceremony:** the Abitibi-Témiscamingue and Nord-du-Québec regions lead the field;
- **Workplace health and safety awards:** the Québec Mining Association honours three Niobec employees;
- **Workplace health and safety awards:** the Québec Mining Association honours a worker at Seleine Mines;
- **Workplace health and safety awards:** the Québec Mining Association honours three workers at Graymont's Marbleton plant;
- **Workplace health and safety awards:** the Québec Mining Association honours 24 mine workers in the Côte-Nord Region;
- **Workplace health and safety awards:** the Québec Mining Association honours 131 mine workers in the Abitibi-Témiscamingue and Nord-du-Québec regions;
- **Review of the year 2021 in the mining industry:** new mineral sectors emerge while traditional sectors continue to perform well.



Newmont, Éléonore



Stornoway Diamonds Corp., Renard Mine



*Canadian Malartic Partnership,
Canadian Malartic Mine*



Rio Tinto, Sorel-Tracy

In addition, the QMA gave 38 media interviews in 2021 on a range of topics:

- Living in the North and the fly-in, fly-out approach;
- The impact of a total lockdown on the mining industry;
- COVID-19 and ongoing mining activities;
- Review of results for 2020 and forecast for 2021;
- Northern Action Plan and 2021 outlook for the mining sector;
- Odyssey project;
- Attractiveness of mining jurisdictions;
- Mining taxes paid;
- Digital transition in the mining sector;
- 2021-2022 budget;
- Critical and strategic minerals (CSMs);
- Mining and the energy transition;
- Increased iron ore prices and consequences for the mining industry;
- Results from the Plan Nord;
- Gold prices and impacts on the industry;
- Review of employment in the mining sector;
- Reaction concerning the Investissement Québec decision not to invest in mines that export;
- Place of the Abitibi-Témiscamingue region in the mining industry;
- Merger between Agnico Eagle and Kirkland Lake Gold;
- New diagnostic tool developed by the INMQ;
- Iron ore and exports to China;
- Importance of the mining industry for a region;
- Workplace health and safety trophies;
- State of exploration;
- Operation Mines 2022 (Matagami);
- Investment in Québec's mining sector;
- 2021 mining industry results.

Last, 163 posts were made on the QMA's various digital platforms:

- **82 Facebook posts**
(32,715 subscribers as at December 31, 2021);
- **35 Instagram posts**
(1,521 subscribers as at December 31, 2021);
- **32 Twitter posts**
(1,833 subscribers as at December 31, 2021);
- **14 LinkedIn posts**
(804 subscribers as at December 31, 2021).

To inform its members, the QMA published 40 regular issues of *The QMA in action* and 27 express issues, issued a daily media scan on the mining industry, sent 47 environment bulletins and 57 notes and communiqués to its members on human resource issues, as well as 38 notes and communiqués to its members on tax issues.

TOWARDS SUSTAINABLE MINING

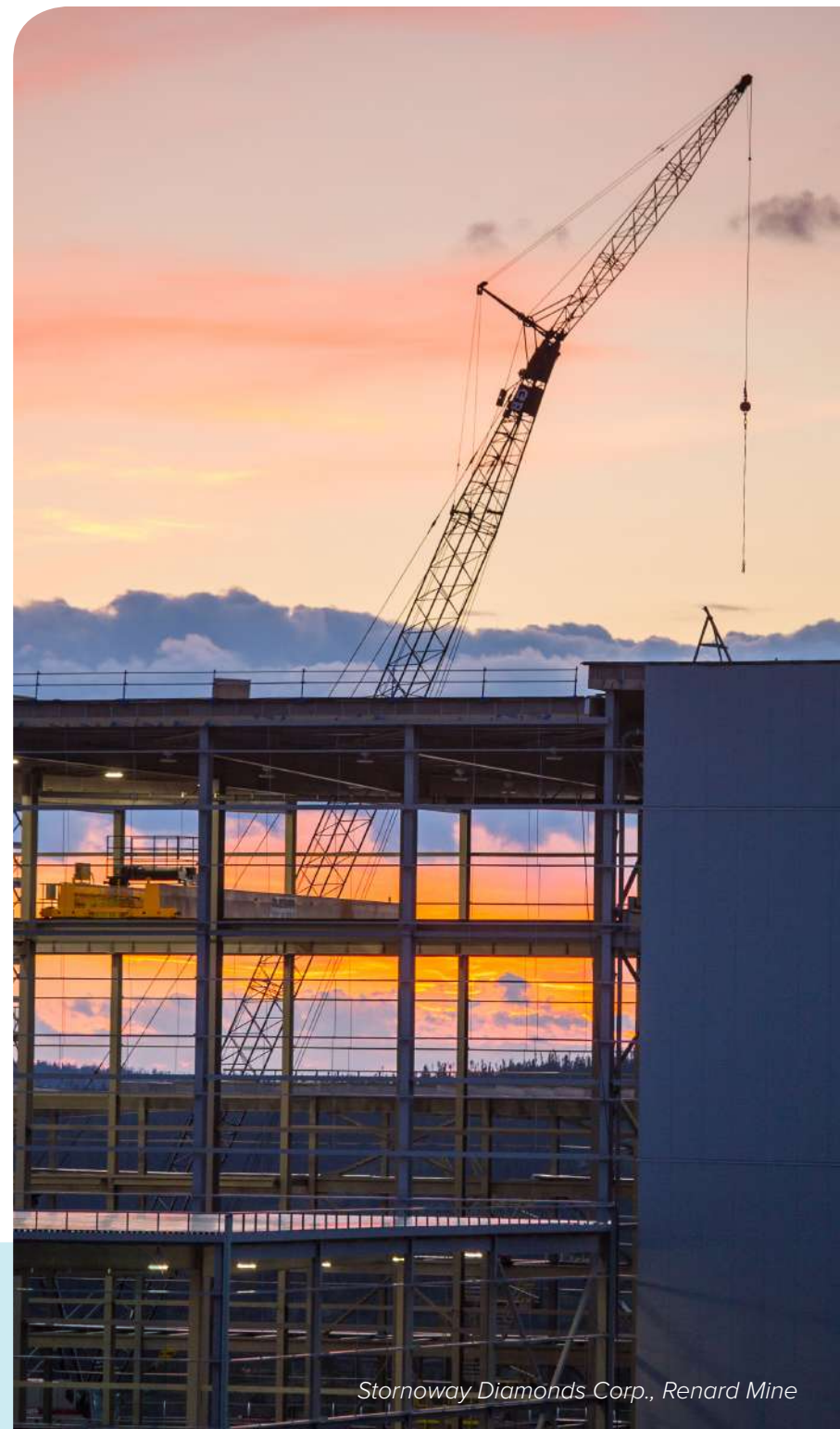
Starting in 2021, a public statement of the results achieved may be made at any time during the year, allowing mining companies to adjust indicator levels as and when better practices are introduced while complying with the requirement to publish self-assessed results at least once a year.

In 2021, nineteen mine sites published their results, four of which then underwent an external audit. The protocols on Indigenous and community relationships, health and safety, and water stewardship achieved the best results, with more than 80% of indicators at level A. The protocols on energy and GHG emissions and biodiversity achieved lower results, with around 55% of indicators at level A. The profiles presented by companies improved, and several companies used them to communicate more information about their TSM performance.

In 2022, mine sites will be able to file their first self-assessment under the climate change protocol, which will remain confidential.

The target objectives for members for 2022 are as follows:

- Draw up action plans for all indicators that failed to achieve level A;
- Improve the profiles submitted by providing information about TSM performance;
- Ensure that the results presented on the website are complete and accurate;
- Improve the results for the biodiversity and energy and GHG (climate change) protocols.



MEMBERS AND WORKERS HONoured



NEW DISTINCTION AWARDS

In 2021, for the first time in its history, the QMA presented its new Distinction Awards to recognize achievements in the fields of communications/marketing, environment, community relations and human resources. Eldorado Gold Québec and Canadian Malartic Mine shared the honours by winning two Distinction Awards each:

- Communications/marketing: Canadian Malartic Mine for its health and safety campaign, "Je m'engage";
- Environment: Eldorado Gold Québec for its project to convert equipment to the use of biodegradable hydraulic oil;
- Community relations: Canadian Malartic Mine for its cooperation agreement with the Anicinapek First Nations;
- Human resources: Eldorado Gold Québec for its comprehensive strategy for retention, planning of the future workforce and leadership development.

The finalists in the four categories also deserve a mention: Glencore's Horne Smelter, Agnico Eagle Mines, and Glencore's Raglan Mine.

F.J. O'CONNELL TROPHIES

The QMA also presented its 55th annual F.J. O'Connell trophies. There was a three-way tie in the "Underground operations, over 400,000 hours worked" category, where Newmont's Éléonore Mine, and Glencore's Matagami and Raglan Mines emerged as the victors.

The other trophy winners were:

- Procon Canada East in the "Underground operations, under 400,000 hours worked" category;
- Graymont's Marbleton Plant in the "Surface operations, transportation and primary metals processing" category.

Following collaborative work with representatives of its member companies, the QMA has made changes to the criteria and scoring method for F.J. O'Connell trophies, to apply from 2021. The new criteria are designed to recognize prevention activities as well as health and safety results.

WORKPLACE HEALTH AND SAFETY AWARDS



Canadian Malartic Partnership, Canadian Malartic Mine

The QMA also recognized the workplace health and safety achievements of 162 mining industry foremen and supervisors who received workplace health and safety awards to commend their achievements and the effort made by their teams to maintain a safe working environment for a period of between 50,000 and 550,000 hours in 2020. The prizewinners worked at the following companies:

- ArcelorMittal Mines Canada;
- Canadian Royalties – Nunavik Nickel Project;
- Eldorado Gold Québec – Lamaque Mine;
- Horne Smelter, a Glencore company;
- Graymont – Marbleton Plant;
- CMAC-Thyssen Mining Group;
- Hecla Québec – Casa Berardi Mine;
- IAMGOLD Corporation – Westwood Mine;
- Matagami Mine, a Glencore company;
- Raglan Mine, a Glencore company;
- Agnico Eagle Mines – LaRonde Mining Complex;
- Agnico Eagle Mines – Goldex Mine;
- Newmont – Éléonore Mine;
- Niobec Mine, a Magris Company;
- Canadian Malartic Partnership – Canadian Malartic Mine;
- Rio Tinto Fer et Titane;
- Windsor Salt – Seleine Mines;
- Stornoway Diamonds Corporation – Renard Mine.

It is important to note that the longest period without a compensated accident for 2020 was the 550,000-hour total achieved by Sylvain Bureau, a mine production foreman and his team, at Canadian Malartic Mine.

The QMA has continued to support future workers by awarding three scholarships to students enrolled in a university program in Québec in the earth sciences field:

- Mining industry scholarships:
 - Alexandre Leclerc, enrolled in the geology program at Université du Québec à Chicoutimi;
 - Omar Abou Sharebain, enrolled in the mining engineering program at McGill University;
 - Stéphanie Morin, enrolled in the geology program at Polytechnique Montréal.



MEMBERS OF THE BOARD OF DIRECTORS

As at December 31, 2021

VANESSA LAPLANTE

Chair and Treasurer

Tax and Montreal Office Director, Canadian Malartic G.P.*

ALEXANDRE BELLEAU

Vice Chair

Chief Operating Officer, Quebec Iron Ore*

JEAN-BAPTISTE DROMER

Secretary

Mining Technical Director, Mines Seleine, K+S Windsor Salt*

HÉLÈNE CARTIER

Vice President, Environment and Sustainable Development, Falco Resources

HÉLÈNE LAUZON

President, Québec Business Council on the Environment

JEAN-MARC LULIN

President and CEO, Azimut Exploration

MAPI MOBWANO

President and CEO, ArcelorMittal Mining Canada

JOHN MULLALLY

Regional Vice President Sustainability and External Relations, Newmont*

DANIEL PARÉ

Vice President, Québec, Agnico Eagle Mines

JEAN QUENNEVILLE

Director External Affairs – Québec, Rio Tinto

PATRICK SÉVIGNY

Chief Operating Officer, Stornoway Diamonds Corporation

STÉPHANE STE-CROIX

Vice President, Canadian Operations, IAMGOLD Corporation

DANNY TREMBLAY

Commercial director, Horne Smelter and Canadian Copper Refinery, Glencore**

GUY TREMBLAY

Corporate Vice President, CMAC-Thyssen Mining Group

ISABELLE VERREAULT

Senior Vice President and General Manager, Québec, Hill+Knowlton Strategies

JEAN-FRANÇOIS VERRET

Director, Projects, Geology and Exploration, Raglan Mine, a Glencore company

*Member of the executive committee

**Commenced duties in 2021

Horne Smelter, a Glencore company

MEMBERS OF THE ASSOCIATION

As at December 31, 2021

OPERATING MINES, TREATMENT AND REFINING FACILITIES

Agnico Eagle Mines Ltd.

- LaRonde Complex
- Goldex Mine

ArcelorMittal Mining Canada

Bonterra Resources inc.

- Lac Bachelor Mine

Canadian Malartic Partnership

- Canadian Malartic Mine

Canadian Royalties inc.

- Nunavik Nickel Project

Eldorado Gold Québec

Glencore

- Horne Smelter
- Matagami Mine
- Raglan Mine

Graymont (Qc) inc.

- Bedford Plant
- Marbleton Plant

Hecla Québec

- Casa Berardi Mine

IAMGOLD Corporation

- Westwood Mine

Newmont

- Éléonore Mine

Niobec, a Magris Company

Omya Canada inc.

- St-Armand Plant

Québec Iron Ore

Rio Tinto Fer et Titane

Windsor Salt Ltd.

- Mines Seleine

Stornoway Diamonds Corporation

- Renard Mine

Tata Steel Minerals Canada Limited

Yamana Gold inc.

- Wasamac Mining Project

MINING CONTRACTORS

Bird Civil et Mines

Audet & Knight Construction

Construction Kiewit Cie

Dumas Contracting Ltd.

EBC

Groupe Gilbert

- Fernand Gilbert Itée

CMAC-Thyssen Mining Group

Technica Mining Group

Interventions SwatCrete

Machines Roger International Inc.

Procon

Redpath Canada Ltd.

SWATcrete*

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

Alliance Magnesium*

Arianne Phosphate Inc.

Allkem

- Galaxy Lithium

Monarch Mining Corporation*

- Beaufor Mine

Dumont Nickel (Magneto Investment)

BlackRock Metals inc.

Minière O3*

Osisko Mining inc.

- Windfall Project

Nemaska Lithium

Nouveau Monde Graphite

Osisko Gold Royalties

Falco Resources Ltd.

Radisson Mining Resources

Sayona Québec

Wesdome

- Kiena Mine Complex

INSTITUTIONS AND NONPROFIT ORGANIZATIONS

Centre de formation professionnelle de la Baie-James

Centre de formation professionnelle Val-d'Or

COREM

Groupe MISA

Institut national des mines du Québec

Québec Metallurgy Centre

Université du Québec en Abitibi-

Témiscamingue (UQAT)*

SUPPLIERS OF GOODS AND SERVICES

Aon

Caisse Desjardins des Ressources naturelles

Charl-Pol*

Emplois Compétences

Englobe

Entreprises Larry Inc.

Épiroc*

Epsilon Élevage et Manutention*

Équipement SMS EY

Fenner Dunlop

FNX-Innov inc.

Geobrug North America

Gestion ADC

Grillage Major

Groupe Alphard*

Hy-Pro Filtration*

Hydrotech Mining*

InnovExplo

Johnson Controls

Just Refiners*

McCarthy Tétrault

PwC

Ryan Affaires publiques

Sandvick Canada

SGS Canada

Sika Canada*

Toromont Ltd.

Valcourt Security*

*Joined in 2021



Newmont, Éléonore

QMA STAFF MEMBERS

As at December 31, 2021



Raglan Mine, a Glencore company

JOSÉE MÉTHOT

President and CEO*

MICHELINE CARON

Director, Environment and Sustainable Development

KATIE DENEALT

Director, advisory service on human resources and organizational development

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

ANNE-MARIE PAINCHAUD

Advisor, Communications and marketing

NANCY ROGER

Administrative Assistant, Environment, Health and Safety and Technical Services

MATHIEU ST-AMANT

Director, Strategic Communications and Public Affairs

HÉLÈNE VALOT

Administrative Assistant, Administration and Finance, advisory service on human resources and organizational development

*Member of the executive committee



Photos: Mathieu Dupuis
3D illustration: Benoit Tremblay
Cover page photo: Niobec Mine, a Magris company
Closing page photo: Rio Tinto, HSP

Québec - June 2022