

ACTIVITY REPORT 2020

A YEAR OF UNITY AND SOLIDARITY



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.

2020 – YEAR-IN-REVIEW

24

press releases
published

60,7

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

276

publications
on social media

10

briefs submitted to
the governments of
Québec and Canada

55

interviews
in the media

20 000

children's books
distributed to
disadvantaged
families

60

boards, committees
or working groups on
which the QMA sits

Ebe Scherkus, a pioneer of the mining industry in Québec, who is a member of the Québec Mining Association's Governors' Circle and a former chair of its Board of Directors, was inducted into the Canadian Mining Hall of Fame (CMHF) in 2020. Mr. Scherkus has inspired several generations of mine workers through his authenticity and love of people and the industry. The Association was very proud to attend his induction.



Josée Méthot with Ebe Scherkus at his induction into the Canadian Mining Hall of Fame.

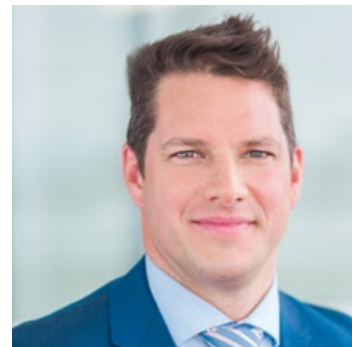


Workers at Canadian Malartic Mine complying with social distancing requirements.

The Québec Mining Association dedicates this annual activity report to all the mining industry employees and managers for their great solidarity in insuring a safe working environment by applying strict sanitary measures. Thank you for this demonstration of strength and unity.

MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

We will all remember 2020 for many years to come! The COVID-19 pandemic, although responsible for a great deal of upheaval, stress and human drama, also brought out the best in our industry. We have often said how proud we are of the industry, of its solidarity and resilience. This year, those aspects were displayed for all to see.



I was deeply touched by the willingness to work together and apply solutions aimed at limiting the spread of the virus at our sites and operations, so that we were able to continue to function and contribute to Québec's social and economic prosperity despite the global slowdown.

2020 may have been a year of great challenge, but the men and women of the mining sector rolled up their sleeves, stepped up to the plate and delivered the goods. We accomplished great things, and we did it together. Hats off to you for that!

This outpouring of solidarity was channelled among other things by our Association's leadership. We all came together behind a united front. And there is no doubt that we were successful. Our industry was one of the first to start up again in the spring, thanks to the impetus provided by the Association as it directed its members towards a common goal.

The industry is well-placed to play a role in Québec's economic recovery. The government has targeted certain priority sectors and we will be asked to contribute. Our companies are major generators of wealth and I am convinced we will live up to the expectations.

We will also be richer for this experience, thanks to the strength of our Association and the involvement of its members. I would like to take this opportunity to thank the members of our dynamic and committed Board of Directors, who supported the Association's headquarters and helped to deliver outstanding results.

We are moving into 2021 with enthusiasm and the sense of a job well done. But much work still remains and we must continue with our efforts to develop the mining industry and maintain safe workplaces for our hard-working employees.

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

Jean-François Verret, Eng.
Chairman of the Board



A MESSAGE FROM THE PRESIDENT AND CEO

Thank you! These are the first words I want to say to our wonderful members, for their cooperation, commitment and trust throughout the year. Although 2020 began just like any other year, the month of March brought a surprise we could well have done without.

Ultimately, however, the pandemic drew us together as we sought solutions to a shared problem. This willingness of our members to rally together serves as a shining example of what an association should be. We channelled our strengths to defend our industry's interests. And we were successful! We worked countless hours, made innumerable telephone calls and sent vast numbers of e-mails to prove to the government authorities that it was possible to operate mines safely. We all put our shoulders to the wheel from the outset, suggesting health and control measures to minimize the spread of the virus at mining sites. The Québec government acknowledged the stringency of the measures we proposed and quickly gave permission for activities to resume. Clearly, our efforts were productive, because very few virus cases were recorded among mining sector workers, and we can all be very proud of that.

COVID-19 has forced every organization to adjust, to a new reality, to a new "normal", and the QMA is no exception. It has adjusted its supply of services and now offers more virtual activities, which have been successful. The experience has shown that our members are interested in this new offer.

In 2020, the Québec government identified the mining industry as an important part of the province's economy and a key element in its economic recovery plans. Throughout the year, the Association worked with elected representatives and their teams, and with representatives from various government departments, to make the most of the available initiatives. Again, the QMA was able to be a major partner for the government, thanks to the solid relationship of trust built over the years.

With respect to the sector's economic role, in October we published a study on the mining industry's economic benefits for Québec, demonstrating the full scope of the industry's contribution in the so-called mining regions, and also its contribution to the major urban centres. We can be proud of the impact we have, and the wealth we create. We do all this responsibly, with an eye towards the future.

In 2020, Québec was excluded from the Fraser Institute's Top 10 ranking of the world's best places to invest. In plunging from 4th to 18th place, Québec posted its worst result since 2014, a sign that the uncertainty of recent years has rebuffed investors. The QMA is also worried about declining mining investments in Québec. We are nevertheless optimistic about the future, and will spare no effort to ensure the long-term survival of our industry.

To do this, I can count on a solid team, both at the Association's headquarters and on the Board of Directors. I am surrounded by hard-working people who are prepared to face challenges and are committed to finding solutions. I also know our members will be at our side, to support our actions and play a role in our successes.

The year 2020 certainly triggered a vast array of emotions, but it showed, more than ever before, that there is strength in numbers! Let us continue to build on our successes – and thank you once again for your trust in the QMA.

Josée Méthot, Eng., M.B.A.

President and CEO

A YEAR OF MOBILIZATION AND ACTION



Workers posing proudly and safely in front of the unique headframe at Matagami Mine.

From the early days of the pandemic in Québec, the Québec Mining Association (QMA) played a leading role by working with government authorities to minimize the negative impacts for mining operations. A mine managers' task force was also created to draw up a game plan, propose stringent measures and ensure that they were deployed quickly.

In the weeks that followed the onset of the pandemic, the QMA took part in daily telephone conference calls with representatives from the Ministère de l'Énergie et des Ressources naturelles (MERN) to discuss issues, problems and potential solutions. As a result of the QMA's proactive engagement, and thanks to the MERN's cooperation, the industry was identified as a priority for Québec's economy, meaning that

it was able to resume almost all its activities well before most other economic sectors.

Throughout the year, the QMA maintained its involvement in discussions on COVID-19 related issues specific to mining operations, including the rules applicable to fly in / fly out operations and testing laboratories.

Working together towards the same goal and pooling our strengths around the Association were key to the success of this operation.

The Association's members answered the call immediately and demonstrated their tremendous agility by proposing health and control measures that quickly convinced the government authorities of the seriousness of our approach.

BEYOND COVID-19...

The QMA, like its members, also continued with its regular activities in 2020, including the implementation of its 2020-2022 strategic plan. The team worked on a number of issues, such as environmental regulation, workforce and human resources issues, community relations and, of course, workplace health and safety (WHS).

The Association also held its first virtual annual general meeting, at which the many participants heard a speech by Jonatan Julien, the Minister of Energy and Natural Resources.

PROGRESS WITH THE 2020-2022 STRATEGIC PLAN

Although the pandemic forced the QMA to review the implementation schedule and some elements of its 2020-2022 strategic plan, many aspects were still executed during the year. In all, 92% of the actions that could be carried out during the COVID-19 pandemic have been or are in the process of being completed, sending a clear signal that the Association remained highly effective throughout the year. It has therefore continued its efforts to address the issues identified in its strategic plan:

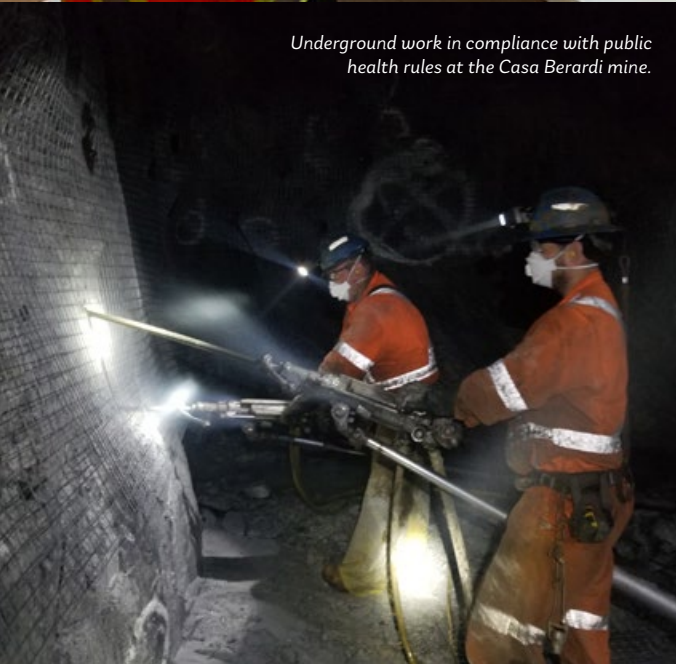
- Making Québec proud of its mining industry;
- Ensuring that Québec's mining industry is attractive and viable into the future;
- Improving the effectiveness of QMA interventions and helping the improvement of the legislative, regulatory and fiscal framework;
- Optimizing cohesion and coherency among QMA members.



Raglan Mine workers waiting to embark on a plane.



Taking temperatures at the Canadian Malartic mine.



Underground work in compliance with public health rules at the Casa Berardi mine.

THE QMA ON THE FRONT LINES FOR ITS MEMBERS

The QMA team has worked with government and political authorities on several issues of importance, defending the interests of the Association's members. These issues include the amendments made by the Québec government to the regulations governing personnel placement agencies. Although the new regulation was adopted in 2019, the QMA continued its representations and joined a legal recourse with other organizations to prevent the new definition of "placement agency" from applying to mining contractors. COVID-19 has slowed down the court timetable, meaning that the case will remain active in 2021.

The Association also filed a number of briefs during the year in support of its members' projects or to present their concerns regarding amendments to legislation or regulations:

- Brief filed with the Bureau d'audiences publiques sur l'environnement (BAPE) during its analysis of Nouveau Monde Graphite's Matawinie mining project;
- Brief filed with the BAPE in connection with the proposal to increase the storage capacity for mine tailings and waste rock at the Québec Iron Ore Bloom Lake site;
- Brief filed with the BAPE in connection with its mandate to review the inventory and management of asbestos and asbestos mine tailings;
- Brief filed with the Minister of Finance as part of the pre-budget consultations;
- Brief filed with the National Assembly's standing committee on Transportation and the Environment in connection with Bill 46, An Act to amend the Natural Heritage Conservation Act and other provisions;
- Brief filed with the MERN during its reflections on Québec's place in the development of critical and strategic minerals (CSMs);
- Comments submitted to the Ministère de l'Environnement et de la Lutte contre les changements climatiques (MELCC) on the draft Regulation respecting the regulatory scheme applying to activities on the basis of their environmental impact and other associated draft regulations;
- Comments submitted to the MELCC regarding the updating of the Regulation respecting compensation for adverse effects on wetlands and bodies of water;
- Comments submitted to the MERN on the draft bulk sampling authorization directive and application form;
- Comments submitted to the MERN on the Promoter's Guide to Bulk Sampling Authorizations.



Political and government representations

In addition to submitting briefs and comments, the Association had numerous meetings with elected representatives and government authorities:

- Attendance at the BAPE hearings in connection with the review of the inventory and management of asbestos and asbestos mine tailings;
- Participation in reflections on Québec's place in the development of critical and strategic minerals (meetings in Chibougamau and Québec City);
- Participation in pre-budget consultations and attendance at the closed session and Budget speech;
- Attendance at a meeting with the Minister of Energy and Natural Resources and senior civil servants from the MERN at the Prospectors and Developers Association of Canada (PDAC) Convention to discuss a variety of subjects including:
 - Environmental authorization processes;
 - Amendments to the Mining Act;
 - Protected areas;
 - Relations with the communities;
 - CSM development;
 - Etc.
- Attendance at the meeting held by Jonatan Julien on the work of the MERN's Bureau de coordination des droits;
- Attendance at a meeting with the Minister of Finance and several other ministers to discuss the economic recovery in the natural resources sector;
- Attendance at a meeting with the political advisor to the Minister responsible for Indigenous affairs, among other things to discuss relations with the communities and financial requests;
- Attendance at meetings with government authorities on recommendations for fly in / fly out operations during the COVID-19 pandemic;
- Presentation of the measures implemented by the mining industry to limit the spread of COVID-19, at a meeting organized by the MERN and also attended by the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST), the Public Health Authority, the Institut national de santé publique du Québec and union representatives;
- Intervention at a conference of the Minister of the Environment and the Fight Against Climate Change and the Minister of the Economy and Innovation, to underscore the importance of restarting all mining activities and to discuss consultations on the modernization of environmental regulations;
- Attendance at a meeting with CNESST authorities on the Mine Rescue Department's facilities in Val-d'Or;
- Participation in the MERN's public consultation on the updating of the Outaouais region's public land use plan;
- Participation in a consultation organized by the MELCC on the updating of the Regulation respecting compensation for adverse effects on wetlands and bodies of water – industrial sector;
- Participation in the MELCC's pre-consultations on the operating rules for Québec's carbon emission cap-and-trade system (known by its French acronym SPEDE);
- Attendance at a meeting with the MELCC department responsible for wastewater;
- Presentation to the National Assembly's standing committee on Transportation and the Environment on Bill 46, An Act to amend the Natural Heritage Conservation Act and other provisions;
- Attendance at an information session on the strategic evaluation of climate change organized by Environment and Climate Change Canada (ECCC);
- Attendance at a meeting organized by Natural Resources Canada (NRCan) on reinventing the National Orphaned/Abandoned Mines Initiative (NOAMI);
- Attendance at a consultation by NRCan on the Canadian list of critical minerals.



Casa Berardi Mine



Agnico Eagle Mines - Goldex / by Mathieu Dupuis

Throughout the year, the QMA kept the communication channels open with Jonatan Julien, Minister of Energy and Natural Resources, and with his department's political personnel and senior civil servants, to address specific problems and members' concerns, including:

- Critical and strategic minerals;
- Proposed changes to workplace health and safety regime;
- Relations with the Aboriginal communities;
- Environmental authorization process, environmental regulations and overlapping jurisdiction;
- Restoration of orphaned mining sites;
- Protected areas;
- Etc.

In 2020, the QMA also took steps to examine the amendments proposed by the Minister of Labour, Employment and Social Solidarity to the Act respecting occupational health and safety and various regulations, in order to modernize Québec's 40-year-old occupational health and safety regime. The proposed amendments will be debated by the National Assembly in 2021.

In addition to its interventions with elected representatives and the government, the QMA also attended:

- A consultation meeting for clients, organized by the Association de la construction du Québec to discuss collective agreement negotiations in the institutional, commercial and industrial sectors;
- A working meeting on the review of the Canadian Environmental Protection Act, organized by the Quebec Business Council on the Environment (CPEQ);
- Follow-up meetings on battery material traceability, organized by Propulsion Québec.

The QMA – active in the field

In 2020, the QMA continued to represent the mining industry on a variety of committees, working groups, Boards of Directors, and others.

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

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 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

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

COREM

- Non-voting member of the Board of Directors

ENVIRONMENT AND CLIMATE CHANGE CANADA (ECCC)

- Member of the working group on the National Pollutant Release Inventory

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 internal management committee

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 climate change working group
- Member of the Canadian industrial associations working group
- *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'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-QMA committee
- Member of the industrial and mining cocreation table on the modernization of the environmental authorizations scheme

MINISTÈRE DE L'ENVIRONNEMENT ET DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES AND SOCIÉTÉ DU PLAN NORD

- Member of the working group on non-industrial activities on 30% of the area covered by the Plan Nord
 - Member of the 30% working subgroup (SGT30)

MISA

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

NATURAL RESOURCES CANADA (NRCAN)

- Member of the Hydrogen Strategy Implementation Strategic Steering Committee

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
- 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 working Group

REVENU QUÉBEC

- Member of the liaison committee on mining taxation

SOCIÉTÉ DU PLAN NORD

- Member of the Assembly of Partners

UNIVERSITÉ DE SHERBROOKE'S CHAIR FOR WOMEN ON SCIENCES AND ENGINEERING

- Member of the FORCE committee

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.

In addition to its presence on various bodies, the Association's team also represented the mining industry at a variety of events, in person or virtually, and with partner organizations:

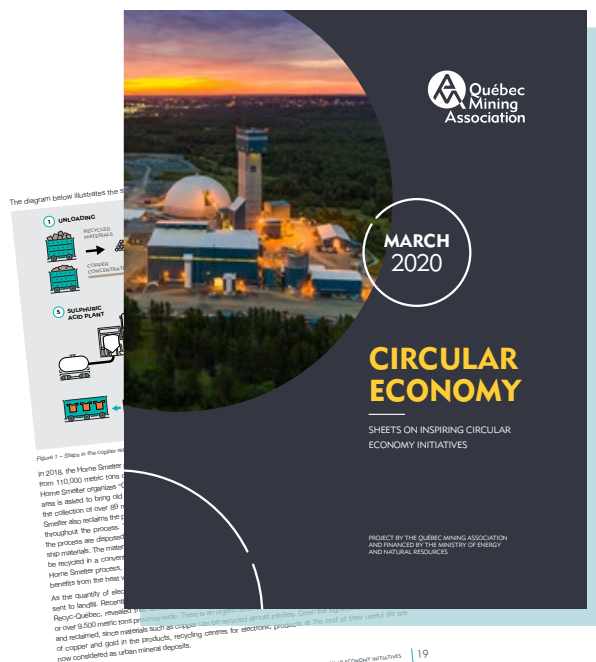
- Presence at the head table at the Canadian mining Hall of Fame annual Dinner and induction ceremony;
- Presence at the launch of the Université Laval's research Chair on coastal ecosystems and port, industrial and maritime activities;
- Attendance at the annual PDAC Convention:
 - Presence at the speech given by Canada's Prime Minister, Justin Trudeau;
 - Presence at the launch of the 2020 Action Plan for the Canadian Minerals and Metals Plan by Canada's Minister of Natural Resources;
 - Presence at a reception given by Investissement Québec;
- Presence at the Québec government's launch of the Québec Plan for the Development of Critical and Strategic Minerals;
- Presence at a presentation on the Plan for the Development of Critical and Strategic Minerals made by the Minister of Energy and Natural Resources, organized by the CPQ;
- Presence at a press conference for the launch of the 2020-2023 Northern Action Plan by the Minister of Energy and Natural Resources, and presentation of a short video produced by the QMA on its definition of "inhabiting the North";
- Attendance at a conference given by the Minister of Labour, Employment and Social Solidarity on the measures introduced by the government to support companies during the pandemic;
- Presentation to the Canada-Peru Chamber of Trade on Québec's mining sector during the pandemic;
- Discussion with the President and CEO of the Fédération des chambres de commerce du Québec (FCCQ) on mining industry issues, in particular with respect to the COVID-19 pandemic;
- Attendance at a conference given by the Minister of Energy and Natural Resources, organized by the FCCQ;
- Presence at a speech given by Québec Premier François Legault at the CPQ's annual general meeting;
- Attendance at a meeting with the new President and CEO of the CPQ to discuss the CPQ's economic guidelines;
- Participation in a consultation on the amendments to the CPQ's strategic plan;
- Attendance at a virtual meeting of the CPQ on recent changes to support measures for individuals and companies;
- Participation in the CPQ's Forum of Associations;
- Presence at the Alliance Magnesium virtual ground-breaking ceremony;
- Attendance at a meeting with representatives of the James Bay Development Corporation to discuss the organizations' respective mandates;
- Attendance at a discussion meeting with the Director General of the MERN's Direction générale des mandats stratégiques to discuss the work of the Bureau de coordination des droits;
- Attendance at a discussion meeting with the Société du parc industriel et portuaire de Bécancour on the Bécancour innovation zone (liquid hydrogen for the heavy industry);
- Attendance at the launch meeting of the Canadian Hydrogen in Mining Steering Committee organized by NRCan;
- Attendance at a meeting of the John T. Ryan trophy committee;
- Discussions with the Executive Director of the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) concerning the Global Mining Guidelines Group expansion project with respect to sustainability standards and government representations ;
- Attendance at a meeting with the Canadian Association of Petroleum Producers to discuss the federal clean fuel standard during economic recovery periods;
- Presence at the conference of the United Nations Executive Secretary on climate change, organized by the Montreal Council on Foreign Relations (MCFR);
- Presence at a conference by the President and Chief Executive Officer of Investissement Québec, organized by the Chamber of Commerce of Metropolitan Montreal;
- Attendance at the INMQ virtual conference;
- Attendance at a webinar organized by the United States Embassy on CSMs;
- Attendance at the conference organized by PwC and Fasken on the 2021 market trends in the mining sector.

RELEVANT, CREDIBLE PUBLICATIONS

In 2020, the QMA published its third study on the mining sector's economic benefits for Québec and its first report on the circular economy in the mining sector. These reports will support the Association's communications and political interventions and will help to promote the value of the industry.

A growing economic impact

The Association's most recent study of the mining industry's economic benefits for Québec confirms previous trends and shows that total annual spending by mining companies has continued to increase, reaching almost \$10 billion in 2018, an increase of \$4 billion from 2014 levels. Although the information relates to 2018, it is the most recent available and provides a representative view of the mining industry's contribution to Québec's socioeconomic development.



The circular economy, an established trend in the industry

To promote circular economy initiatives in Québec's mining sector, the MERN asked the QMA to produce an inventory of practices. The report published in 2020 presents seven initiatives mainly centred on reclamation and re-use of materials. The QMA thanks the members who took part in the inventory.

A STRONG PRESENCE IN THE MEDIA

The industry continued to occupy media and advertising space during the year, thanks to the QMA's communications initiatives. Once again, the Association, through its interventions on subjects in the news and its mass-market communication actions, helped to strengthen the industry's reputation, demonstrate its relevance and benefits and explain its practices.

In 2020, the QMA's media initiatives, based on a strategy focused on an increased television presence and dynamic, modern content, were viewed nearly 61 million times by Quebecers, 90% of whom were from its target audience of French-speaking adults between 25 and 54 years of age.

By doing so, the Association's advertising messages, videos and content articles have attracted 213.5 million plays, impressions and views since 2017. Another good note, the industry's actions continue to be popular and of interest to Québecers. According to a survey commissioned by the Association, 75% of Quebecers said they would watch other QMA content and 62% said they were interested in learning more about the mining industry after viewing or hearing its messages.

The partnership with Télé-Québec's Génial! was renewed, allowing the industry's benefits to be presented in a serious but playful way, through content endorsed by credible popular science presenter Martin Carli. In 2020, the program addressed two mining-related subjects: lithium processing and uses, and titanium and its use in orthopedic prostheses.

The Association also worked with Agnico Eagle Mines and other members to produce a video on technological innovations in the mining industry. The video was broadcast online in Le Devoir and the Journal de Montréal, and showed a facet of mining activity about which little is generally known.

With regard to its online activity, the Association continued to maintain its Facebook page MinesQC, which has more than 32,000 subscribers, as well as its Twitter account and its Instagram account, where more than 1,400 followers enjoy photographs showing different aspects of the mining industry. In all, 276 publications appeared on the QMA's various platforms.



Excerpt from a video showcasing technological innovation in the mining industry.

The QMA in the media

In addition to its mass-market communication activities, the Association continued its efforts to shine a spotlight on the good work done by the industry and its issues.

- 24 press releases were published on a variety of subjects:
 - Resumption of mining activities after the stoppage caused by COVID-19;
 - The industry's reaction to the Québec government's 2020-2021 budget;
 - Publication of the study of the mining industry's economic benefits;
 - Environmental regulations;

- The 2020 review of the industry;
 - Québec's attractiveness to investors;
 - Critical and strategic minerals;
 - The Québec government's Northern Action Plan;
 - Induction of Ebe Scherkus into the Canadian Mining Hall of Fame;
 - Awards and recognitions received by QMA members;
 - Digital skills in the mining industry;
 - Scholarships paid by the Association.
- 55 interviews in the media on mining sector issues
 - 6 articles published by the QMA in magazines, newspapers and blogs

To inform its members, the QMA published 40 issues of its newsletter *The QMA in Action* and 22 issues of *The QMA in Action Express*. It also issued a daily media-monitoring bulletin, sent 46 environment bulletins and nearly 100 notes to its members on human resource issues.

To bring a smile to disadvantaged children in the Québec City area, the Association distributed 20,000 copies of its children's book *Little Treasures on the High Seas*, a playful demystification of the mining industry. The books were included in Christmas hampers distributed by the Société Saint-Vincent-Paul and Moisson Québec.



FOR A QUALITY, TRAINED WORKFORCE

In 2020, the QMA continued its actions to maintain strong connections with educational institutions, partner organizations and members in order to provide support for student recruitment, provide training and assist the mining companies with the challenges of the COVID-19 pandemic. These actions included:

- Numerous interventions to maintain student work placements despite the pandemic;
- Partnership with and support for the Mining Industry Human Resources Council (MiHR) to help with the Gearing Up program, which encourages work placements for new graduates, and to hold its virtual employment fair;
- Five-year renewal of the partnership with the Université de Sherbrooke's Chair for Women in Sciences and Engineering, to maximize the presence and retention of women in the sciences and engineering.

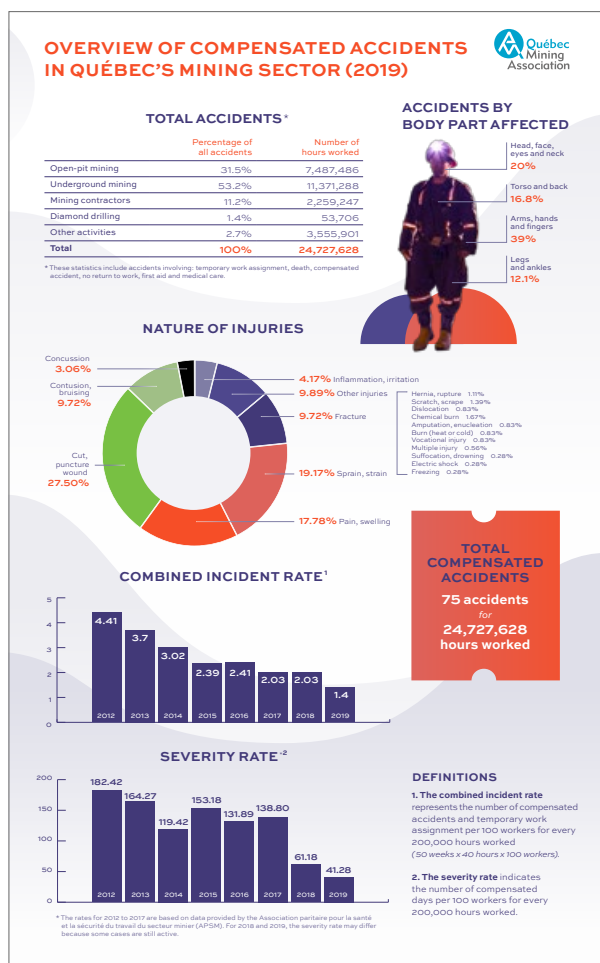
The mining industry's digital transition continues, and the Association joined forces with the Institut national des mines du Québec and the Comité sectoriel de main-d'oeuvre de l'industrie des mines (CSMO Mines) to equip its members for the transition. The QMA held digital skills training workshops to help mining companies with the application of digital technologies. The workshops provided training for QMA members on the use of the human resources tools developed during the project. The QMA also helped to develop and deliver virtual training on these tools, which was given to a total of 150 people from mining companies and the education community.

WORKER HEALTH AND SAFETY INITIATIVES

As is the case every year, worker health and safety was a key aspect of the QMA's work. The Association did everything possible to help improve the industry's health and safety record and provide assistance to members, for example by helping to ensure that legislation and regulations are adapted to the needs of a constantly changing mining sector, and by representing its members in dealings with various authorities.

The QMA's new compilation platform for accident statistics became fully functional in 2020. It will provide members with access to a variety of indicators, including frequency rates, injury types, affected body parts, etc.

An infographic showing the main accident statistics was also created.



To facilitate follow-up to visits by CNESST inspectors and to record the results of those visits, the QMA produced an input form that can be used to identify the legislative provisions cited most often by the inspectors. Once the data has been entered by QMA members, a diagram will be produced, showing the sections of the Act that were infringed or for which derogations were granted during the year. This will allow members to prepare more effectively for the inspectors' visits, and to take any remedial steps that may be needed.

The Association also introduced a new data input platform designed to improve the efficiency of Catamine and update the mine rescue handbook. First published in 1983, the Catamine handbook is a tool for mines dealing with situations likely to degenerate into emergencies. It was completely overhauled in 2020, to better address the needs of the mines.

The QMA also carried out a management diagnosis at Hecla Québec's Casa Berardi mine, as part of an ongoing improvement process for the industry's worker health and safety practices.



Martin Gagnon, the QMA's director of prevention and workplace health and safety, engaged in a discussion with workers at the Casa Berardi mine following its health and safety diagnosis.

AN ASSOCIATION COMMITTED TO SUSTAINABLE DEVELOPMENT

Above and beyond speeches, the Association took a number of concrete steps to foster the sustainable development of the mining industry and to help maintain good relationships with local communities. With that in mind, its Coordinator of Community Relations and Sustainable Development attended a seminar on the implementation of impact and benefit agreements (IBAs), organized by the Centre interuniversitaire d'études et de recherches autochtones. The seminar was held at the ancestral Aboriginal site Mushuau-Nipi, located on the migratory trail of the George River caribou herd.



Josée Méthot with members of the TSM Community of Interest Advisory Panel.

Towards Sustainable Mining

In 2020, the QMA continued to implement the *Towards Sustainable Mining* (TSM) initiative among its members, and also provided the tools they need to continue to improve their practices.

As of December 31, 2020, 13 out of a possible 18 Association members had published their 2019 results.

Two QMA members, Québec Iron Ore and Eldorado Gold Québec, began to apply the initiative in 2020 and will publish their results in 2021.

In accordance with TSM requirements, the QMA assisted three of its members with their 2020 self-assessment process. In addition, a TSM working group, composed of site representatives, was set up during the year.

The QMA also presented TSM at a panel on biodiversity held at the Salon des technologies environnementales du Québec (TEQ) in Québec City, and took part in various working meetings on the initiative.

Maxime Lachance, the QMA's coordinator of community relations and sustainable development, in a discussion with participants at the seminar.

The camp erected on the ancestral site of Mushuau-Nipi.

MEMBER INVOLVEMENT IN THE ASSOCIATION

**True to their habits,
representatives from QMA member
companies made outstanding
contributions to its work, by sitting
on committees, taking part in
working groups or participating
in discussions on subjects
in the news.**

The Association's committees were very busy during the year, and the QMA salutes the members' involvement and the chairs' commitment.

- Catamine (president: Nancy Létourneau, LaRonde Complex, Agnico Eagle Mines)
- Communications (president: Stéphanie Lemieux, Horne Smelter, a Glencore company)
- Communities relations (president: Jacynthe Lafond, Newmont - Éléonore)
- Environment (president: Martin Duclos, Canadian Malartic Mine, Canadian Malartic G.P.)
- Ground Control (president: Véronique Giroux, Niobec, a Magris Resources company)
- Health and accident prevention (president: Ronald Durham, Casa Berardi Mine, Hecla Québec)
- Human resources (president: Evelyn Gauthier, Seleine Mines, K+S Windsor Salt Ltd)
- Industrial hygiene (president: Guillaume Lachapelle, Rio Tinto)
- Maintenance (president: Martin Pichette, Eldorado Gold Québec)
- Taxation (president: Vanessa Laplante, Canadian Malartic G.P.)
- Strategic committee on human resources
- COVID-19 extraordinary committee on human resources
- TSM committee
- Mining company leaders' group



VARIOUS TRAINING SESSIONS AND WEBINARS

The QMA adjusted to the new situation created by COVID-19 by improving its supply of exclusive training sessions and webinars for its members.

- Training session on understanding and preventing psychological and sexual harassment in the workplace
- Training session on general employment case law and COVID-19
- Training session on the Regulation respecting personnel placement agencies and recruitment agencies for temporary foreign workers
- Training session on 2020 HR trends and HR trends post-COVID-19
- Webinar on overall remuneration in the context of COVID-19
- Webinar on recognition at work
- Training session on storytelling
- Training session on the new TSM Indigenous and Community Relationships Protocol
- Training session on the TSM Tailings Management Protocol
- Training session in French for TSM audit service providers
- Webinar on the MELCC's mine tailings characterization guide
- Webinar on the MELCC's guide for project proponents on the information and consultation process for Indigenous communities
- Webinar on the work of the INQ Research Chair on Northern Sustainable Development
- Webinar on the mining industry's economic benefits for Québec
- Webinar on cybersecurity and cyber-espionage

AN ASSOCIATION THAT SUPPORTS ITS PARTNERS AND THE NEW GENERATION

The QMA has always been present to foster a future generation of highly-qualified individuals in the industry, and to support its partners' initiatives, and 2020 was no exception.

The Association awarded four scholarships to encourage and provide financial support for students undertaking university studies in Québec in fields associated with the earth sciences:

- Claude-Drouin postgraduate research scholarship:
 - Tomy Roy, mineral engineering doctoral student at the Université du Québec en Abitibi-Témiscamingue (UQAT);
- Mining industry scholarships:
 - Pierre-Olivier Leroux, geology student at Université Laval;
 - Jonathan Gignac, mining engineering student at Université Laval;
 - Félix Rocheleau, mining engineering student at Université Laval.

To support CSMO Mines' actions and projects, the QMA renewed its "bronze" partnership and also contributed financially to the investigation of remuneration in Québec's mining industry for hourly-paid, managerial, professional and technical employees.

The Association also worked with the INMQ to produce a profile of in-house staff training offered by mining companies.

REWARDING GOOD WHS PERFORMANCES

Despite the pandemic, the QMA continued to honour its members for their workplace health and safety performances.

F.J. O'Connell trophies

In 2020, 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 WHS record, were awarded as follows:

- Underground operations – less than 400,000 hours: Seleine Mines, K+S Windsor Salt Ltd.
- Underground operations – 400,000 hours and over: Goldex Mine, Agnico Eagle Mines
- Surface operations, transportation and primary metals processing: Canadian Malartic Mine, Canadian Malartic G.P.

- IAMGOLD Corporation – Westwood Mine;
- Matagami Mine, a Glencore company;
- Newmont – Éléonore;
- Niobec, a Magris Resources company;
- Raglan Mine, a Glencore company;
- Rio Tinto Fer et Titane;
- Seleine Mines – K+S Windsor Salt Ltd;
- Stornoway Diamond Corporation – Renard Mine.

Once again this year, the team led by Israël Gauthier, a supervisor at the Horne Smelter oxygen and acid plant, set a new record by accumulating 600,000 hours of work without a compensable accident.

WHS Recognition Trophy

The Association also rewarded the efforts of 159 forewomen, foremen and supervisors in the mining sector, who were awarded the WHS Recognition Trophies for the efforts they and their teams had made to maintain a safe workplace for periods of between 50,000 and 600,000 hours.

The recognized employees work for the following companies:

- Agnico Eagle Mines – Goldex Mine;
- Agnico Eagle Mines – LaRonde complex;
- ArcelorMittal Mining Canada;
- Canadian Malartic G.P. – Canadian Malartic Mine;
- Canadian Royalties – Nunavik Nickel Project;
- CMAC-Thyssen Mining Group;
- Eldorado Gold Québec;
- Hecla Québec – Casa Berardi Mine;
- Horne Smelter, a Glencore company;

New trophies

In 2021, the QMA will present its new Distinction Awards for initiatives in the areas of communications-marketing, environment, community relations and human resources.

THE MEMBERS OF THE BOARD OF DIRECTORS

As at December 31st, 2020

JEAN-FRANÇOIS VERRET,
Chairman of the Board

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

VANESSA LAPLANTE,
Vice-Chairwoman and Treasurer of the Board

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

ALEXANDRE BELLEAU,
Secretary of the Board

Chief Operating Officer, Quebec Iron Ore*

JEAN-BAPTISTE DROMER

Senior Director, Mining and Manufacturing, K+S Windsor Salt*

MARC BÉDARD

Chief Operating Officer of Copper Metallurgical Sites, Glencore

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 Operations - Eastern Canada, Agnico Eagle Mines

JEAN QUENNEVILLE

Director External Affairs – Québec, Rio Tinto

PATRICK SÉVIGNY

Chief Operating Officer, Stornoway Diamond Corporation

STÉPHANE STE-CROIX

Vice President, Canadian Operations, and General Manager, Gold Côté Project, IAMGOLD Corporation

GUY TREMBLAY

Director, Human Resources and Health & Safety, CMAC-Thyssen Mining Group

ISABELLE VERREAULT

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

**Member of the Executive Committee*

***Commenced duties in 2020*



Niobec

Members of the Association

As at December 31st, 2020

OPERATING MINES, TREATMENT AND REFINING FACILITIES

- Agnico Eagle Mines Ltd
 - Goldex Mine
 - LaRonde Complex
- ArcelorMittal Mining Canada G.P.
- Bonterra Resources inc.
 - Lac Bachelor Mine
- Canadian Malartic G.P.
 - 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
- K+S Windsor Salt Ltd
 - Seleine Mines
- Monarch Gold Corporation
 - Beaufor Mine
 - Camflo Plant
- Newmont
 - Éléonore
- Niobec, a Magris Resources company
 - St-Armand Plant
- Omya Canada inc.
 - Renard Mine
- Quebec Iron Ore
- Rio Tinto Fer et Titane
- Stornoway Diamond Corporation
 - Tata Steel Minerals Canada Limited
- Yamana Gold inc.

MINING CONTRACTORS

- Audet & Knight*
- Bird Heavy Civil Ltd
- CMAC-Thyssen Mining Group

- Construction Kiewit Cie
- Dumas Contracting Ltd.
- EBC
- Groupe Gilbert
- Machines Roger International inc.
- Procon
- Redpath Canada Ltd
- SWATcrete*
- Technica Mining*

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

- Agnico Eagle Mines Ltd
 - Lapa Mine
- Arianne Phosphate Inc.
- BlackRock Metals inc.
- Dumont Nickel (Magneto Investments)
- Falco Resources Ltd
- Galaxy Lithium
- Nemaska Lithium
- Nouveau Monde Graphite
- Osisko Gold Royalties
- Osisko Mining inc.
 - Windfall Project
- Radisson Mining Resources
- Sayona Québec
- Wesdome
 - Kiena Mine

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
- Quebec Metallurgy Center

SUPPLIERS OF GOODS AND SERVICES

- Aon
- Caisse Desjardins des Ressources naturelles*
- Emplois Compétences
- Englobe
- Entreprises Larry Inc.
- EY*
- Fenner Dunlop
- FNX-Innov inc.
- Geobrug North America*
- Gestion ADC
- Groupe Conseil Novo SST
- InnovExplo
- Johnson Controls
- Major Mesh
- McCarthy Tétrault
- PwC
- RM Recrutement International
- Ryan Affaires publiques
- Sandvick Canada
- SGS Canada
- SMS Equipment
- Toromont Ltd

*Joined in 2020

The Association staff

As at December 31st, 2020

- **JOSÉE MÉTHOT**
President and CEO*
- **MICHELINE CARON**
Director, Environment and Sustainable Development
- **KATIE DENEALTE**
Director, Human Resources and Organizational 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
- **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, Human Resources and Organizational Development Consulting Services**

*Member of the Executive Committee

**Commenced duties in 2020

