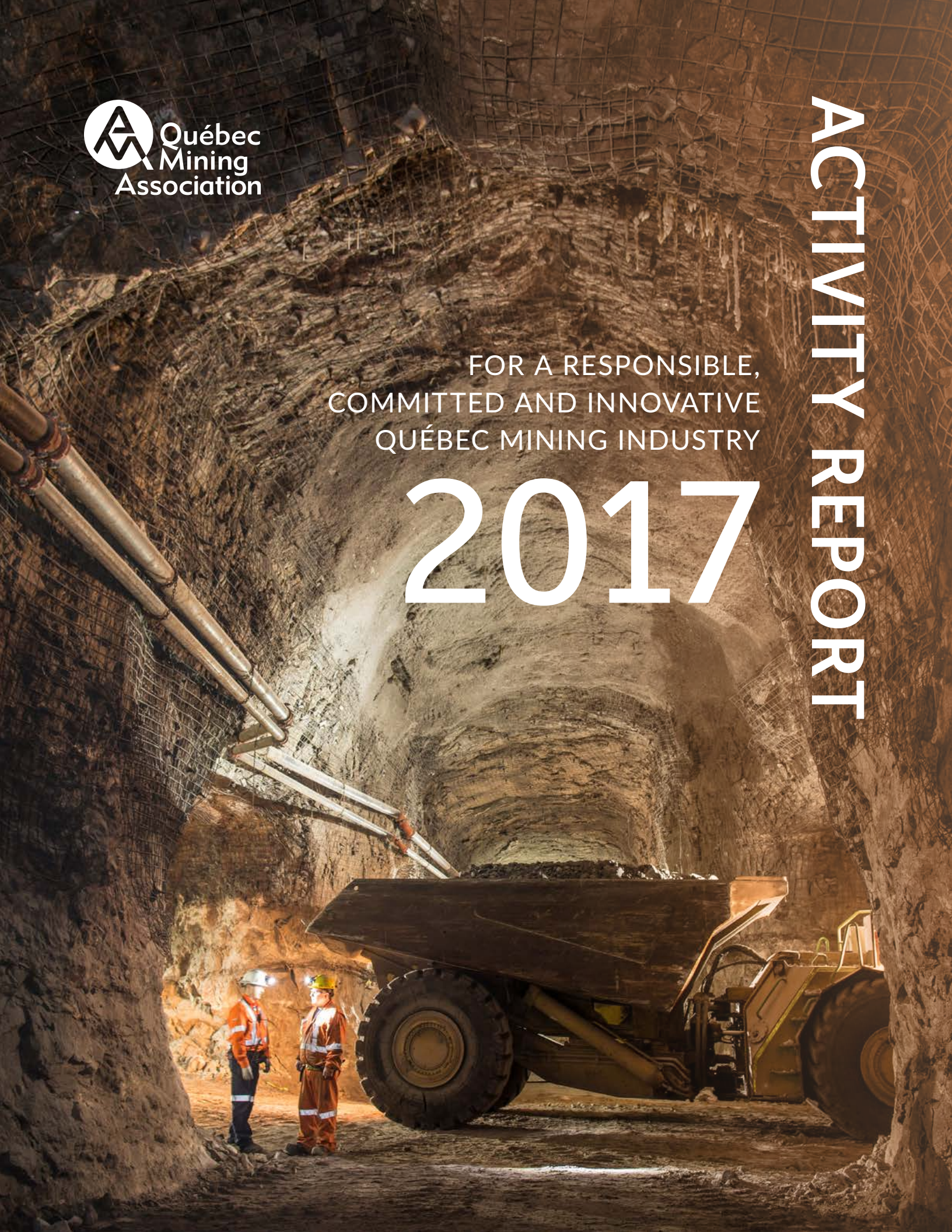




FOR A RESPONSIBLE,
COMMITTED AND INNOVATIVE
QUÉBEC MINING INDUSTRY

2017

ACTIVITY REPORT



THE ASSOCIATION'S MISSION VISION AND VALUES

MISSION

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

VALUES

Membership in the QMA entails compliance with the values of:

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

VISION

The Québec Mining Association plays a leadership role as a reference for a responsible, innovative and competitive Québec mining industry, within a sustainable development perspective.

* Cover page: Photo showing mining operations at the Niobec mine, a Magris Resources company

MEMBERS OF THE BOARD OF DIRECTORS (ON DECEMBER 31, 2017)

Jean-François Verret, Chairman of the Board*

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

Christian Provencher, Vice-Chairman of the Board*

Vice-President Canada
Agnico Eagle Mines

Vanessa Laplante, Treasurer of the Board

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

Ghislain Poirier, Secretary of the Board*

Vice-President, Public Affairs
Stornoway Diamond Corporation

Claude Bélanger*

General Manager
Horne Smelter, a Glencore company

Sophie Bergeron

Mine General Manager
Goldcorp - Éléonore

Olivier Berman

General Manager
Seleine Mines, K+S Windsor Salt Ltd.

Jean-Sébastien Couillard

Chief Financial Officer
ArcelorMittal Mining Canada

André Gaumond

Member of the Board of Directors
Osisko Gold Royalties

Luc Guimond

President
CMAC-THYSSEN Mining Group

Hélène Lauzon

President
Québec Business Council
on the Environment (CPEQ)

Stéphane Ste-Croix

Vice President and General Manager
Niobec, a Magris Resources company

Isabelle Verreault

Senior Vice-President and General
Manager for Québec
Hill+Knowlton Strategies

* Members of the Executive Committee



A MESSAGE FROM THE CHAIRMAN OF THE BOARD



It has been my pleasure and privilege to chair the Québec Mining Association's Board of Directors for more than three years now. This year's report clearly reflects the colossal effort made by the Québec Mining Association (QMA) team in recent months to fulfill its primary mission. None of this would have been possible without the constant support of our members, whose involvement helps ensure that the Association is both dynamic and effective.

Excellent mines are active and some interesting projects are under development helping to diversify the range of minerals mined in Québec. Although not everything is rosy, the sluggishness of recent years seems to have given way to a wave of optimism that gives us the motivation we need to face the challenges before us. Among other things, the Fraser Institute confirmed that, in 2017, Québec rose from 8th to 6th place in the list of best places for investment worldwide. In addition, the Institut de la statistique du Québec reported an increase in mining investments in 2016, from \$2.49 billion to \$2.57 billion.

Despite these positive results, it is important not to take our eye off the ball. When the mining sector is strong, it is the right time to prepare the future. We need to develop the best possible tools to help increase our competitive capacity and attractive force, but also to ensure the longevity of the industry in Québec. This will, of course, require government support for mining activity. The QMA passes this message to all the MNAs it meets, regardless of whether they are members of the government party or an opposition party, so that everyone understands how important it is to stimulate the development of new projects now, in order to take advantage of the window of opportunity available to us.

The issue of labour shortage has also been at the heart of the QMA's actions in 2017. Québec expertise is recognized around the world and is our pride. It is therefore essential to ensure that we maintain and renew our labour pool, the true inner strength of our industry.

In 2017, the QMA team was able to defend the interests of the mining industry in general and its own members in particular, so as to help create winning conditions for growth-generating projects that will bring prosperity to the people of Québec. Examples of the QMA's actions include speeches to a variety of audiences, positions on issues affecting mining companies and dialogue, lively on occasion, with government authorities. Public communication efforts have also helped to convey a positive image of the mining sector and its importance in everyday life, thereby increasing our credibility in the population.

I would like to take advantage of this opportunity to underscore the efforts of the QMA's small but powerful team that works hard on a daily basis to promote Québec's mining industry. I would also like to mention the unwavering commitment of the Board of Directors and the the leadership and vision of the Association's President and CEO, whose collaboration I appreciate greatly, and who orchestrates and guides the skills of the team's passionate professionals.

The year 2017 has paved the way. It is now up to us to move forward in the same direction, so that Québec can continue to have a strong mining sector that is a source of pride for us all.

Jean-François Verret, Eng.
Chairman of the Board

A MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

We are very proud to present this activity report setting out the Québec Mining Association's achievements for the year 2017. It clearly shows how hard the entire team has worked to achieve the mission entrusted to it: namely to promote, support and proactively develop a responsible, committed and innovative Québec mining industry.

Among other things, the QMA has taken steps to improve the industry's profile in the media, especially in the major cities, by launching an important campaign designed to demystify mining activity, explain the industry's methods and highlight its importance, not only in everyday life but also in the social and economic development of Québec. And the campaign worked. Overall, the QMA's public communications were viewed 44 million times between May and December 2017, a result that goes far beyond the original targets and provides the motivation we need to continue our efforts in 2018.

When it comes to communications, as with every other sphere of the QMA's activity, it is important not to lose sight of the ultimate goal of our strategic plan, namely to ensure the longevity of the mining industry in Québec. **It is this that drives us forward.**

To be successful, we need to pursue our efforts at the same pace and create conditions that will help maintain or even improve Québec's force of attraction for investors by developing an environment that is competitive from an economic, legislative and regulatory standpoint.

The year now beginning is a promising one, but it also presents a number of challenges. They include government greenhouse gas reduction requirements and new environmental authorization processes. Two major issues that will continue to be of concern to the QMA and its members in 2018 are the fourth industrial revolution, or Industry 4.0, and workforce needs.

Clearly, the QMA's success depends on the commitment and efforts of its outstanding team, and I would like to underscore the exceptional contribution made not only by the Board members and permanent staff, but also by the Association's members. Together, we can accomplish great things, and I thank you for your confidence in your Association.



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



In 2017, the Québec Mining Association (QMA) did everything it possibly could to assist its members with their activities and to ensure that new government requirements take into account the situation of the mining companies that have chosen Québec as the base for their operations.

ACTIONS INVOLVING ELECTED REPRESENTATIVES AND GOVERNMENT AUTHORITIES

- Attendance at the meetings of the subcommittee on administrative simplification of the Ministère de l'Énergie et des Ressources naturelles (MERN) (January, February and November 2017)
- Attendance at meetings of the MERN's subcommittee on the simplification of the mining royalties regime (January, March, October and November 2017)
- Filing of comments on the orientations of the proposed regulation on pits and quarries (January and October 2017)
- Participation in the Québec Government's pre-budget consultations (February 2017)
- Support for the Beauport 2020 project presented by the Québec Port Authority, in view of its structural importance for the mining industry (February 2017)
- Attendance at the meetings of the mine waste working table of the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (MDDELCC) (February and November 2017)
- Meeting with Éric Lefebvre, Second Opposition Group critic for natural resources, to present Québec's mining sector and discuss its concerns regarding the administrative and regulatory burdens facing mining companies (March 2017)
- Participation in the targeted consultations organized by the Ministère des Forêts, de la Faune et des Parcs (MFFP) on the proposed modernization of the Regulation respecting wildlife habitats (March 2017)
- Meeting with Sylvain Rochon, Official Opposition critic for natural resources, to present the issues facing Québec's mining industry (March 2017)
- Attendance at meetings of the task force responsible for achieving the 30% protection target in the area covered by the Plan Nord (March, June, August, September and November 2017)
- Participation in consultations for the Forum of Ministers Responsible for Northern Development, organized by the Société du Plan Nord, on exemplary workforce development practices and support for northern challenges (April 2017)
- Attendance at a meeting with the MERN and the Institut de la statistique du Québec with a view to simplifying the surveys sent to mining companies (April 2017)
- Participation in the *Mineral Outlook Dialogue* organized by Natural Resources Canada to obtain comments from the mining industry and other groups, with a view to devising a strategic vision for mine development in Canada and placing the mining industry on the federal government's agenda (May 2017)
- Attendance at the joint MDDELCC-QMA committee meeting (May 2017)



- Intervention in connection with the unlimited construction industry strike, due to its potential impact on the mining industry, in order to ask the Government to intervene (May 2017)
- Filing of comments on the review of the federal environmental impact assessment process (May and August 2017)
- Filing of a brief and comments on the draft bill on the conservation of wetlands and bodies of water (May and December 2017)
- Filing of comments on the MERN's local community intervention strategy (June 2017)
- Participation in consultations organized by Environment and Climate Change Canada on the draft Metal Mining Effluent Regulation (June 2017)
- Participation at a meeting with Luce Asselin, the new Associate Deputy Minister for Mines, to discuss the industry's main issues (June 2017)
- Participation in consultations on the cap-and-trade system review organized by the MDDELCC (June and July 2017)
- Attendance at meetings of the MDDELCC/Ministère de l'Économie, de la Science et de l'Innovation (MESI) interministerial committee on nickel (June and September 2017)
- Filing of comments on the Government's orientations for the cap-and-trade system for greenhouse gas emission allowances (July 2017)
- Filing of comments on the draft Metal Mining Effluent Regulation (July 2017)
- Involvement in the organization of a trip to Abitibi-Témiscamingue for MNA Éric Lefebvre (CAQ) (July and August 2017)
- Attendance at the Canadian Energy and Mines' Ministers' conference to convey the concerns of Québec's mining industry (August 2017)
- Participation in a Natural Resources Canada consultation session in order to develop a strategic vision for mining development in Canada (August 2017)
- Attendance at meetings with the chief of the mine rescue service of the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) regarding the department's budget and the purchase of equipment (August and November 2017)
- Attendance at a meeting with representatives from the MERN and the MFFP to discuss the woodland caribou conservation plan (September 2017)
- Filing of comments on the proposed regulation respecting the cap-and-trade system (October 2017)
- Attendance at a meeting with Sylvain Gaudreault, Official Opposition Group critic for the environment and the fight against climate change, and Alain Therrien, Official Opposition Group critic for the economy, to discuss the prospects for introducing technological innovations that would reduce the mining sector's carbon footprint (October 2017)
- Attendance at a meeting with the political advisor of the new Minister of Sustainable Development Environment and the Fight Against Climate Change, to get to know one another, introduce the mining industry and discuss its issues (November 2017)
- Participation in targeted consultations organized by the MDDELCC on the draft Regulation respecting pits and quarries (November 2017)



Above, from left to right: Éric Lefebvre, Luc Guimond, Guy Tremblay, Ghislain Blanchet and François Legault

- Participation in the organization of a tour of the Abitibi-Témiscamingue region by François Legault, leader of Coalition Avenir Québec (December 2017)
- Attendance at a meeting with the MDDELCC deputy minister to discuss the issue of financial compensation for the loss of wetlands and bodies of water (December 2017)



The Mining Day on the Parliament Hill

The third edition of the Mining Day on the Parliament Hill was once again a resounding success. The event, on the theme of administrative and regulatory streamlining for mining companies, helped raise awareness among MPs from all parties about mining industry issues and the importance of quick action to ensure the longevity of mining in Québec.

At the 2017 edition, the QMA delegation, composed of members of the Association's Board of Directors and permanent staff, was able to meet with:

- **Pierre Arcand**, Minister of Energy and Natural Resources;
- **Dominique Anglade**, Minister of Economy, Science and Innovation;
- **David Heurtel**, Minister of Sustainable Development, Environment and the Fight Against Climate Change;
- **Sylvain Rochon**, MNA for Richelieu and Official Opposition critic for energy and natural resources;
- **Lorraine Richard**, MNA for Duplessis and Official Opposition critic for Northern development and the Plan Nord;
- **François Legault**, Leader of the Second Opposition Group;
- **Éric Lefebvre**, MNA for Arthabaska and Second Opposition Group critic for natural resources;
- **Mathieu Lemay**, MNA for Masson and Second Opposition Group critic for Native affairs, environment, sustainable development, wildlife and parks;
- **Chantal Soucy**, MNA for St-Hyacinthe and Second Opposition Group critic for energy.

SUPPORT FOR THE OPERATIONS AND THE DEVELOPMENT PROJECTS

- Attendance at the first phase of hearings by the Bureau d'audiences publiques sur l'environnement (BAPE) on Agnico Eagle Mines' Akasaba West project and presentation of a brief (*January and February 2017*)
- Participation in the consultations organized by Environment and Climate Change Canada on RNC Minerals' Dumont project (*February 2017*)
- Attendance at the BAPE information session on plans to open the Lac Guéret natural graphite deposit by Mason Graphite (*June 2017*)

The Association also took several steps to support members who are experiencing difficulties as a result of the demands submitted to active mining companies by the Algonquin communities of Abitibi-Témiscamingue. The QMA and its members have taken the position that any sharing should be done by the Government, to whom the mining companies pay royalties in accordance with a well-established system, and not by the industry.

In 2017, the mine hoist inspection formerly made by CanmetMINING was entrusted to the firm SGS. In this way, the QMA is better suited to meet the needs expressed by its members.

ACTIVE COMMITTEES

In 2017, the QMA's working committees continued to bring together the Association's members in order to discuss the mining industry's challenges and practices.

- Executive Committee
(Chair: **Jean-François Verret**, Raglan Mine, a Glencore company)
- Audit and Finance Committee
(Chair: **Vanessa Laplante**, Canadian Malartic G.P.)
- Catamine Committee
(Chair: **Stéphane Tremblay**, Westwood Mine, IAMGOLD Corp.)
- Community Relations Committee
(Chair: **Simon Thibault**, Nemaska Lithium)
- Environment Committee
(Chair: **Martin Duclos**, Goldcorp – Éléonore)
- Ground Control Committee
(Chair: **Dany Audet**, Westwood Mine, IAMGOLD Corp.)
- Health and Accident Prevention Committee
(Chair: **Marc Moffette**, Agnico Eagle Mines)
- Human Resources Committee
(Chair: **Nicolas Bolduc**, Agnico Eagle Mines)
- Maintenance Committee
(Chairs: **Jean-Guy Pelletier**, Agnico Eagle Mines, and **Martin Pichette**, Westwood Mine, IAMGOLD Corp.)
- Taxation Committee
(Chair: **Vanessa Laplante**, Canadian Malartic G.P.)

Strategic committees and ad hoc working groups also addressed a number of issues specific to the mining sector.

- Strategic committee on mass communications
- Strategic committee on human resources
- Strategic committee on workplace health and safety
- Working group on the subject of the Algonquin's communities in Abitibi-Témiscamingue

EVENTS, TRAINING SESSIONS AND CONFERENCES FOR MEMBERS

- Presentation of a training session on the subject of "having what it takes to be a leader in everyday life" (March 2017)
- Introduction of the new guide to presenting mining site restoration plans (May 2017)
- Organization of a day of meetings for QMA members with representatives from Environment and Climate Change Canada, the Canadian Environmental Assessment Agency (CEAA) and Fisheries and Oceans Canada on the proposed legislative amendments (May 2017)
- Presentation of a training session on the Crisis Management and Communications protocol of the Towards Sustainable Mining (TSM) Initiative (September 2017)
- Presentation of a training session on trends in human resources (September 2017)
- Presentation of a training session on *Les saisons des peuples* to foster integration of Aboriginal workers into the workplace (November 2017)

Once again in 2017, the QMA offered quality events that were enjoyed by large numbers of participants, including the Maintenance Seminar that made a strong comeback after a gap of several years.

April 2017

MAINTENANCE SEMINAR

130 participants who came together to discuss the theme *Maintenance in Motion*

8 conferences on a variety of subjects including:

- Underground communications;
- Oil analysis and contamination control;
- Better monitoring and inspections;
- Reliability of pumping and dewatering equipment.

13 exhibitors



The QMA takes advantage of its Annual Conventions to recognize outstanding performances by mining sector companies in the area of workplace health and safety, by presenting the prestigious F.J. O'Connell trophies.

IN 2017, THE WINNERS OF F.J. O'CONNELL TROPHIES WERE :



◀ DUMAS

Underground operations
less than 400,000 hours

From left to right:
Jean-François Verret, Gilbert Dion
and Josée Méthot



▲ HORNE SMELTER, A GLENCORE COMPANY (ex æquo)

Third consecutive year

Surface operations, transportation
and primary metals processing

From left to right: Jean-François Verret, Stéphanie Lemieux,
Claude Bélanger, Marie-Pier Bédard and Josée Méthot

▼ GOLDCORP – ÉLÉONORE

Underground operations, 400,000 hours and over

Left to right: Jean-François Verret, Guy Belleau, Christine Beausoleil,
Gilles Rochon, Patrick Chabot, Martin Duclos and Josée Méthot



▲ RICHMONT MINE, CAMFLO PLANT (ex æquo)

Surface operations, transportation and primary metals processing

From left to right: Jean-François Verret, Nicole Veilleux, Jonathan Vachon, Billy Lamothe,
Marc-André Lavergne, Judith Morin, Daniel Adam, Marcel St-Pierre and Josée Méthot

June 2017

ANNUAL CONVENTION

200 participants who came together
to discuss *Innovation*

4 conferences on technological change
and the need to adjust

1 discussion panel on the mining sector's
political and economic issues

Golf tournament for 60 golfers

Annual general meeting

September 2017

WORKPLACE HEALTH AND SAFETY SEMINAR

300 participants

5 conferences on a variety of subjects including:

- Prevention in workplace health and safety
- Use of explosives at longhole sites
- The importance of preparation and leadership in managing major events

The Workplace Health and Safety Seminar also provides an opportunity to recognize the efforts of the men and women who have made their industry proud by maintaining a safe working environment for periods of between 50,000 and 450,000 hours.

The 168 employees who were rewarded for their work were from the following companies:

- | | |
|--|---------------------------------------|
| • Agnico Eagle Mines Ltd. | • Goldcorp |
| – Goldex Mine; | – Éléonore; |
| – Lapa Mine; | • Hecla Québec |
| – LaRonde Mine; | – Casa Berardi Mine; |
| • ArcelorMittal Mining of Canada G.P.; | • IAMGOLD |
| • Bird Civil and Mines Ltd.; | – Iamrock; |
| • Canadian Malartic G.P. | – Westwood Mine; |
| – Canadian Malartic Mine; | • K+S Windsor Salt Ltd. |
| • Canadian Royalties Inc.; | – Seleine Mines; |
| • CMAC-THYSSEN Mining Group; | • Niobec, a Magris Resources company; |
| • Eldorado Gold Corporation; | • Promec Mining Inc.; |
| • Glencore | • Redpath Canada Ltd.; |
| – Horne Smelter; | • Richmond Mines |
| – Matagami Mine; | – Beaufor Mine; |
| – Raglan Mine; | • Stornoway Diamond Corporation |
| | – Renard Mine. |



Above: Stéphan Richard, production foreman at the Canadian Malartic mine, receiving his silver ingot from Marc Moffette, president of the QMA's Health and Accident Prevention committee, for 450,000 hours of accident-free work for his team

November 2017

ANNUAL MEETING OF MINE NURSES

24 participants

1 conference on electrization

2 training sessions on arrhythmia and EPICC primary evaluation

THE QMA IN ACTION... TOWARDS BETTER OUTREACH FOR THE MINING INDUSTRY



QMA representatives were present at numerous events and forums to help give even more visibility to the mining industry, and to forge contacts with the socio-economic players who help build Québec.

- Attendance at a meeting with the Ministère de l'Éducation et de l'Enseignement supérieur to deliver the mining industry's expectations for the planning study of labour needs (February 2017)
- Attendance at the Annual Congress of the Prospectors & Developers Association of Canada (PDAC) (March 2017)
- Attendance at a conference by the Québec Premier at an event entitled *Québec-États-Unis: un partenariat pour une économie ouverte et prospère*, organized by the Chamber of Commerce of Metropolitan Montreal (CCMM) (March 2017)
- Attendance at Earth Science and Environment Day, an annual event for Master's and Doctoral students from the Department of Geology and Geological Engineering at Université Laval and the National Institute of Scientific Research (INRS) - Eau Terre Environnement Research Centre (March 2017)
- Presence at the closed session on the Québec Government's budget (March 2017)
- Attendance at a conference given by Clément Gignac, Senior Vice-President, Investments and Senior Economist at iA Groupe Financier, on fundamental economic and geopolitical factors (April 2017)
- Attendance at a Québec Government press conference announcing an investment to support COREM's research and development (R&D) into ore treatment (April 2017)
- Attendance at a conference by Pierre Moreau, President of the Conseil du trésor, on the Québec Government's budget orientations for 2017-2018, organized by the Conseil du patronat du Québec (CPQ) (April 2017)
- Attendance at the 11th edition of *Objectif Nord*, organized by *Les Affaires* (April 2017)
- Presentation and attendance at the Kuujuaq Mining Workshop (April 2017)
- Attendance at the conference of the Canadian Institute of Mining, Metallurgy and Petroleum (CIM), chairing of sessions on workplace health and safety (WHS) and facilitation of a panel on best WHS practices (May 2017)
- Attendance at a conference by Jean Charest and Guy Bourassa from Nemaska Lithium, organized by Young Mining Professionals (May 2017)
- Participation in the geocaching activity organized by CIM-Val-d'Or for 400 Secondary IV students from Abitibi-Témiscamingue (May 2017)
- Presentation on the challenges of maintaining a dialogue with communities during mine development, given to the *Association francophone pour le savoir* (ACFAS) (May 2017)
- Speech to and attendance at the 55th edition of the Provincial Mine Rescue Championships, organized by the Raglan Mine team (May 2017)
- Speech at the launch of Québec Mining Week in Abitibi-Témiscamingue (May 2017)
- Speech at the *Tournée Prospérité Québec* in Abitibi-Témiscamingue, organized by the CPQ (May 2017)
- Presence at the discussion forum organized by the CPQ and the *Union des municipalités du Québec* (UMQ) attended by Martin Coiteux, Minister of Municipal Affairs and Land Occupation (May 2017)
- Attendance at the gala of the *Grands Prix du génie-conseil québécois*, to present the Industry category award (May 2017)



- Speech at the unveiling, by the Minister of Energy and Natural Resources, of the action plan following the Strategic Vision for Mining Development in Québec, to reiterate the mining industry's concerns and emphasize that its social and economic contribution benefits all Québec's citizens (May 2017)
- Presence at the official launch of work on the Pathway to Phytotechnologies at the Montréal Botanical Garden, for which the QMA made a financial contribution of \$100,000 (June 2017)
- Involvement in the Sustainable Development Day organized by MESI (June 2017)
- Participation in the Looking to the Future event held in the Mistissini community (June 2017)
- Attendance at the 12th edition of *Objectif Nord*, organized by *Les Affaires* (September 2017)
- Presence at an information and consultation meeting held by the *Association de la construction du Québec*, on the renewal of collective agreements in the construction sector (September 2017)
- Presence at a press conference marking the closure of the transaction between Richmond Mines and the Monarques Gold Corporation (October 2017)
- Presence at the 2017 edition of the *Gala des Prix Créateurs d'emplois du Québec* (October 2017)
- Presence at a lunchtime conference by François Legault, Leader of the Coalition Avenir Québec (CAQ), organized by the CPQ (October 2017)
- Presence at a lunchtime conference by Pierre Moreau, Minister of Energy and Natural Resources, organized by the Chamber of Commerce of Metropolitan Montreal (October 2017)
- Attendance at the 6th conference on social acceptability, organized by *Les Affaires* (November 2017)
- Presence at the conference entitled The Art of Leadership featuring Joe Biden, 47th Vice-President of the United States (November 2017)
- Attendance at the ICF Québec conference (International Coach Federation) (November 2017)
- Participation in a private event attended by the Québec Premier and organized by the CPQ (November 2017)
- Participation in *Québec Mines 2017* (November 2017)
 - Speech at the opening ceremony
 - Co-chairing of a conference session on mine restoration and mine waste development
 - Member of the jury for the Mine Restoration challenge for university student
 - Presence at the head table for a speech by the Minister of Energy and Natural Resources
 - Information booth in the exhibition hall and at the open day for the general public
- Member of the working committee and presence at the launch of the project Gearing Up: Developing Mining Talent Through Work-Integrated Learning led by the Mining Industry Human Resources Council (MiHR Council) (December 2017)
- Collaboration with the *Zoom Nature* ecological interpretation centre by sending ore samples (December 2017)



Once again this year, the Association has entered into partnerships with various events and organizations in exchange for visibility or preferential rates for its members:

- Partnership with *Americana* 2017 (January 2017);
- Partnership with *Les Affaires* for the 11th edition of *Objectif Nord* (January 2017);
- Partnership with the *Voile Neptune* project, with the aim of carrying out a sports and information project on mineral resources (February 2017);
- Partnership with the *Ressources Mines et Industrie* magazine for a special issue on Careers and Training, aimed at demystifying and publicizing future-proof trades and training in different sectors of the industry (May 2017);
- Partnership with *Les Affaires* for the 6th conference on social acceptability (July 2017);
- Partnership with the 11th *ExcelCieArt* awards gala (August 2017);
- Partnership with the Energy and Mines World Congress (September 2017);
- Partnership with *Les Affaires* for the 12th edition of *Objectif Nord* (September 2017);
- Partnership with The Art of Leadership conference (November 2017).

The Association continued to establish contacts with elected representatives, government authorities and partners by sending out congratulatory letters:

- **Pierre Moreau**, for his appointment as Minister of Energy and Natural Resources;
- **Isabelle Melançon**, for her appointment as Minister of Sustainable Development, Environment and the Fight Against Climate Change;

- **Stéphane Billette**, for his appointment as Minister for Small and Medium Enterprises, Regulatory Streamlining and Regional Economic Development;
- **Pierre Arcand**, for his appointment as Chair of the Conseil du trésor;
- **Patrick Beauchesne**, for his appointment as Deputy Minister at the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques;
- **Line Drouin**, for her appointment as Deputy Minister at the Ministère des Forêts, de la Faune et des Parcs;
- **Éric Lefebvre**, for his appointment as Second Opposition Group critic for regional economic development and natural resources;
- **Philippe Bourke**, for his appointment as President of the Bureau d'audiences publiques sur l'environnement;
- **Denis Lebel**, for his appointment as President and CEO of the Conseil de l'industrie forestière du Québec;
- **Alexandre Cusson**, for his appointment as President of the Union des municipalités du Québec;
- **Frank Mariage**, for his re-election as President of the Association de l'exploration minière du Québec;
- **Denis Martel**, for his appointment as Dean of the Université du Québec en Abitibi-Témiscamingue;
- **Robert Sauvé**, upon receiving the 2017 Tribute Award from the Institut d'administration publique du Québec;
- Various Associate Deputy Ministers, for their appointments;
- Etc.

In 2017, the QMA was able to exercise its leadership and use its expertise on a variety of external committees or in collaboration with other organizations on specific issues connected to mining.

- Member of the 3.57 and 3.57.1 committees of the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST)
 - Member of technical subcommittees on:
 - Open-pit mines and quarries
 - Underground mines
 - Extraction machinery
 - Explosives
- Member of the Board of Directors of the Mining Association of Canada (MAC) (non-voting)
- Member of the MAC's public affairs committee
- Member of the Board of Directors of the Association paritaire pour la santé et la sécurité du travail du secteur minier (APSM)
 - Member of the committee set up to recruit a new Director General
- Member of the Board of Directors and the executive committee of the Comité sectoriel de main-d'œuvre de l'industrie des mines (CSMO Mines)
 - Member of the strategic planning committee
 - Member of the advisory committee on the Mining Industry Careers Guide
 - Member of the advisory committee on mining industry remuneration
- Member of the monitoring committee for modular training for mine workers (FMTM) at the Commission scolaire de l'Or-et-des-Bois (CSOB)
- Member of the FMTM accreditation committee at the CSOB
- Collaborator of the Canada Mining Innovation Council (CMIC)
- Member of the Board of Directors of the Conseil du patronat du Québec (CPQ)
- Member of the CPQ advisory committee on workplace health and safety
 - Member of the CPQ subcommittee on prevention
 - Member of the CPQ regulatory committee responsible for amendments to the Regulation respecting occupational health and safety in connection with the products listed by the American Conference of Governmental Industrial Hygienists (ACGIH)
- Member of the Board of Directors and executive committee of the Québec Business Council on the Environment (CPEQ)
- Member of the Board of Directors of COREM (non-voting)
 - Member of the committee set up to recruit a new president and CEO
- Member of the Canadian Mineral Industry Federation (CMIF)
- Member of the Green Mining Initiative at CanmetMINING
- Member of the professional outreach committee of ICF Québec
- Member of the management team for the Towards Sustainable Mining (TSM) Initiative
- Member of the TSM initiative leaders committee
- Member of the Community of Interest Advisory Panel for the TSM Initiative
- Member of the Board of Directors of the Institut national des mines du Québec (INMQ)
 - Member of the strategic planning committee
 - Member of the Audit committee
- Member of the survey and investigation steering committee for the Institut de la statistique du Québec (ISQ)
- Member of the ministère de l'Énergie et des Ressources naturelles' (MERN) mining advisory committee
 - Member of the MERN's administrative simplification subcommittee
 - Member of the simplification of the mining royalties regime
- Member of the ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques' (MDDELCC) administrative and regulatory streamlining committee

- Member of the Board of Directors of Minalliance
- Member of the advisory committee on workforce needs north of the 49th parallel established by the Ministère de l'Éducation et de l'Enseignement supérieur
- Member of the Board of Directors of MISA
- Member of the Assembly of Partners established by the Société du Plan Nord
- Member of the Board of Directors of SOREDEM
- Member of the regulatory committee on the application of explosives regulations in Québec established by the Sûreté du Québec
- Member of the pan-Canadian committee for the John T. Ryan trophies
- Member of the restoration committee for the Oujé-Bougoumou abandoned mine site
- Member of the committee for the Women in Mining project for Québec

A MORE VISIBLE, BETTER KNOWN INDUSTRY THANKS TO THE QMA'S COMMUNICATIONS WITH THE GENERAL PUBLIC

Since 2016, the QMA launched a broad initiative to review its communications with the general public, in order to publicize the mining industry and promote its achievements and its importance in the lives of Quebecers.

It's in May 2017, that these efforts were rewarded with the launch of a large poster campaign. The advertising and visibility offensive continued in the fall with a series of humorous television capsules and partnerships with various media. The QMA's communication initiatives with the general public in 2017 include:

- Humorous capsules on TVA, Télé-Québec and V;
- Presentation of an experiment on lithium on the program entitled *Génial!*, broadcast on Télé Québec;
- Posting on highway advertising billboards in the Montréal area;
- Posting on bus shelters in Montréal and Québec City;
- Broadcasting of a video on the LaRonde mine by the *Journal de Montréal*;
- Content creation in collaboration with the *Journal de Montréal*;
- Web and Facebook advertising.

Thanks to these initiatives, the QMA was able to reach a broad audience and obtain a combined total of 44 million hits on the different platforms, a result that exceeded all its targets.

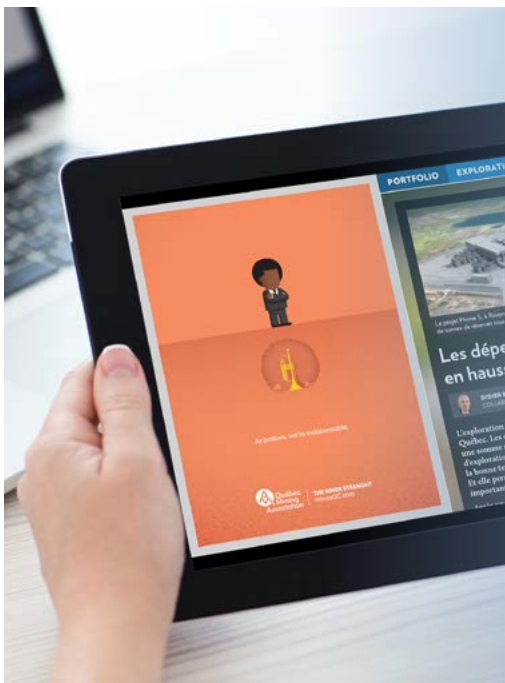
The QMA also completely redesigned the minesqc.com Website and continued to provide content for all its social networks.

To help demystify the mining industry, the QMA took part in the mining bootcamp in Ontario, organized by Mining Matters, and also coordinated Mining Week 2017, held from May 8 to 14. This was the 26th edition of the event, and it was very successful, with:

- 50 activities in six regions;
- 70 volunteers.



Postcards and advertising in the colors of the campaign
The inner strength



Right: An article published in the *Journal de Montréal*.

Below: An image of the shooting of *Génial!* and a bus shelter display in the colors of the campaign
The inner strength



THE QMA IN THE MEDIA

The Association took a proactive approach throughout the year to its communications and public relations, taking positions on subjects in the news, publicizing the industry's achievements and giving its opinion on mining sector issues.

57 interviews granted

25 press releases published on a variety of subjects:

- The mining sector's economic impacts;
- Government land use planning guidelines;
- Government social acceptability guidelines;
- The Fraser Institute survey;
- Mining investments;
- The Québec Government's 2017-2018 budget;
- Government authorization for plans to extend the Canadian Malartic mine;
- The launch of the communication campaign for the general public;
- The importance of workplace health and safety in the mining industry;
- The cabinet shuffle;
- Innovation in the industry;
- The QMA's review of 2017;
- Etc.

3 articles written for publication in the magazine *Ressources Mines et Industrie*

1 article written for publication in CSO Mines' Mining Industry Careers Guide

1 article written for publication in *Mining Review*

To inform members about industry news, the QMA published 55 editions of the *QMA in Action* newsletter, and published a daily press review of articles on the mining sector.





GUIDELINES FOR RELATIONS WITH ABORIGINAL COMMUNITIES

In 2017, the QMA continued to work on initiatives designed to help ensure responsible development of mining activities and adopted guidelines for relations with Aboriginal communities. These guidelines are accompanied by a certain number of expectations deemed essential for the development and maintenance of harmonious relations between QMA members and Aboriginal communities. In particular, they aim to:

- Promote a constructive dialogue between the QMA, its members and the Aboriginal communities;
- Improve the level of knowledge, understanding and awareness of Aboriginal cultures and concerns among QMA members;
- Assist QMA members with the adoption and implementation of best practices in their relations with Aboriginal communities;
- Achieve a better understanding of roles and responsibilities among mining sector partners (Aboriginal peoples, the federal and provincial governments, promoters).

TOWARDS SUSTAINABLE MINING

In 2017, the Association once again reasserted its commitment to sustainable development by continuing to implement the TSM Initiative with its members, carrying out five external audits of member organizations. More than 80% of the Association's member companies have now completed the implementation of TSM in their facilities.

The QMA has published a series of "good practice fact sheets" describing practices used in the mining industry that are respectful of people and the environment. These fact sheets are available on the Association's website.

AWARD RECEIVED BY THE QMA

The QMA received a special mention at the Distinction Ceremony organized by Réseau Environnement, in the Biological Diversity category, for the outstanding tools and methods it has made available in recent years to help mining companies with the implementation of their commitment to preserve and conserve biodiversity.

The Association's expertise in sustainable development was also put to use by Hydro-Québec while the Director, Environment and Sustainable Development of the QMA participated in the review of the Québec's Corporation annual sustainable report.

In addition to reflecting on the QMA's vision of workplace health and safety (WHS), on the areas of improvement of the industry and on the operation of the various CNESST committees, the Association was involved in a number of other issues related to the important subject of workplace health and safety.

MUCKING UNDER LOADED HOLES

The QMA and several of its members were heavily involved in the issue of mucking under loaded holes following a decision by the CNESST to ban the method. The decision was the subject of legal action by all mining companies with underground operations that wanted to be able to use the method again in the future.

In 2017, a total of 37 days of hearings were held before the Tribunal administratif du travail. The mining companies involved in the case contested the CNESST's decision due to inconsistencies in the arguments used to support the ban. The case will continue in 2018.



NEW PREVENTION INITIATIVE

In addition to the positive deviants initiative developed by the QMA, and to help the mining industry become even more innovative and focused on prevention, the Association has introduced a behavioural approach aimed at management teams. It involves an in-depth thinking process and measurement of the teams' leadership in and commitment to WHS. A further aim is to ensure that every mine has the tools required to obtain a real commitment to improvement from every member of the management team.

REVIEW OF THE METHOD USED TO COMPILE ACCIDENT STATISTICS

In early 2017, the QMA and its members agreed on the need to review the method used to compile accident statistics in mining sector companies. Following an October 2017 decision by the APSM's board of directors to stop compiling these statistics, the QMA agreed to take over this task. The QMA will comply with the Occupational Safety and Health Administration (OSHA) and its rules of interpretation.



Because the need for labour is so pressing in the mining industry, the QMA has taken numerous initiatives to interest the population in mining-related trades and training.

- Support for MiHR Council, for its project *Gearing Up: Developing Mining Talent Through Work-Integrated Learning* designed to prepare students for jobs in the mining industry through experiential learning placements (March 2017)
- Collaboration with the Condition féminine Baie-James committee and the James Bay Vocational Training Centre to identify potential avenues for cooperation and projects for women's integration into the mining industry (April 2017)
- Assistance with the organization of the James Bay Vocational Training Centre's *Défi des recrues* (May, June, August and September 2017)
- Attendance at meetings with the heads of the mine engineering, metallurgy and materials department at Université Laval to discuss the issues and the steps taken by the university to promote its programs (July and November 2017)
- Participation in Polytechnique Montréal's mine engineering advisory committee (July and December 2017)
- Support for CSMO Mines' *Les migrants miniers* project that will provide jobs for 60 graduates, improve the regional employment balance and assert the value of skills acquired in the field (October 2017)

- Support for the Thetford CEGEP and the Centre de technologie minérale et de plasturgie (CTMP) to help obtain a grant for the college and community innovation program (October 2017)
- Participation in and presentation at the *Défi des recrues* organized by the James Bay Vocational Training Centre (October 2017)
- Production of a profile of three mine engineering trainees to promote both the mine engineering program and industry-based workplace training among future students (October 2017).

SCHOLARSHIPS

Financial support was also awarded to students aiming for careers in a mining-related discipline.

Three mining industry scholarships of \$1,000 each were awarded to encourage and support students wishing to study at university level in Québec in a discipline associated with the Earth Sciences:

- **Mikaël Morin-Innes**, student in the Bachelor's program in mine engineering at Polytechnique Montréal;
- **Laura Paquet**, student in the Bachelor's program in geological engineering at Polytechnique Montréal;
- **Celina Wan Chun Wah**, student in the Bachelor's program in mine engineering at McGill University.

SOREDEM also awarded the \$4,000 Claude-Drouin research scholarship to **David Georges-Filteau**, a student in the Master's program in chemical engineering at Université Laval, for his project to characterize and model the metallurgical performances of a Hydrofloat separator for concentration of lithium ore.



Much has been written about innovation in 2017, which was also the focus of several actions by the QMA.

- Collaboration with the UQAT-UQAM mining entrepreneurship chair for its research into the innovative practices of mining companies in the social and environmental spheres over the last five years (March 2017)
- Attendance at a conference by Robert Marquis, president and CEO of the Institut national des mines du Québec (INMQ) on Industry 4.0 (March 2017)
- Support for the proposal to organize an international conference on scientific research in industrial port zones, due to its structural nature for innovation and the potential to share environmental knowledge (June 2017)
- Support for the CLEER innovation supercluster (July and November 2017)
- Participation in an exploratory mission to Australia, organized by the INMQ, to gain inspiration from that country's success in the fields of mine automation and training (October 2017)
- Support for the 48^e Nord International initiative aimed at setting up a centre of excellence in underground information and communication technologies for independent mines in Abitibi-Témiscamingue (October 2017)



Above: Valérie Bellehumeur, Robert Marquis, Josée Méthot and Sylvain Blais, accompanied by representatives of the TAFE NSW Illawarra Institute, Australia.

SOREDEM

The QMA continues to support the mission of SOREDEM, which undertook several projects in 2017:

- Minrail equipment trials for shallow-dipping deposits (project completed in September 2017);
- Development of a synthetic haulage cable for mine (phase 2 completed in December 2017);
- Practical guide to the introduction of hydrogen in mines (project completed in December 2017);
- Technology watch on battery-driven mine vehicles (project completed in December 2017);
- Testing of a portable gold analyzer carried out by the National Research Council of Canada (project underway).



MEMBERS OF THE ASSOCIATION (ON DECEMBER 31, 2017)

MINES AND TREATMENT AND PROCESSING FACILITIES

- Agnico Eagle Mines Ltd.
 - Goldex mine
 - Lapa mine
 - LaRonde mine
 - Support and Development Center
- ArcelorMittal Mining Canada G.P.
- Canadian Malartic G.P.
 - Canadian Malartic mine
- Canadian Royalties Inc.
- Glencore
 - Horne Smelter
 - Matagami Mine
 - Raglan Mine
- Goldcorp
 - Éléonore mine
- Graymont (Qc) Inc.
 - Bedford Plant
 - Marbleton Plant
- Hecla Québec
 - Casa Berardi mine
- IAMGOLD Corporation
 - Westwood mine
- Metanor Resources Inc.
 - Bachelor mine
- New Millennium Iron Corporation
- Niobec, a Magris Resources company
- North American Lithium
- Nyrstar
 - Langlois mine
- Omya Canada Inc.
 - St-Armand Plant
- Richmond Mines Inc.
 - Beaufor mine
 - Camflo Mill
- Rio Tinto Fer et Titane
- Seleine Mines, K+S Windsor Salt Ltd.
- Stornoway Diamond Corporation
 - Renard mine
- Tata Steel Minerals Canada Limited
- Yamana Gold Inc.

MINING CONTRACTORS

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

MINERAL EXPLORATION COMPANIES AND MINES IN THE PROCESS OF FINAL CLOSURE

- Arianne Phosphate Inc.
- Eldorado Gold Corporation
- Falco Resources Ltd.
- Matamec Explorations Inc.*
- Mine Arnaud
- Nemaska Lithium
- Osisko Gold Royalties
- RNC Minerals
- Wesdome Gold Mines*

INSTITUTIONS AND NON-PROFIT ORGANIZATIONS

- 48° Nord International*
- Centre de formation professionnelle de la Baie-James
- COREM
- Institut national des mines du Québec
- Quebec Metallurgy Center*

SUPPLIERS OF GOODS AND SERVICES

- Atlas Copco Construction et Mines Canada
- EEM
- Entreprises Larry
- Fournier Industries Inc.
- InnovExplo
- McCarthy Tétrault
- PwC

- SGS Canada*
- SMS Equipment
- Stantec
- Toromont Industries Ltd.

* Joined in 2017

THE ASSOCIATION TEAM

(on December 31, 2017)

- Josée Méthot, *President and CEO**
- Julie Boissinot, *Advisor, Strategic Communications*
- Carole Côté, *Director, Administration*
- Katie Deneault, *Director, Human Resources and Workforce Development Consulting Services*
- Sandra Gadoury, *Executive Assistant*
- Anne-Marie Painchaud, *Advisor, Marketing & Public Communication**
- Tanguy Paquot, *Director, Workplace Health and Safety*
- Nancy Roger, *Administrative Assistant, Environment, Health and Safety and Technical Services*
- Mathieu St-Amant, *Director, Strategic Communications*
- Geneviève Tölgyesi, *Administrative Assistant, Strategic Communications, Administration, Human Resources and Workforce development Consulting Services*
- Nathalie Tremblay, *Director, Environment and Sustainable Development*

* Member of the Executive Committee

** Commenced duties in 2017