



ACTIVITY REPORT 2015

FOR A RESPONSIBLE,
COMMITTED AND INNOVATIVE
QUEBEC MINING INDUSTRY



MISSION

PROMOTE, SUPPORT AND PROACTIVELY DEVELOP A RESPONSIBLE, COMMITTED AND INNOVATIVE QUEBEC MINING INDUSTRY

VISION

THE QUÉBEC MINING ASSOCIATION PLAYS A LEADERSHIP ROLE AS A REFERENCE FOR A RESPONSIBLE, INNOVATIVE AND COMPETITIVE MINING INDUSTRY IN QUEBEC, WITHIN A SUSTAINABLE DEVELOPMENT PERSPECTIVE.

VALUES

MEMBERSHIP IN THE QMA ENTAILS COMPLIANCE WITH THE VALUES OF:

- » RESPECT
- » TRANSPARENCY
- » RESPONSIBILITY
- » TEAMWORK

MEMBERS OF THE BOARD OF DIRECTORS

(on December 31, 2015)

Jean-François Verret, Chairman *

Director Capital Projects and Exploration
Raglan Mine, a Glencore Company

Christian Provencher, Vice Chairman *

Vice President Operations, Canada
Agnico Eagle Mines Ltd.

Sébastien Villeneuve, Secretary *

Director of Operations, Eastern Canada
Graymont

Vanessa Laplante, Treasurer

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

Claude Bélanger *

General Manager
Horne Smelter, a Glencore Company

Olivier Berman

Production Superintendent
Seleine Mines, K+S Windsor Salt Ltd.

Yves Brouillette

General Manager, Mine and Terminal HSP
Rio Tinto Fer et Titane

Dominique Dionne

Vice President, Government and Institutional Relations
Caisse de dépôt et placement du Québec

André Gaumont

Senior Vice President, Northern Development
and Director
Osisko Gold Royalties

Luc Guimond

President
CMAC-THYSSEN Mining Group

Hélène Lauzon

President
Québec Business Council on the Environment

Benjamin Little

Senior Vice President, Corporate Affairs,
HSS and People
IAMGOLD Corporation

Martin Plante

General Manager, Mont-Wright
ArcelorMittal Mining Canada G.P.

Ghislain Poirier

Vice President, Public Affairs
Stornoway Diamond Corporation

Stéphane Ste-Croix

Vice President and General Manager
Niobec, a Magris Resources company

** Members of the Executive Committee*

MESSAGE FROM THE CHAIRMAN OF THE BOARD

It is an honour for me to chair the Board of Directors of the Québec Mining Association whose visibility and credibility, as shown in this report, continue to grow. The actions taken every day to fulfill its mission to proactively promote, support and develop a responsible, committed and innovative Québec mining industry are bearing fruit, and I am proud of what we have accomplished.

Again this year, the QMA was kept busy by many major issues. The Association has represented its members' interests in great ways notably through the first-ever Mining Day on Parliament Hill, which was attended by several members of the Board of Directors. Mining Day gave the QMA an opportunity to create closer ties with senior civil servants and elected politicians from the main parties, and to review the issues of utmost importance for the mining industry: taxation, operating costs, relations with Aboriginal and non-Aboriginal communities, cumbersome administrative processes, land access, etc. The challenge now facing the Association is to maintain and even increase the pace of its work, to ensure that the concerns of the mining sector are always taken into account in government decisions. Although it is true that the mining industry is experiencing a worldwide slowdown, the decisions made by various levels of government in recent years have clearly made Québec less attractive to investors, and the effects are being felt today. Action is necessary immediately to reverse this apparent trend—the government must provide more support for the development of the mining industry by ensuring, among other things, that it reduces the obstacles to the pursuit of mining activities. Urgent action is required if Québec is to retain a strong mining industry. Given the time required

to develop a mining project, action is needed today—current ore deposits will not last forever and new deposits take time to develop.

To support the industry in its actions and claims, we can rely on an association that is in good health and also has a genuine vision for the future. This activity report provides an opportunity to understand the full extent of the work accomplished by the permanent staff, made up of experts who, like the workforce in the mining industry, have their sights set on the industry's development. They understand the needs of the members and are making every effort to provide a service that meets their expectations.

When I agreed to take up the challenge of chairing the Association's Board of Directors, I knew that I would be able to count on the support of a talented and committed team. This applies not only to the permanent staff but also to the members of the Board of Directors. The accuracy of their assessments, the range of their experience and their expert knowledge have all made my task easier. I would like to thank them all for their commitment and availability as we face the challenges together.

As the saying goes, «Alone, we can go faster, but together, we can go further». I believe in this approach, and I am more convinced than ever before that the joint actions of the Québec Mining Association and its members offer the best way to lead Québec's mining sector to even greater heights.



Jean-François Verret, Eng.
Chairman of the Board



MESSAGE FROM THE PRESIDENT AND CEO

In 2015, the Québec Mining Association conducted a survey of its members to measure their level of satisfaction with the services provided, and we are proud to report that 92% of the respondents were, in fact, satisfied with the services offered by the Association. Since all our activities are focused on member satisfaction, these results can only increase the motivation of the permanent staff as they continue to target excellence.

In addition to recognition for the work accomplished by the QMA's permanent staff, the survey also illustrates the synergy that has developed over the years between the Association and its members. By helping to identify priority actions and issues, the members ensure that we can offer the services needed to meet their expectations.

The relevance of the Association's work remained clear throughout 2015, in particular during work on the Act respecting transparency measures in the mining, oil and gas industries. The QMA's intervention led to major amendments to the text of the Bill examined by the National Assembly. Without this vigilance, the rules on transparency in Québec would have differed from those in effect elsewhere on the planet, adding to the administrative burden of the mining companies operating here.

This is one example among many of the gains obtained by the QMA on issues that have a direct impact on its members' operations. During the current slowdown in the mining industry, which is expected to continue over the coming months, each opportunity for reducing costs and burdens, whether administrative or financial, deserves to be analyzed. This is well understood by the QMA and guides

our actions in the fields of the environment, sustainable development, workplace health and safety, technical services, taxation and human resources. The QMA is always present to defend its members' interests, and in my opinion this is clearly illustrated by this report.

I am proud to lead an organization that makes a difference and responds so effectively to the needs of its members. Not everything is perfect, but we note that the work we complete from year to year meets our targets. This is what motivates the Association's team to maintain its leadership and continue to offer the best possible services to its members.

All the achievements and actions presented in this report would not have been possible without the commitment of my team who have dealt with all the issues masterfully. Thanks to their work, the QMA has completed almost all of its strategic plan ahead of schedule. We will soon begin to draft a new plan to take the QMA even further, with a constant focus on offering the best possible services. The support received from the members of the Board of Directors has once again, this year, helped guide the Association's actions, and I would like to thank them for their time, their passion and their commitment. The Association has unquestionably reached a performance level allowing it to achieve great things that, I hope, will facilitate the development and operation of mines in Quebec.



Josée Méthot, Eng., MBA
President and Chief Executive Officer



HIGHLIGHTS

29 press releases issued

75 media interviews granted

51 «AMQ en action» newsletters published

9 briefs submitted

Over **600** participants at QMA events



EXPERTISE AND CREDIBILITY

Once again in 2015, the Québec Mining Association (QMA) was solicited by elected officials, senior public servants and other partners to provide input on various issues likely to have an impact on mining:

- » Act mainly to implement certain provisions of the Budget Speech of June 4, 2014 and return to a balanced budget in 2015-2016 (January 2015):
 - Filing of a brief with the Committee on Public Finance at the National Assembly;
 - Attendance at parliamentary committee hearings;
- » Strategic vision for mining development in Québec:
 - Participation in targeted consultations by the Minister for Mines, Luc Blanchette (February 2015);
- » 2015-2016 budget:
 - Participation in the pre-budget consultations by the Minister of Finance, Carlos Leitão (February 2015);
- » Oujé-Bougoumou abandoned mine site:
 - Member of the working committee with the ministère de l'Énergie et des Ressources naturelles (MERN), the Secrétariat aux Affaires autochtones (SAA), the City of Chibougamau, representatives of the Cree Nation and other partners;
 - Participation in work sessions (February, October 2015);
- » Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST):
 - Member of the monitoring committee for research projects, including the drafting of a handbook on the construction of underground barriers and *in situ* stress measurements;
 - Participation in a work session (March 2015);
- » Support program for valorization and transfer (AFT2):
 - Letter of support for COREM sent to the ministère de l'Économie, de l'Innovation et des Exportations (MEIE) (March 2015);
- » Governmental goal of dedicating 50% of the area covered by the Plan Nord to non-industrial purposes, environmental protection and the safeguarding of biodiversity:
 - Member of the MERN committee;
 - Member of the committee set up by the ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (MDDELCC) and the Société du Plan Nord;
 - Participation in numerous work sessions (March, May, June, November 2015);
 - Filing of the QMA's comments concerning possible solutions (July 2015);

- » Administrative and regulatory streamlining:
 - Member of the MDDELCC committee;
 - Member of the MERN committee;
 - Participation in several work sessions (March, May, November 2015);
- » Government guidelines on land planning:
 - Participation in special consultations by the ministère des Affaires municipales et de l'Occupation du territoire (MAMOT) (April 2015);
- » Meeting of the joint QMA – MDDELCC committee (April 2015);
- » Updating of the environmental authorization system under the Environment Quality Act:
 - Participation in the targeted consultations by the Minister of Sustainable Development, the Environment and the Fight against Climate Change, David Heurtel (MDDELCC) (April 2015);
 - Filing of a brief with the Committee on Transportation and the Environment at the National Assembly (September 2015);
 - Presentation before the parliamentary committee (September 2015);
- » Act to give effect to the Budget Speech delivered on 4 June 2014 and to various other fiscal measures:
 - Filing of a brief with the Committee on Public Finance at the National Assembly of Québec (May 2015);
 - Meeting with senior civil servants from the ministère des Finances (June 2015);
- » Lac à Paul project proposed by Arianne Phosphate:
 - Filing of a brief with the Bureau d'audiences publiques sur l'environnement (BAPE) (May 2015);
 - Presentation to the BAPE (May 2015);
- » Relations with Aboriginal communities:
 - Meeting with the Minister responsible for Native Affairs, Geoffrey Kelley (May 2015);
- » Electricity costs:
 - Member of the MERN's working group on electricity costs;
 - Participation in a work session (May 2015);
- » Workshop on the social acceptability of projects to develop public land, launched by the MERN:
 - Participation in a working session organized by the Québec Employers' council (CPQ) to define concerns in the mining sector and provide input for the CPQ brief (May 2015);
 - Participation in the targeted consultations organized by the MERN (June 2015);
 - Filing of a brief with the MERN (June 2015);
- » *Towards Sustainable Mining*:
 - Participation in a working session organized by the Mining Association of Canada (MAC) on the crisis management planning protocol (May 2015);
 - Participation in a working session organized by the MAC on the occupational health and safety protocol (October 2015);
 - Participation in a working session organized by the MAC on the mine tailings protocol (May and October 2015);
- » Amendments to the Regulation respecting mineral substances other than petroleum, natural gas and brine:
 - Filing of a brief with the MERN (June 2015);
- » Handbook for the drafting of an economic opportunity and market study:
 - Participation in the MERN consultations (June, July 2015);
 - Filing of comments (June 2015);

MAJOR ISSUES ADDRESSED

Act respecting transparency measures in the mining, oil and gas industries

Administrative and regulatory streamlining

Updating of the Environment Quality Act

Consultation on social acceptability

Climate change

Sustainable development





- » Revision of the M424 standards for the certification of diesel engines for gassy and non-gassy underground mines:
 - Member of the committee set up by the CSA Group;
 - Participation in a work session (June 2015);
- » Canadian Hydrogen Installation Code:
 - Member of the committee established by the Standards Council of Canada;
 - Participation in a work session to draft a guide on the use of hydrogen in mines (June 2015);
- » U.S. border preclearance centre at the Jean-Lesage International Airport in Québec City:
 - Support letter sent to Aéroport de Québec inc. (July 2015);
- » Transpacific partnership:
 - Support letter sent to the Minister for the Canada Economic Development Agency for Quebec regions (July 2015);
- » Green Mining Initiative:
 - Member of the committee to update the programs of Natural Resources Canada;
 - Participation in work sessions (July, September 2015);
- » Act respecting transparency measures in the mining, oil and gas industries:
 - Filing of a brief with the Committee on Agriculture, Fisheries, Energy and Natural Resources at the National Assembly (August 2015);
 - Presentation before the parliamentary committee (August 2015);
 - Meeting and discussions with the chief of staff of the Minister for Mines, Luc Blanchette (July, September 2015);
- » Québec target for greenhouse gas emissions reduction:
 - Filing of a brief with the Committee on Transportation and the Environment at the National Assembly (October 2015);
- » Meeting of the mine tailing working group with the MDDELCC (October 2015);
- » COREM project for a hydrometallurgical platform:
 - Letter of support sent to COREM (October 2015);
- » Project to improve highway 389 promoted by the ministère des Transports:
 - Filing of a brief with the BAPE (November 2015);
- » Workplace health and safety (WHS):

The question of WHS has occupied the QMA in 2015; numerous meetings were held and concerns of the mining industry were presented and defended:

 - Meetings of the action committee of the Commission de la santé et de la sécurité du travail (CSST) concerning Phase VII of the dangerous energies control project (January, April 2015):
 - SWOT analysis;
 - Development of a pilot project for fans;
 - Strategic meeting with CMAC-THYSSEN concerning long-hole drills (February 2015);
 - Meetings of the 3.57 and 3.57.1 committees of the CSST (March, October 2015):
 - Meetings of the technical subcommittee on hoists (February, November 2015);
 - Meetings of the technical subcommittee on underground mines (March, September 2015);
 - Meeting of the technical subcommittee on open pit mines and quarries (September 2015);
 - Meeting of the QMA advisory committee on underground mines (September 2015);
 - Meeting of the QMA advisory committee on open pit mines and quarries (September 2015);
 - Meeting of the technical subcommittee on explosives (December 2015);
 - Meeting of the intersectoral committee (mines, construction and forests) of the CPQ (April 2015);
 - Meeting with the CSST regional officer for Abitibi-Témiscamingue (June 2015);
 - Meeting of the advisory committee of the CPQ (June 2015);
 - Meeting of the CPQ on CSST governance (July 2015);
 - Meeting with the person responsible for the WHS coordinator at the Port of Québec (October 2015);
 - Meeting with the senior management of the CSST to discuss industry achievements and the “positive deviants” initiative (December 2015);
 - Meeting with the interim regional director of the CSST for Abitibi-Témiscamingue (December 2015):
 - Mucking while loading or under loaded holes;
 - Falls from heights and rescue plans.

In addition to all these actions with various groups to defend its members' interests, QMA representatives had a seat at the following in 2015:

- » Assembly of Partners of the Société du Plan Nord;
- » Board of directors of the Mining Association of Canada (MAC) (non voting);
- » Board of directors of the Association paritaire pour la santé et la sécurité du travail du secteur minier (APSM);
- » Board of directors of the Conseil du patronat du Québec (CPQ);
- » Board of directors of the Quebec Business Council of the Environment (CPEQ);
- » Board of directors of COREM;
- » Board of directors of MISA;
- » Board of directors of Minalliance;
- » Collaboration committee of Minalliance;
- » Audit committee of Minalliance;
- » Board of directors of SOREDEM;
- » Board of directors of the Comité sectoriel de main-d'œuvre de l'industrie des mines (CSMO Mines);
- » Femmes de métier dans le secteur minier au Québec committee;
- » Mining advisory committee of Rouyn-Noranda;
- » Monitoring committee for modular training for mine workers (FMTM) at the Commission scolaire de l'Or-et-des-Bois (CSOB);
- » FMTM accreditation committee at the CSOB;
- » Committee on the enforcement of Québec explosives regulations with the Sûreté du Québec (CAREQ);
- » Revenu Québec advisory committee on the transfer of responsibility for mining tax from the MERN to Revenu Québec;
- » Public affairs committee of the CPQ;
- » MAC public affairs committee;
- » MAC environment committee;
- » MAC Community of Interest Advisory Panel for the *Towards Sustainable Mining* (TSM) initiative.



The QMA's expertise and credibility have been built up over time, thanks to the invaluable support of its members. The QMA would like to thank the mining company representatives who are involved in the work of various standing committee, strategic committees and working groups:

STANDING COMMITTEES

- » 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, IAMGOLD Corporation – Westwood mine);
- » Communications and Public Affairs Committee;
- » Ground Control Committee (chair: Pascal Turcotte, Agnico Eagle Mines Ltd. – LaRonde mine);
- » Leaders' Committee;
- » Maintenance Committee (chair: Jean-Guy Pelletier, Agnico Eagle Mines Ltd.);
- » Environment Committee (chair: Martin Duclos, Goldcorp – Éléonore);
- » Taxation Committee (chair: Vanessa Laplante, Canadian Malartic G.P.);
- » Human Resources Committee (chair: Nicolas Bolduc, Agnico Eagle Mines Ltd. – LaRonde mine);
- » Health and Accident Prevention Committee (chair: Marc Moffette, Agnico Eagle Mines Ltd. – Goldex mine).

STRATEGIC COMMITTEES AND WORKING GROUPS

- » Strategic human resources committee;
- » Strategic workplace health and safety committee;
- » Sustainable development working group;
- » Working group on the ground control symposium;
- » Working group on the revision of model ground control programs;
- » Working group on “positive deviants”;
- » Working group on the revision of the mine audit system;
- » Working group on social acceptability – community relations;
- » Working group on the Plan Nord;
- » Working group on the management of the WHS inspection process.





PRESENCE AND OUTREACH

The QMA maintained its prominent position in 2015, continuing its work to raise its profile with decision-makers, key players in Québec and other partners.

Thanks to its actions and public position, the Association has helped ensure the outreach of its members and the mining industry:

- » Participation in meetings of the leaders of the TSM initiative of the MAC (January, May, October 2015);
- » Presence at the mining industry leaders Tribune organized by Fasken Martineau (February 2015);
- » Presence at the head table at a speech given by the Premier of Québec, Philippe Couillard, to the Board of Trade of Metropolitan Montreal (February 2015);
- » Presence and chairing of a panel discussion at the International Symposium on Northern Development organized by the Québec government (February 2015);
- » Participation in the annual convention of the Prospectors and Developers Association of Canada (PDAC) (March 2015):
 - Presence at the workshop on the Plan Nord;
 - Presence at the workshop on social media;
 - Meeting with the staff of the Canadian Minister of Natural Resources, the Minister's parliamentary secretary and the associate deputy minister for mines;
 - Meeting of the Canadian Mineral Industry Federation;
 - Meeting of the International Forum of Associations;
 - Meeting of communications coordinators of the Canadian mining associations;
- » Participation in the meeting of the TSM Community of Interest Advisory Panel (March, September 2015);
- » Participation in the forum of social acceptability organized by the Institut du Nouveau Monde (March 2015);
- » Presence at the budget lock-up of the Québec government (March 2015);
- » Presence at Americana 2015 (March 2015);
- » Opening speech at the 7th annual Objectif Nord event (April 2015);
- » Presence at the launching of the Plan Nord by the Premier, Philippe Couillard, and several Québec government ministers (April 2015);
- » Presence at the press conference given by the Minister of Energy and Natural Resources and Minister Responsible for the Plan Nord, Pierre Arcand, and the Minister for Mines, Luc Blanchette, to announce various projects connected with the Plan Nord (April 2015);
- » Visit of the Richmond Mines facilities (April 2015);
- » Conference on "positive deviants" at the CSST's major forum on workplace health and safety (May 2015);
- » Presence at the annual convention of the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) and participation in the program for students as an interviewer at simulated interviews (May 2015);
- » Visit of the COREM facilities (May 2015);
- » Speech and participation in a panel discussion on natural gas at the Natural Gas for Off-Road Applications Canada Summit (May 2015);

- » Presence at the 2015 Mine Rescue Competition (May 2015);
- » Visit of the Éléonore mine facilities by the QMA's Human Resources Committee (May 2015);
- » Member of the organizing committee and chairing of a session at the 2015 Mines and Environment Symposium organized by Université du Québec en Abitibi-Témiscamingue (UQAT) (June 2015);
- » Presence at Raglan Mine for the ceremony marking the 20th anniversary of the Raglan Agreement and for the management team meeting (June 2015);
- » Visit of Seleine mine (June 2015);
- » Presence at the Canadian Energy and Mines Ministers Conference in Halifax (July 2015);
- » Presence at Éléonore mine for the official opening ceremony (July 2015);
- » Submission of a file to the Mining Hall of Fame to nominate Louis P. Gignac and sending of a letter of support for his induction to the Ordre national du Québec (July, November 2015);
- » Presence at a press conference given by the Premier, Philippe Couillard, and several ministers to announce the awarding of government authorizations to Stolt LNGaz (August 2015);
- » Presence at the announcement by Pétrolia and Tugliq of the Bourque project in the Gaspésie region (September 2015);
- » Presence at a press conference given by Ministers Arcand and Blanchette to announce the granting of government authorizations to Nemaska Lithium (September 2015);
- » Presence at the 8th annual Objectif Nord event (September 2015);
- » Participation in the Refaire le Nord event organized by Corporation Mushuau-nipi at George River to find out more about the concerns of the Innu communities and other stakeholders in the field of mining development (September 2015);
- » Participation in the economic mission of Cree communities organized by the Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance (September 2015);
- » Visit of uranium mines in Saskatchewan and participation in an information session by the communities concerned (October 2015);

▼ Participants in the Refaire le Nord event organized by Corporation Mushuau-nipi at George River



- » Attendance at the annual convention of the Ordre des conseillers en ressources humaines agréés (CRHA) (October 2015);
- » Attendance at the 2015 Xplor gala (October 2015);
- » Speech and attendance at a panel discussion held as part of the symposium on social acceptability organized by the CPQ (October 2015);
- » Speech for the Québec section of the CIM (October 2015);
- » Meeting with the president and CEO of the Port of Québec for an information session on the harbour facility enlargement projects (October 2015);
- » Speech and attendance at a discussion panel on the Plan Nord organized by the Conference Board of Canada's Council on Corporate Aboriginal Relations (November 2015);
- » Drafting of a contribution to the CPQ blog on prosperity (November 2015);
- » Attendance at Québec Mines 2015 (November 2015):
 - Speech at the opening event;
 - Speech at the CIM gala;
 - Participation in a discussion panel on social acceptability;
 - Chairing of sessions on the environment and technical services;
 - Information booth;

- » Meetings and frequent contacts with the internship coordinators of vocational education centres, colleges and universities offering mining programs;
- » Visits to educational institutions:
 - Université Laval (January 2015);
 - Cégep de Thetford (April 2015);
 - Université du Québec en Abitibi-Témiscamingue (April 2015).

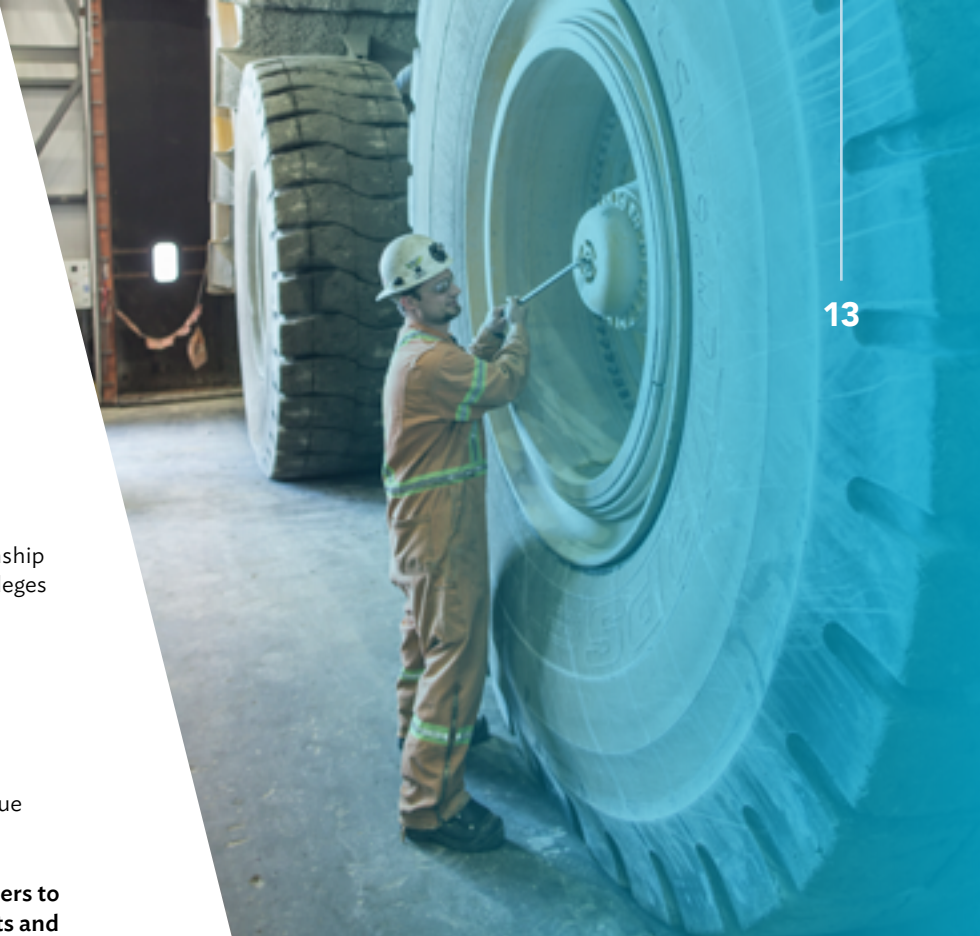
During 2015, the Association sent numerous letters to members, elected officials, senior public servants and partners, in particular to congratulate them on initiatives or appointments. Among these are the following:

- » Carolyn Bennett, Canada's Minister of Indigenous and Northern Affairs;
- » James Gordon Carr, Canada's Minister of Natural Resources;
- » Chrystia Freeland, Canada's Minister of International Trade;
- » Catherine McKenna, Canada's Minister of Environment and Climate Change;
- » MaryAnn Mihychuk, Canada's Minister of Employment, Workforce and Labour;
- » William Francis Morneau, Canada's Minister of Finance;
- » Pierre-Karl Péladeau, Leader of the Parti québécois;
- » Members of the board of directors of the Société du Plan Nord;
- » Frank Mariage, President of the Québec Mineral Exploration Association;
- » Suzanne Roy, President of the Union des municipalités du Québec.

The QMA has continued to maintain a media presence through targeted interventions that have raised its profile and highlight the concerns, achievements and challenges of the mining industry.

Thanks to the QMA's proactivity, its representatives gave 75 media interviews, in particular following the publication of almost 30 press releases on topics such as:

- » Québec's attractiveness for investors;
- » The drop in mining investment;
- » The mining taxes paid by the mining industry;
- » The government authorizations issued to Arianne Phosphate, Mine Arnaud, Nemaska Lithium, Royal Nickel and Stolt LNGaz;
- » Budget measures;
- » The Plan Nord;
- » The new Act respecting transparency measures in the mining, oil and gas industries;
- » Occupational health and safety;
- » The new target for greenhouse gas emission reductions;
- » 2015 report on the mining sector.



▼ Visual of the campaign «Sans mine, rien ne se crée.»



AROUND 75 MEDIA
INTERVIEWS GENERATED
THROUGHOUT QUÉBEC.

In addition to these public relations efforts, the QMA also launched advertising campaigns in various media (*Les Affaires*, *La Presse*, *La Presse+*, weeklies, magazines, etc.). A new, original and versatile advertising concept was developed to emphasize the indispensable contribution made by the mining industry, and also the benefits it generates.

As part of its mission to promote, support and proactively develop a responsible, committed and innovative mining industry in Quebec, the Association signed a partnership in July with Productions Balbuzard for the creation of 17 episodes of a TV series on the mining sector, to be broadcasted in the Abitibi-Témiscamingue region with Web applications.

Through this partnership, the QMA acts as an associate producer with Balbuzard. Other partnerships have been signed with media outlets or events in exchange for visibility for the QMA:

- » *Ressources, Mines et Industrie* magazine;
- » *Les Affaires* – production of a special insert on the mining industry;
- » The Marque Employeur event organized by Événements Les Affaires;
- » International symposium on mining development;
- » Americana, the international environmental technology trade show and conference;
- » Forum on energy organized by Événements Les Affaires;
- » 7th and 8th Objectif Nord events organized by Événements Les Affaires;
- » Natural Gas for Off-Road Applications Canada Summit;
- » Annual convention of the CIM;
- » The National Education Fair of Montreal;
- » Québec Mines 2015.

RELEVANT ACTIVITIES

APRIL 2015

QUÉBEC MINING WEEK

49 activities in 9 municipalities organized by regional committees

Provincial launch in Québec City at the 7th annual Objectif Nord event organized by *Les Affaires*

Production of promotional tools by the QMA

The year 2015 saw the QMA take more control over the coordination of the activities for Québec Mining Week. To exercise its leadership, the Association designed a specific logo for the event.

« **Découvrir la force d'un milieu** », a new teaser, was adopted thus obtaining a better uniformity in communications. It refers to the importance of the benefits and positive impacts generated by the mining activities in Quebec and its regions and the activities for discovering the mining sector held throughout Québec during Mining Week.



▲ View of the new logo of the Québec Mining Week

WINNING COMPANIES OF A F. J. O'CONNELL TROPHY IN 2015



Iamrock – Underground operations,
less than 400,000 hours

▲ From left to right on the photo: Josée Méthot, Christian Provencher,
Daniel Vallières and Marc Moffette



Goldcorp, Éléonore – Underground operations,
400,000 hours and over

▲ From left to right on the photo: Marc Moffette, Josée Méthot, Gilles Rochon,
Jean-Guy Lévesque, Yves Beauchamp, Alain Trudel and Christian Provencher



Horne Smelter, a Glencore company
– Surface operations, transportation
and primary metals processing

▲ From left to right on the photo: Josée Méthot, Christian Provencher,
Marie-Pier Bédard, Claude Bélanger and Marc Moffette

The QMA would like to commend the achievement of the team led by supervisor Israël Gauthier in the acid and oxygen section of the Horne smelter, on reaching the 350,000-hour mark without any accidents.

JUNE 2015

ANNUAL CONVENTION

217 participants

5 conferences focusing on innovation, perceptions of mining development, and human resources

1 panel discussion on the economic and political context in Québec

Attendance of and speech by the Minister for Mines

Golf tournament

Annual general meeting

During the 2015 gala event, companies were rewarded for their efforts in the field of workplace health and safety when the F.J. O'Connell trophy was presented to the companies whose workers and supervisors focused on teamwork in order to prevent accidents. The criteria for the award of the trophy take into account improvements in a company's performance, its performance compared to the industry average, and its combined accident rate based on target values. **The objective is to encourage companies to target a high level of performance.**

SEPTEMBER 2015

WORKPLACE HEALTH AND SAFETY SEMINAR

272 participants

8 conferences focusing on "positive deviants", leadership, drugs, and the importance of teamwork

Presentation of 142 workplace health and safety trophies to workers at the following companies for maintaining a safe working environment for periods between 50,000 and 350,000 hours:

- » Agnico Eagle Mines Ltd.
– Goldex mine
- » Agnico Eagle Mines Ltd.
– Lapa mine
- » Agnico Eagle Mines Ltd.
– LaRonde mine
- » ArcelorMittal Mining
of Canada G.P.
- » Canadian Malartic G.P.
– Canadian Malartic mine
- » Canadian Royalties Inc.
– Nunavik Nickel
- » Goldcorp – Éléonore
- » Graymont – Bedford plant
- » Hecla Québec
– Casa Berardi mine
- » Horne Smelter,
a Glencore company
- » IAMGOLD Corporation
– Westwood mine
- » Iamrock
- » Metanor Resources
– Lac Bachelor mine
- » Mine Matagami,
a Glencore company
- » Niobec, a Magris Resources
company
- » Raglan Mine, a Glencore company
- » Richmond Mines Inc.
– Beaufor mine
– Camflo mill
- » Stornoway Diamond Corporation
– Mine Renard

NOVEMBER 2015

ANNUAL MEETING OF MINE NURSES

14 participants

3 days of training and discussions on anxiety and muscular-skeletal disorders and summary clinical examinations

3 conferences

DECEMBER 2015

END-OF-YEAR ACTIVITY AND DINNER OF THE GOVERNORS' CIRCLE

114 participants

5 conferences on the Québec government's Strategic Vision for Mining Development, innovation, renewable energy, environmental authorizations and trends for 2016

Presence of and speech by the Minister of Energy and Natural Resources

Presence of and speech by the Minister for Mines

The Governors' Circle welcomed a new member in 2015, Christian Provencher, Vice President Operations, Canada, at Agnico Eagle Mines Ltd. Mr. Provencher was Chairman of the Association's Board of Directors in 2014 and is currently Vice Chairman.

Throughout the year, training activities and information sessions were organized on a range of topics of major importance for the members of the Association:

- » Leadership (February 2015);
- » Rights of Aboriginal communities and mining regime (April 2015);
- » *Towards Sustainable Mining* initiative (October 2015).



▲ On the photo, from left to right. 1st row: Paul-Henri Girard, Dominique Dionne, Jean-François Verret, Christian Provencher, Pierre Arcand, Josée Méthot, Michel Leclerc. 2nd row: Ebe Scherkus, François Biron, Normand Bédard, Luc Blanchette, Mark Joncas, Gaston Morin and Alain Cauchon.



SUSTAINABLE DEVELOPMENT CHARTER OF MINING COMPANIES WORKING IN QUÉBEC

The Sustainable Development Charter of Québec's mining sector is an initiative of the Québec Mining Association (QMA) and its members. It covers all activities in the mining life cycle.

The Charter reflects the QMA's mission to promote, support and proactively develop a responsible, committed and innovative mining industry. It is based on the values of respect, transparency, responsibility and teamwork with which QMA members are required to comply.

Based on their status as an important driving force for socio-economic development in Québec and in light of the progress made in recent years in the field of sustainable development, the QMA wishes to ensure that mining companies working in Québec adopt the best practices in the field of corporate social responsibility in order to maintain an innovative and competitive mining industry.

The development of the Charter is part of a comprehensive process of ongoing improvement and reflects the decision by the QMA and its members to commit to the Towards Sustainable Mining (TSM) initiative. The main objective of the initiative is to ensure that the mining industry meets society's need for minerals and metals in a way that is socially, economically and environmentally responsible.

COMMITMENTS

Aware of the impacts and benefits of its activities in Québec—from the exploration to the site rehabilitation stage—the mining industry strives to act in a way that is respectful of workers, communities and the environment. In keeping with this approach, the QMA and its members undertake to:

1. **Adopt and implement ethical business practices**, based on the introduction of rigorous governance processes and the adoption of policies or codes governing the conduct of the mining industry and its employees.
2. **Be accountable for their activities and potential impacts** by proactively managing risks and potential incidents inherent in the mining industry, and by planning and implementing diligent responses to mitigate the consequences or remedy the situation.
3. **Maintain open and ongoing relations with other stakeholders** in a transparent and proactive way, by communicating clear, relevant and sufficient information on mining industry activities and establishing inclusive mechanisms for dialogue.
4. **Contribute actively to environmental protection and biodiversity conservation**, in accordance with the regulations in force, by promoting the establishment of practices that go beyond the legal requirements and reduce the industry's environmental footprint.
5. **Cohabit harmoniously with communities** by respecting their culture and customs, and by adopting measures to optimize local benefits while minimizing the disturbance and constraints created by the mining industry's activities and facilities.
6. **Ensure the wellbeing of employees** by providing a safe working environment, competitive conditions of employment, and a fair and respectful workplace offering opportunities for professional development.

French version adopted by the Board of Directors, June 8, 2015.

▲ Visual of the QMA's Sustainable Development Charter

SUSTAINABLE DEVELOPMENT CHARTER

In 2014, the QMA launched its sustainable development approach to ensure the adoption of best practices in the mining industry. After reviewing the initial situation, the Association put together a group of mining industry representatives to work on establishing a sustainable development strategy for Québec's mining industry. Based on the issues identified for the mining industry and the expectations and perceptions of stakeholders, the working group determined the commitments that companies in Québec's mining sector must make. The Sustainable Development Charter, adopted in June by the Board of Directors, contains these commitments. In addition to the TSM initiative, the QMA's members must now commit to this new Sustainable Development Charter for Québec's mining industry.

FIRST PARLIAMENT HILL MINING DAY

In 2015, the Association organized its first-ever Parliament Hill Mining Day to meet the mining sector and its issues to Ministers and Members of the National Assembly (MNA) and to senior civil servants. The event was organized as part of Mining Week 2015, and allowed the members of the QMA's Board of Directors to meet 22 people, several of whom occupy key posts in the governmental and political body:

- » Carlos Leitão, Minister of Finance;
- » Pierre Arcand, Minister of Energy and Natural Resources and Minister Responsible for the Plan Nord;
- » Luc Blanchette, Minister for Mines;
- » Stéphane Bédard, Leader of the Parti québécois, accompanied by several MNAs;
- » François Legault, Leader of the Coalition avenir Québec, accompanied by several MNAs;
- » Line Drouin, Associate Deputy Minister for Mines at the MERN;
- » Jean Belzile, Associate Deputy Minister for Innovation at the MEIE;
- » Josée Dupont, Vice President, Operations at the CSST;
- » Pietro Perrino, Associate General Secretary, Ministère du Conseil exécutif;
- » Etc.

In addition to this event, the QMA makes a constant effort in the field of public and government affairs to maintain close relations with decision-makers and ensure that they are aware of the needs and concerns of mining companies.

POSITIVE DEVIANTS

The Association has continued to develop its initiative on “positive deviants” and has launched Phase 2, which began with a Web campaign called *La SST à cœur et en tête*.

An internet microsite and posters were produced to promote the campaign, along with a survey of workers. Over 4,600 people responded, highlighting the relevance and interest for the initiative in the mining industry. The operationalization (phase 3) has also begun, and will lead to the implementation of a coaching program that will reflect, in a practical and applied way, a uniquely innovative approach to make health and safety a constant focus, by working to improve the behaviour of all and stimulating interdependence, at all hierarchical levels within an organization.



« La SST à cœur et en tête »
campaign overview



SURVEY OF MEMBERS

The QMA commissioned a survey firm to obtain the opinion of its members on the quality of the services they receive and their level of satisfaction. Almost 110 representatives of member companies responded to the survey during the month of April. In general, 92% of members are satisfied with the services provided by the QMA. The support and services provided in the areas of regulation, the environment and health and safety were those that obtained the best satisfaction rating, between 77% and 96%. The analysis of these results shows that the QMA is able to adapt its activities to its members' needs. To continue to meet their expectations, the Association will make sure it works on the elements identified as needing improvement.

STUDY OF THE LABOUR FORCE

To have an up-to-date view of the labour force in mine facilities, the Association has produced a study to assess workers' geographic origin and the male/female balance. The results show that mine workers live in all regions of Québec, highlighting the industry's positive impact throughout the province.

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INDUSTRY'S POSITIVE
IMPACT THROUGHOUT
THE PROVINCE.

SOREDEM

The Société de recherche et développement minier (SOREDEM) has continued its work to bring together organizations interested in promoting, advancing and supporting research. It currently has eleven members and worked on the following projects in 2015:

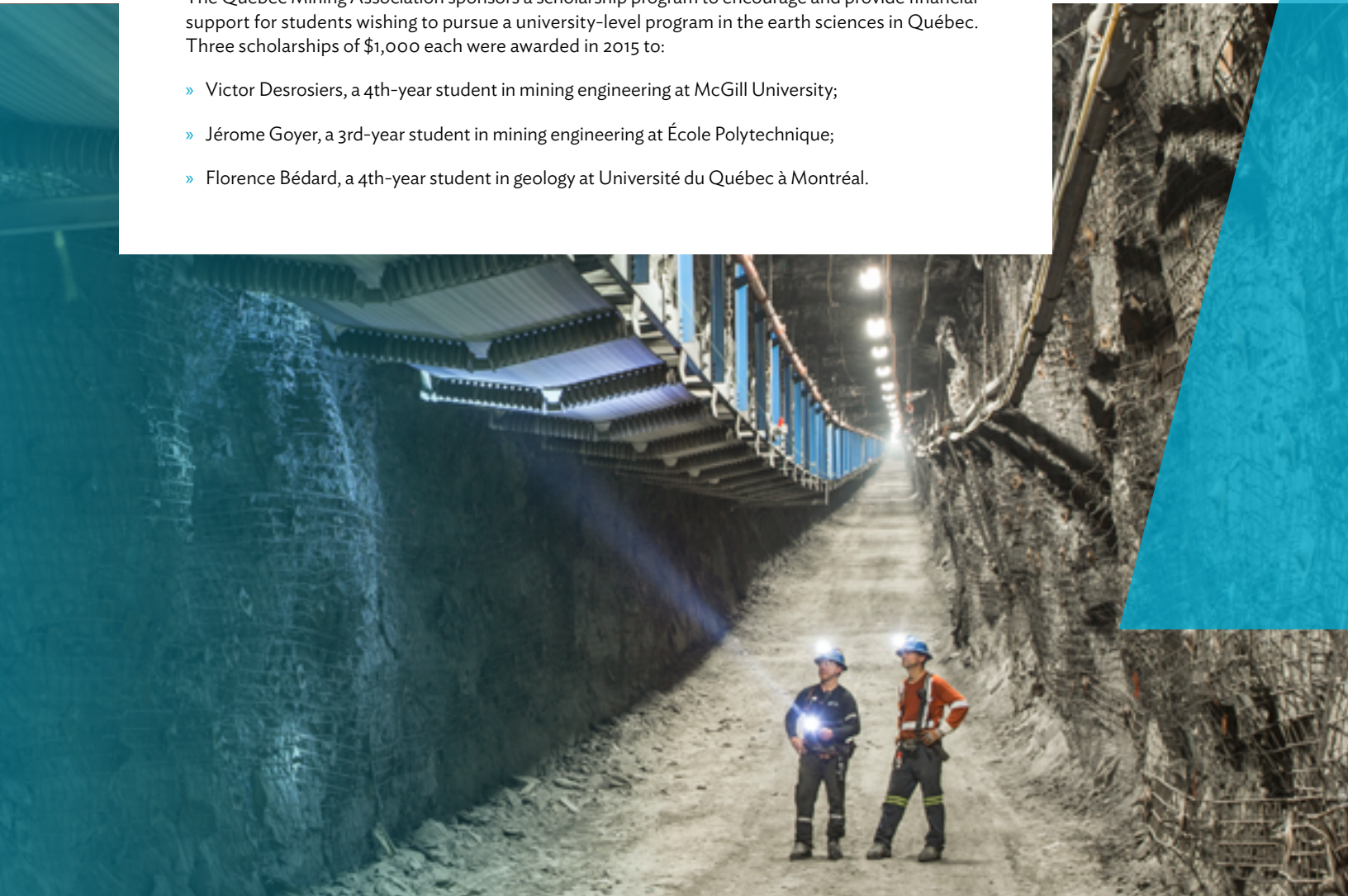
- » Consortium for the initiative on the use of hydrogen in mines (project under way);
- » Mécanivent II ventilation ducts (project completed);
- » Development of a high-performance synthetic aramid-fibre mine hoist cable – Phase 2 (project in preparation).

SOREDEM awarded a Claude-Drouin scholarship worth \$4,000 to Christophe Cornellier, a master's student in mechanical engineering at Université du Québec en Abitibi-Témiscamingue.

MINING INDUSTRY SCHOLARSHIPS

The Québec Mining Association sponsors a scholarship program to encourage and provide financial support for students wishing to pursue a university-level program in the earth sciences in Québec. Three scholarships of \$1,000 each were awarded in 2015 to:

- » Victor Desrosiers, a 4th-year student in mining engineering at McGill University;
- » Jérôme Goyer, a 3rd-year student in mining engineering at École Polytechnique;
- » Florence Bédard, a 4th-year student in geology at Université du Québec à Montréal.



MEMBERS OF THE ASSOCIATION

(on december 31, 2015)

MINES AND TREATMENT AND PROCESSING FACILITIES

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

MINING CONTRACTORS

- » Cementation Canada Inc. (Québec Division)
- » CMAC-THYSSEN Mining Group
- » Construction Kiewit Cie
- » Don Bourgeois and Sons
- » Dumas Contracting Ltd.
- » Groupe Gilbert
- » H.J. O'Connell
- » Iamrock Inc.
- » J.S. Redpath Ltd.
- » Machines Roger International Inc.
- » Promec Mining Inc.

MINERAL EXPLORATION COMPANIES

- » Adriana Resources Inc.
- » Arianne Phosphate Inc.
- » Falco Resources Ltd.
- » Integra Gold Corp.
- » Oceanic Iron Ore
- » Osisko Gold Royalties
- » Royal Nickel Corporation
 - Dumont project

INSTITUTIONS AND NON-PROFIT ORGANIZATIONS

- » Centre de formation professionnelle de la Baie-James
- » COREM
- » Institut national des mines du Québec
- » Manufacturiers et Exportateurs du Québec

SUPPLIERS OF GOODS AND SERVICES

- » EEM Sustainable Management
- » Fournier Industries Inc.
- » Hewitt Equipment Limited
- » InnovExplo
- » McCarthy Tétrault
- » PwC
- » SMS Equipment
- » SNC Lavalin Inc.
- » Sodémex
- » Stantec
- » Stolt LNGaz

THE ASSOCIATION TEAM

(on december 31, 2015)

- » Josée Méthot, President and CEO*
- » Lise Belisle, Executive Assistant
- » Marilyne Brunet, Advisor, Strategic Communications
- » Carole Côté, Director, Administration
- » Katie Deneault, Director, Human Resources and Manpower Development Advisory Service
- » Claude Ferland, Director, Technical Services
- » Nancy Roger, Administrative Assistant, Environment, Health and Safety and Technical Services
- » Tanguy Paquot, Director, Workplace Health and Safety
- » Mathieu St-Amant, Director, Strategic Communications
- » Geneviève Tolgyesi, Administrative Assistant, Strategic Communications, Administration, Human Ressources and Manpower Development
- » Nathalie Tremblay, Director, Environment and Sustainable Development

* Member of the Executive Committee