



ACTIVITY REPORT 2023



Sayona Québec

MISSION

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

VISION

By 2030, the QMA will be recognized by its stakeholders as a catalyst for the mining industry, inspiring an ethical approach among its members and enabling them to respect the highest environmental, social and governance standards.

VALUES

Membership in the QMA requires members to:

- Be respectful;
- Be transparent;
- Act ethically;
- Cooperate with all stakeholders.

2023 THE YEAR IN REVIEW

- Issue of **17 press releases**
- **34 interviews** in the media
- **Almost 32 million views, impressions and plays** from mass-market communications activities
- Filing of **2 briefs and 11 comment letters** with the governments of Québec and Canada
- **168 social media posts**
- Membership of **56 boards, committees and working groups** at partner organizations

MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS



After five years as a director of the Québec Mining Association, it was an honour for me to accept the role of chair of the board of directors of this organization with 88 years of rich history. I take up this position during a favourable period, considering the government drive to develop value chains in which mining is the first link, the role that mining companies will play in the

decarbonization of the world's economy, and considering also the economic benefits for Quebec and its regions, in both the present and future.

The current context is favourable, but we also face some challenges. They include the shortage of qualified workers and housing in outlying regions, access to hydroelectric power, and the social acceptability of mining projects.

The year 2023 was the last in our strategic plan for 2020-2023. The board of directors, working with the QMA's permanent staff, has reviewed the issues currently facing the mining industry and established the position the QMA hopes to reach by 2030, defined as follows:

"By 2030, the QMA will be recognized by its stakeholders as a catalyst for the mining industry, inspiring an ethical approach among its members and enabling them to respect the highest environmental, social and governance standards."

Based on this vision, the board of directors adopted in November a new strategic plan to guide the QMA's work and projects until 2026. I am especially proud of the work accomplished by the members of the board who took part in the strategic review process with wisdom and humility.

Among the other accomplishments of the board of directors in 2023, I would like to emphasize the modernization of our governance structure, which will make the board more responsive and better able to steer its strategies.

The quality of the board members' discussions makes me optimistic for the future of the industry in Québec. I fully expect to see it develop and prosper thanks to a unique approach, the application of best practices, the cooperative work with the Québec government and stakeholders and, above all, the commitment of all our members to improving their performance in terms of sustainable development and governance, in particular via the TSM initiative. Our sector of activity is changing, improving and innovating on a continuous basis, and is not afraid to reinvent itself. For all these reasons, Québec has one of the world's leading mining industries.

Once again, I would like to emphasize the teamwork achieved by the members of the board of directors. Our discussions are open and constructive and take place in a harmonious and respectful way and this, in my view, is one of the board's great strengths. I would like to take this opportunity to thank each member individually for his or her active and constructive participation.

In closing, I thank the board's deputy chair, Hélène Cartier, for her support, and our president and chief executive officer, Josée Méthot, for her leadership and energy, as well as all the permanent staff members for their dedication to the mining industry. Josée heads a team whose work is extremely valuable for our members and we are lucky to be able to rely on her to ensure progress in the industry.



JEAN-BAPTISTE DROMER, Eng., M.Sc.A.
Chair of the Board of Directors

MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER



The Québec Mining Association (QMA) has had another very busy year. Its actions have been influenced by two key challenges facing our industry: the social acceptability of mining projects in southern Québec, and forest fires in northern Québec.

Once again, I would like to salute our industry's ability to adapt and mobilize. After realizing

the extent of the fires and the phenomenal quantities of smoke released, mining companies quickly took steps to minimize risks for workers' health and safety and for their facilities. Throughout this period, the QMA acted as a link between mining companies and Québec's department of natural resources and forests (*Ministère des Ressources naturelles et des Forêts*, or *MRNF*) to minimize the impact on mining operations despite the difficulties encountered.

Interest in Québec's critical and strategic minerals remained high in 2023, leading to a number of discussions about the social acceptability of mining operations and access to land. The QMA had to intervene on several occasions to highlight current practices in the industry and the regulatory framework in Québec. It had two opportunities to address the municipal sector, first at the forum of the *Union des municipalités du Québec (UMQ)*, which looked at the integration of mining activities, social acceptability and cohabitation, and then at the convention of the *Fédération québécoise des municipalités (FQM)*. Interventions were also made on the same themes during two government consultations, the first organized by the *MRNF* to promote the harmonious development of mining in Québec and the second organized by the *Ministère des Affaires municipales et de l'Habitation (MAMH)* to review the new governmental guidelines on land use planning.

One general observation can be made here: the mining industry overall, along with its practices, its progress and its regulatory framework, is poorly understood. In addition, the main concern for the general public is environmental protection.

To deal with this reality, the QMA, in addition to drawing up a new strategic plan for 2024-2026, prepared a new communications plan in 2023 with the objective of correcting mistaken perceptions about the mining industry. The goal of the QMA's new plan will be to highlight environmental and social approaches and the innovations introduced to reduce the environmental footprint of Québec's mining facilities.

To conclude, I would like to offer my thanks to Vanessa Laplante for her two years chairing the board of directors. I am extremely grateful for her unflinching commitment to the QMA. I also thank the incoming chair, Jean-Baptiste Dromer, and all the members of the board of directors for giving their time, commitment and, above all, their trust to the members of the QMA team who, as you will learn from this report, deserve as much thanks for their dedicated work for our members.

If the future is anything like the past, I believe that, together, we will overcome all the challenges we will face in the coming year, and in particular the amendments to the Mining Act promised by the Minister in charge of the *MRNF*.

I hope you enjoy reading the report!



JOSÉE MÉTHOT, Eng., M.B.A., C.Dir.
President and CEO



PROGRESS ON THE 2020-2023 STRATEGIC PLAN

By completing 81% of the actions planned for the year, the QMA had, by the end of 2023, achieved 87.5% of the actions set out in the 2020-2023 strategic plan, addressing the aims of:

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



Agnico Eagle Mines Ltd. LaRonde Mining Complex



Sayona Québec



Niobec, a Magris company



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT CONSULTING SERVICES, DIRECTOR

Katie Deneault, CRHA PCC

All the actions in the field of human resources in the 2020-2023 strategic action plan have been completed. Over the past year, the team has made every effort to:

- analyze and understand the goals and lack of interest of the younger generation through a study of its perceptions of the mining industry;
- support and promote initiatives to include women in the mining industry;
- ensure the quality, permanency and range of services provided for members by organizing discussions between members;
- finalize and implement the new TSM protocol on equitable, diverse and inclusive workplaces.

The professional codevelopment groups, made up of HR professionals from QMA member companies, continued in 2023. Four cohorts of 8 to 10 people worked together to discuss best practices in a confidential setting using a specific methodology designed to improve their approaches, enlighten their decisions and guide their actions more effectively.

Last, the QMA is proud of the work accomplished to create the new TSM protocol on equity, diversity and inclusion, which was launched in 2023. It will clearly help QMA members assess and improve their human resources policies to ensure that Québec's mining sector provides equitable, diverse and inclusive workplaces. The QMA will be glad to support its members in the next steps to deploy the protocol in individual companies.



PREVENTION AND WORKPLACE HEALTH AND SAFETY, DIRECTOR

Martin Gagnon

Prevention and occupational health and safety (OHS) are considered to be core values by the mining companies operating in Québec. Instead of taking their excellent OHS results for granted, QMA members continued their efforts throughout 2023 to improve their performance.

The QMA's 2020-2023 strategic plan ended on December 31, 2023. Several of the actions completed were designed to stimulate leadership, collaboration and member engagement in the field of prevention and occupational health and safety. They included the following:

- 14 mining companies completed their OHS management diagnosis during the period, including 8 in 2023.
- To maintain the highest OHS standards, the QMA considered it a duty to support and assist members by sharing relevant information from the meetings of the 16 regulatory subcommittees and by organizing training sessions, such as:
 - Intervention impacts
 - Leadership: strategic partners
- Another highlight of 2023 was the fact that no fewer than 31 supervisors received training on the supervisory formula and work card (SFWC).
- The QMA, working with the APSM and CSMO Mines, made the new edition of the *Guide d'évaluation des compétences et de développement pour le poste de superviseur* ("Guide to skills assessment and development for supervisors' positions") available to its members after it was revised by a working group whose objective was to standardize its contents.

Several factors contribute to the mining sector's outstanding OHS performance. They include collaboration, the involvement and leadership of all QMA members.



Newmont, Éléonore Mine



ENVIRONMENT AND SUSTAINABLE DEVELOPMENT, DIRECTOR

Micheline Caron, M.Sc.Env., VEA®

Now that the 2020-2023 strategic plan has been completed, the environment and sustainable development management is pleased to report that all the actions set out in the plan have been implemented. The QMA team focused on promoting the highest responsible development standards within the mining industry, via a range of training sessions and publications.

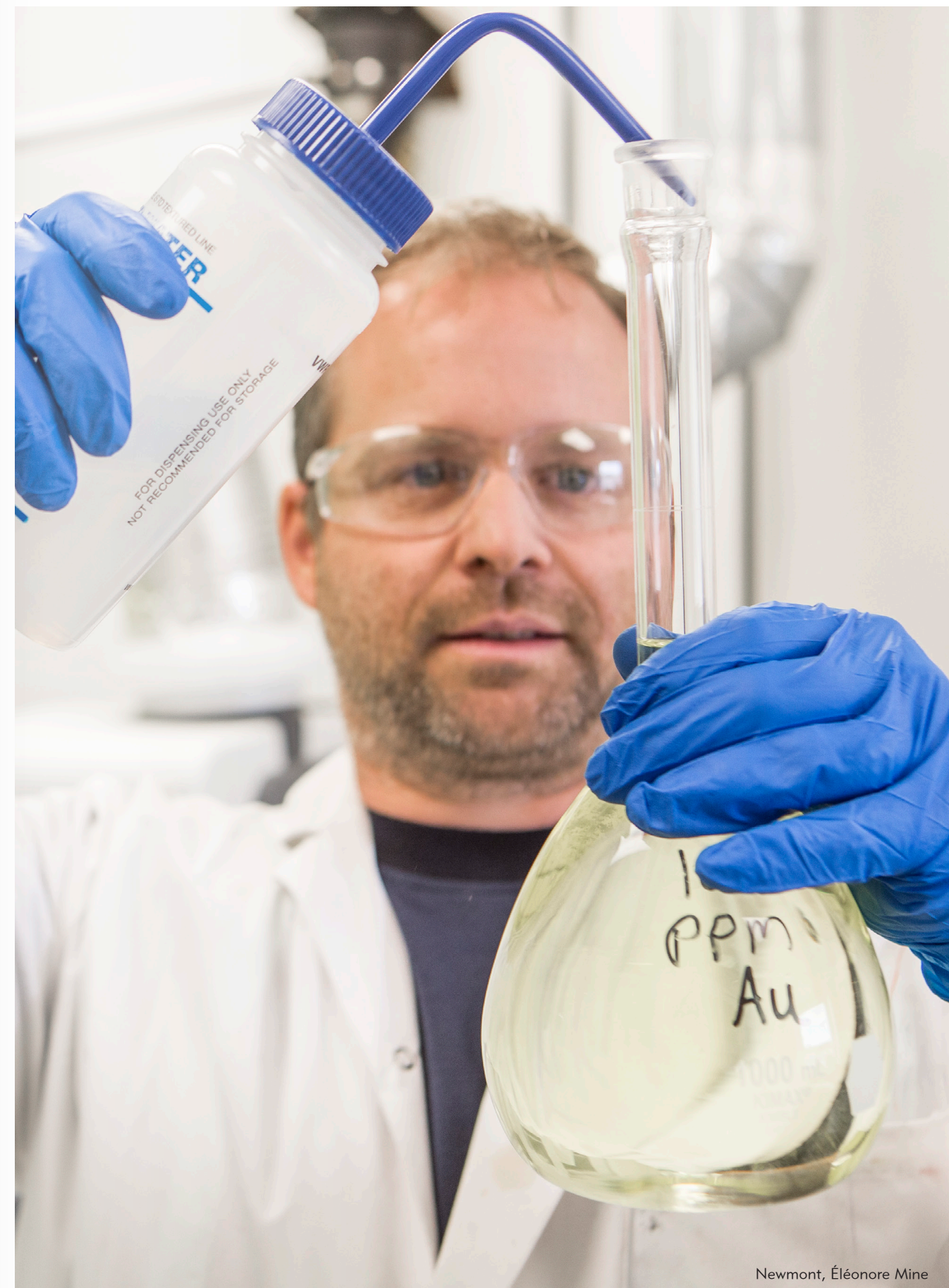
During 2023, the QMA organized basic TSM training sessions to introduce the initiative to all QMA members and committees.

The QMA also continued its awareness-raising work with government employees, which began in 2022. In June 2023, the QMA organized a tour of Magris's Niobec mine for staff members of the *Ministère de l'Environnement, de la Faune et des Parcs (MELCCFP)* and the *Ministère des Ressources naturelles et des Forêts (MRNF)*. The participants were able to see for themselves the realities faced by the mining sector, and also all the efforts made by the industry to improve its environmental footprint.

Work to raise the industry's visibility with stakeholders also continued. The QMA and its members were, in particular, present at:

- *Journée Ecotoq*, organized by *Université du Québec à Montréal (UQAM)*
- the annual convention of the *Association québécoise pour l'évaluation d'impacts (AQÉI)*
- *Québec Mines + Énergie*, with 8 presentations on climate change and community relations

To end with, the QMA would like to highlight the creation of a new committee this year, the TSM and management systems committee. It brings together representatives from active mines and mine projects to discuss, in particular, the TSM protocols related to environmental issues. This allows members to remain abreast of new developments, improve their knowledge through training, and take advantage of the experience of industry leaders that have implemented exemplary approaches.



Newmont, Éléonore Mine



STRATEGIC COMMUNICATIONS AND PUBLIC AFFAIRS, DIRECTOR

Martin Bureau

In the 2020-2023 strategic plan, the strategic communications and public affairs management faced the specific challenge of making Québec proud of its mining industry. Although many key actions under the strategic plan have been implemented, much remains to be done to change perceptions within the general public and instil pride in Québec's mining sector.

Over the last year, the QMA has continued its work to make the general public more aware of the mining industry, by completing the second season of *Des réflexions en profondeur* advertising campaign featuring two new public figures, Farah Alibay, an engineer at the Jet Propulsion Laboratory, a spatial research centre managed by the California Institute of Technology and affiliated with NASA, and Pierre-Yves Lord, a well-known TV and radio host. Two employees from Agnico Eagle's LaRonde Mining Complex, Christian Goulet, Director of Operations, Québec, and Yan Cabot, General Superintendent, Underground Maintenance and Optimization, were also part of the line-up. Overall, the two-year campaign garnered **59 million hits** across all media.

The year 2023 also saw work to gather information to measure the results of the QMA's communications actions and public perceptions. The results show that 78% of respondents report that they lack knowledge about the mining industry. They also show that negative perceptions about mining stem mainly from environmental concerns.

Over the coming year, the QMA will implement a new communications plan, with the objective of correcting false impressions of the mining industry and demonstrating the approaches and best practices applied today in Québec.

Other actions completed during 2023 include:

- the distribution of over **2,600** children's books
- the development of a new QMA website
- the publication of articles:
 - The innovation Platform – Québec: Mining for the future
 - Global Business Report – Québec Mining Review

The QMA also issued **17 press releases** to inform the general public about the mining industry's achievements or to respond to current issues:

- The Québec Mining Association invites Farah Alibay and Pierre-Yves Lord to share their in-depth thoughts
- 2023 federal government budget: measures to support the development of the critical minerals value chain
- **\$926 million** in mining royalties paid to the Québec government in 2021
- Consultation on the harmonious development of mining activities: increasing the social acceptability of mining development in Québec
- Launch of Québec Mining Week 2023
- *Les Mercuriades* award ceremony: the mining industry sees its efforts rewarded
- Awards presented by the Québec Mining Association
- Several companies honoured at the QMA's awards ceremony
- The Québec Mining Association announces changes to its board of directors
- Occupational health and safety awards (1 provincial release and 3 regional releases)
- Publication of the overview report on the consultation for harmonious mining development: the Québec Mining Association will analyze the overview report in detail
- Supreme Court decision on the unconstitutionality of the Impact Assessment Act: the provincial powers upheld
- Critical and strategic minerals: more investment to support research and development
- Mining investment in Québec: an increase in investment that reflects the energy of Québec's mining industry
- A look back at 2023 for Québec's mining industry

The QMA gave **34 media interviews** on various subjects, including the social acceptability of mining projects, the battery sector and the role it will play in Québec, the increase in mining claims, CSMs, the overview report on the *MRNF* consultation on harmonious development for the mining industry, mining investment, and the forest fires of Summer 2023.

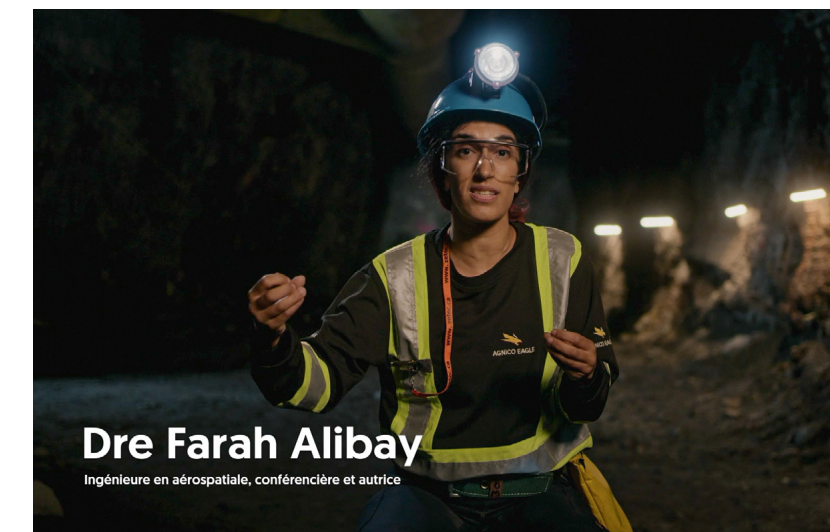
To inform its members, the QMA published:

- **39 e-newsletters, the QMA in action**
- **15 express newsletters**
- **37 environmental bulletins**

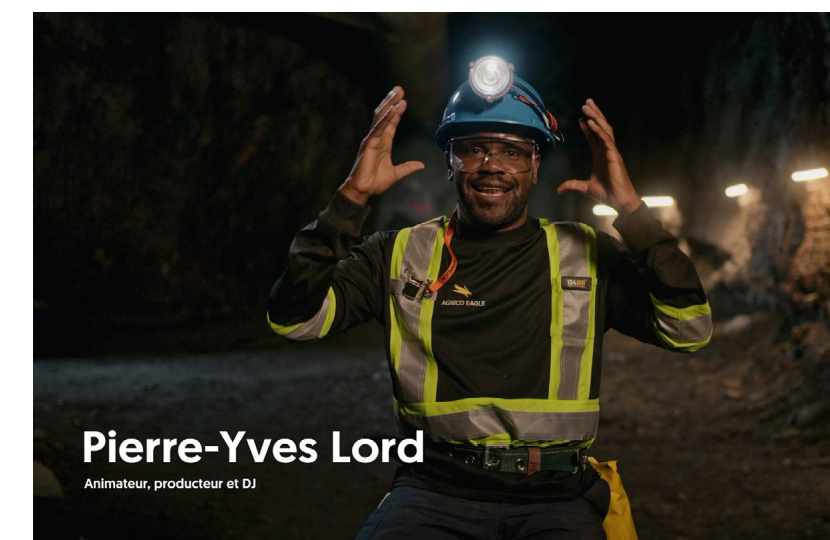
It also forwarded a daily bulletin featuring a media scan for the mining industry.

Social media actions:

- 168 publications
 - **54 publications on Facebook**
 - **64 publications on LinkedIn**
 - **35 publications on Instagram**
 - **15 publications on TikTok**



Dre Farah Alibay
Ingénieure en aérospatiale, conférencière et autrice



Pierre-Yves Lord
Animateur, producteur et DJ

MEETINGS WITH MEMBERS

The QMA organizes annual events to bring its members together to discuss priorities and best practices and recognize achievements.

Workplace health and safety seminar

- 325 participants
- 5 conferences:
 - Working safely: what is involved?
 - Guide to skills assessment and development for supervisors' positions
 - First-class leaders
 - EPIC Leadership
 - Improving mental health
- 16 exhibitors

Annual mine rescue competition

- 6 teams
- 139 participants

QMA annual convention

- 177 participants
- 6 conferences:
 - Address by the Minister of Natural Resources and Forests
 - Results of QMA surveys of public perceptions of the mining industry and issues for the 2024-2026 strategic plan
 - Relations with the Indigenous peoples: rebuilding bridges
 - Fighting and adapting to climate change as a source of opportunities from a sustainable development perspective
 - Responsible communications: a corporate responsibility!
 - Loyalty and commitment, achievable through good management!
- 1 discussion panel on the social acceptability of mining projects
- Annual general meeting

Annual meeting of mine nurses

- 24 participants
- 3 training sessions on:
 - Confidentiality of personal information – labour law
 - Musculoskeletal examinations and practical workshops
 - ACLS training

Ground control seminar

- 150 participants
- 9 conferences:
 - Ground control – the management perspective
 - A strategic approach to resuming operations in closed seismic zones
 - Ground control challenges at Wesdome's Kiena Mine Complex
 - Scanning for deformation detection
 - Controlled block fall tests at Canadian Malartic Mine
 - Exploration of the link between rock mechanics and seismic activity
 - Evolution of ground support and geotechnical instrumentation in Nordic environments
 - Rock mass strength contrast block model using geochemistry
 - Optimization of ground control specifications
- 8 exhibitors

VISITS TO MEMBERS' FACILITIES

- Tour of Magris's Niobec Mine with staff members from the MELCCFP and MRNF
- Tour of the facilities of ArcelorMittal Mining Canada s.e.n.c. and Quebec Iron Ore in Fermont during the Canadian Mineral Processors Conference
- Tour of Agnico Eagle's LaRonde Mining Complex during a meeting of the Catamine committee
- Tour of IAMGOLD's Westwood mine during a meeting of the health and accident prevention committee
- Tour of ArcelorMittal's facilities in Port-Cartier during a meeting of the APSM
- Tour of Sandvik's facilities during the presentation of their TH550B electric vehicle
- Tour of Sayona Québec's facilities in La Come during a meeting of the environment committee
- Tour of Glencore's Home Smelter community office
- Tour of Agnico Eagle's community office
- Tour of Arcelor Mittal's integrated operations centre during a meeting of the human resources committee



Niobec, a Magris company



Agnico Eagle Mines Ltd. LaRonde Mining Complex

AN ASSOCIATION REPRESENTING ITS MEMBERS

THE ROLE OF AN ASSOCIATION INCLUDES DEFENDING ITS MEMBERS' INTERESTS AND MAKING THEIR CONCERNS KNOWN TO GOVERNMENTAL AUTHORITIES. IN 2023, THE QMA INTERVENED ON AROUND A DOZEN KEY ISSUES:

Environment and Climate Change Canada:

- Filing of comments on the Offsetting Policy for Biodiversity

Ministère de l'Économie, de l'Innovation et de l'Énergie

- Brief - Consultation on the regulation and development of clean energy in Québec

Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs (MELCCFP):

- Filing of comments on the 2nd omnibus regulation in connection with the Environment Quality Act
- Filing of comments on the forms admissibility process
- Filing of comments on the modernization of the industrial waste reduction program (PRRI)
- Filing of comments on the new *Directive 019*



Niobec, a Magris company



Niobec, a Magris company



Newmont, Éléonore Mine

Ministère des Affaires municipales et de l'Habitation (MAMH)

- Brief - Consultation on the publication of new government guidelines for land use planning (*OGAT Mines*)

Ministère des Finances

- Demands presented and filed for the 2023 pre-budget consultation

Ministère des Ressources naturelles et des Forêts (MRNF)

- Brief - Consultation on promoting the harmonious development of mining in Québec
- Filing of comments on the guide to the preparation of mine site rehabilitation and restoration plans in Québec
- Filing of comments during the pre-consultation on amendments to the Mining Act
- Filing of comments on the draft directive concerning the contents of the mineral resource and reserve estimate required for an application to extend a mining lease
- Filing of comments for the pre-consultation on a draft regulation respecting impact-causing mineral exploration projects

ESSENTIAL COLLABORATION

The QMA has set up various committees made up of professionals working on the ground in the mining sector. These committees and taskforces offer the best possible response to expectations in the industry and a way to move issues forward.

The QMA thanks the members of each committee and taskforce for their ongoing commitment.

Catamine Committee

Chair: Nancy Letourneau
LaRonde Mining Complex, Agnico Eagle Mines Ltd.

Communications Committee

Chair: Annie Paré
ArcelorMittal Mining Canada s.e.n.c.

Community relations Committee

Chair: Jacynthe Lafond
Éléonore Mine, Newmont

Environment Committee

Chair: Martin Duclos
Sayona Québec

Ground control Committee

Chair: Véronique Giroux
Niobec, a Magris Company

Health and accident prevention Committee

Chair: Stéphane Tremblay
Machines Roger International inc.

Human resources Committee

Chair: Evelyn Gauthier
Seleine Mines Windsor Salt Ltd.

Industrial hygiene Committee

Chair: Richard Sévigny
Raglan Mine, a Glencore Company

Maintenance Committee

Chair: Martin Pichette
Eldorado Gold Québec

Mining company leaders' group Committee

Taxation Committee

Chair: Vanessa Laplante (until September 1)
Canadian Malartic Mine, Agnico Eagle Mines Ltd.

TSM and management systems Committee

Chair: Frédéric Gagnon
Niobec, a Magris Company

To examine certain subjects in more depth, the QMA has set up temporary committees and taskforces. Based on the needs expressed and the progress of work, the special committees and taskforces will remain active.

- Monitoring committee for modular mine worker training
- Strategic communications committee
- Strategic human resources committee
- Technical committee – *Directive 019* and depollution attestations
- Joint taskforce with the *CNESST* for the revision of the mine rescue competition formula
 - Chair: Nancy Letourneau
LaRonde Mining Complex -
Agnico Eagle Mines Ltd.
- Professional codevelopment groups for human resources professionals
- Taskforce on the instructor-rescuer project
- Taskforce to redesign Québec Mining Week

TRAINING SESSIONS TO STAY UP TO DATE WITH THE LATEST INNOVATIONS



It is important for the QMA to offer training sessions, conferences and webinars to help its members remain up-to-date on technological, strategic or other innovations in the mining sector. The following activities were provided for members by each QMA department in 2023:

ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

- Webinar – Towards net zero, a presentation by Josiane Caron, an energy and GHG specialist at Quebec Iron Ore
- Basic training – TSM initiative – April 26, May 15, May 24
- Basic training – ISO 14 001 – May 11
- Basic training – Integration of the TSM initiative with management systems – May 25
- Funding programs for ecoresponsible projects – *Fonds Écoleader* – March 9
- Training session on the climate change protocol – January 24
- MELCCFP presentation on proposed changes to the *PRRI* – September 21
- MRNF presentation on the updated version of the Guide to the preparation of mine site rehabilitation and restoration plans in Québec – November 3

COMMUNITY RELATIONS

- Presentation by Natural Resources Canada – February 9
- *Les Saisons des peuples*, by CSMO Mines and UQAT – February 21
- Training session on Indigenous realities in a professional setting – November 8 and 9

WORKPLACE HEALTH AND SAFETY

- Training session on the operation of the regulatory committees – November 28

GROUND CONTROL

- Training session on slope design – February 7 and 8
- Workshop on paste backfill – November 16

HUMAN RESOURCES

- New remuneration trends: a good idea or not? – February 9, 2023
- Training session – Optimizing recruitment processes – June 1
- The employer's duty to impose authority – the risks of delaying disciplinary measures – October 24
- Program to develop supervisor skills (presentation at the QMA's health and safety seminar)

COMMUNICATIONS AND PUBLIC AFFAIRS

- Training session on TikTok social media – September 25

TAXATION

- Update: fiscal incentives for mining companies – Webinar presented by EY – November 15

A COMMITTED TEAM

The QMA team has continued to work with other partner organizations.



MINING ASSOCIATION OF CANADA (MAC)

- Non-voting member of the board of directors
- Member of the Environment and Science Committee
- Member of the Indigenous Relations Committee
- Member of the biodiversity task force
- Member of the taskforce on amendments to the Canadian Environmental Protection Act
- Member of the taskforce on mine tailings reclamation
- Member of the taskforce on the United Nations Declaration on the Rights of Indigenous Peoples
- Towards Sustainable Mining initiative
 - Member of the Community of Interests Advisory Panel
 - Member of the Governance Team
 - Member of the initiative leaders
 - Member of the annual meeting to update TSM verifiers
 - Member of the committee to set up the Equity, Diversity and Inclusion protocol

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

- Member of the board of directors
- Member of the governance and ethics committee

ASSOCIATION QUÉBÉCOISE DE VÉRIFICATION ENVIRONNEMENTALE (AQVE)

- Member of the board of directors
- Member of the accreditation committee

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

- Member of the board of directors
- Member of the executive committee

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

- Member of the board of directors
- Member of the informational resources committee
- Member of the advisory committee on the Regulation respecting occupational health and safety in mines (3.57)
 - Member of the remote operation subcommittee

- Member of the explosives subcommittee
- Member of the hoist subcommittee
- Member of open-pit mines and quarries subcommittee
- Member of underground mines subcommittee

- Member of advisory committee to monitor the action plan for underground mines (3.57.1)

COMMISSION SCOLAIRE DE L'OR-ET-DES-BOIS (CSOB)

- Member of the monitoring committee for modular mine worker training (*Formation modulaire du travailleur minier, or FMTM*)
- Member of the *FMTM* accreditation committee

CONSEIL DU PATRONAT DU QUÉBEC (CPQ)

- Member of the strategic occupational health and safety committee
- Member of the prevention and occupational health and safety committee

QUEBEC BUSINESS COUNCIL ON THE ENVIRONMENT (CPEQ)

- Member of the board of directors
- Member of the *MÉI/CPEQ* joint committee
- Member of the *MELCCFPI/CPEQ* joint committee
- Member of the sectoral associations committee

COREM

- Non-voting member of the board of directors

CANADIAN MINERAL INDUSTRY FEDERATION (CMIF)

- Member of the federation

MISA

- Member of the board of directors
- Member of the environment network

CANADIAN INSTITUTE OF MINING, METALLURGY AND PETROLEUM (CIM)

- Member of the John T. Ryan trophy committee

INSTITUT DE RECHERCHE ROBERT-SAUVÉ EN SANTÉ ET EN SÉCURITÉ DU TRAVAIL (IRSST)

- Member of the board of directors
 - Member of the informational resources committee
 - Member of the vibrations committee

INSTITUT NATIONAL DES MINES DU QUÉBEC (INMQ)

- Member of the board of directors
 - Chair of the strategic and communications committee
 - Member of the governance and ethics committee

MINISTÈRE DE L'ÉCONOMIE, DE L'INNOVATION ET DE L'ÉNERGIE

- Member of the committee on training and employment, mining sector, Innu lands on the North Shore

MINISTÈRE DE L'ENVIRONNEMENT, DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES, DE LA FAUNE ET DES PARCS (MELCCFP)

- Member of the *MELCCFPI/QMA* joint committee

MINISTÈRE DES RESSOURCES NATURELLES ET DES FORÊTS (MRNF)

- Member of the advisory committee on mining

ORDRE DES CONSEILLERS EN RESSOURCES HUMAINES AGRÉÉS (ORHA)

- Member of the regional committee for the *Capitale-Nationale* and *Chaudière-Appalaches* regions

POLYTECHNIQUE MONTRÉAL

- Member of the advisory committee on the mining engineering program

MINING INDUSTRY HUMAN RESOURCES COUNCIL (MIHR)

- Member of the steering committee for the project to reduce sexual harassment in the Canadian mining sector
- Member of the consortium of partners for the Gearing-Up program

SOCIÉTÉ DU PLAN NORD

- Member of the Assembly of Partners

UNIVERSITÉ DE SHERBROOKE

- Member of the *FORCE* committee of the Chair for Women in Science and Engineering Québec



THE QMA ON THE GROUND

Throughout the year, the QMA team has taken every opportunity to attend representative events to meet with partners and create ways to advance industry issues.

SPEAKING OUT:

- **AQÉI**
 - Panellist at the AQÉI annual convention
- Speaking at the post-mortem meeting on forest fires
- Speaking at the Assembly of Partners
- Calgary – Electricity Transformation Canada 2023
 - Presentation and comments at Vision 2050: Acting together to decarbonize the economy
- Canadian Mineral Processors Conference (CMP)
 - Chair of a panel discussion on the environment
- Commission scolaire de l'Or-et-des-Bois (CSOB)
 - Honorary chair at the FMTM seminar
 - Presentation on the operations of the regulatory committees
- **Fédération québécoise des municipalités (FQM)**
 - Speaking at the FQM convention – Working towards more understanding and cohabitation as part of the workshop Mineral development in our communities
- **Ministère des Ressources Naturelles et des Forêts**
 - Presentation of the economic benefits generated by the mining industry in 2020 to the members of the advisory committee on mining
 - Speaking at the provincial workshop during the consultation of stakeholders for the MRNF consultation to promote harmonious mining development

- Speaking at the *Québec Mines + Énergie* convention
 - Presentation of a scholarship as part of the mining challenge event
 - Panellist during the discussion of international points of view on policies to promote the growth of a sustainable critical mineral value chain to support the energy transition in the European Union
 - Co-chair of the session on Québec's mining industry and ESG practices – active mines in Québec: overview of promising approaches
- **Union des municipalités du Québec (UMQ)**
 - Presentation at the UMQ forum on the integration of mining: social acceptability and cohabitation
- **UQAM**
 - Panellist at Journée Ecotoq – sustainable mining development
- **Polytechnique Montréal**
 - Moderation of a discussion: How to stimulate student recruitment to the program to increase the number of graduates
- **Resources Mines & Industry**
 - Presentation during the conference on gold and strategic metals – “*Nos mines d’or, une valeur sûre*”
 - Presentation during the conference on iron ore in Québec – “*L’industrie minière au Québec, une industrie méconnue*”
 - Chair of a panel discussion on the role of high-grade iron ore in the decarbonization of the steel industry

Also:

Speaking at the press conference marking the launch of Québec Mining Week 2023





ATTENDANCE AT:

- Airmedic symposium
- Strategic Day – Indigenous consultation & accommodations
- Training on impact assessment organized by *ECCC*
- Webinar on fish habitats organized by *CPEQ*
- Prospectors & Developers Association of Canada (PDAC) Convention
- Americana
- CIM annual convention in Montreal
- Multi-interest engagement sessions for the Offsetting Policy and for the Banking Guidelines organized by Fisheries and Oceans Canada
- Mining and biodiversity – Millani and MAC
- RE3 Conference – From rehabilitation to restoration and rewilding
- Critical Raw Material Supply Chain – UN/CEFACT
- TSM training session for MAC members
- 2023 Mineral outlook dialogue webinar
- Green Mining Innovation Advisory Committee (GMIAC)
- Seminar organized by the *Institut national des mines du Québec*
- Mining Conference organized by EY and McCarthy Tétrault
- Consultation on *Directive 019*
- Consultation on the guidelines and technical references for authorizations to operate a mine facility (PRRI)



- Consultation: Drafting a guide on the best treatment technologies for waste mine water
- Workshop with provincial stakeholders on the implementation of the Québec Nature Plan *MELCCFP – RNCREQ*
- Meetings on the crystalline silica sampling project
- Program to develop supervisors' skills
- Wage survey for technicians, professionals and managers in the mining industry
- Town hall meeting with Québec's Minister of the Environment and the Fight Against Climate Change
- Discussions on the assistance program for CSM traceability
- Natural Resources Canada
 - UNDA Pre-engagement session - Industry
 - Pre-engagement workshop on the development of tools to support the biodiversity offsetting policy
 - 1st annual orphaned and abandoned mines (OAM) workshop
- Environment and Climate Change Canada
 - Information session on Bill S-5
- Symposium on risk management for battery-powered equipment in mines

MEMBERS AND WORKERS HONOURED

QMA DISTINCTION AWARDS

For the third year running, the QMA presented its Distinction Awards to recognize initiatives by its members in four areas: communications and marketing, the environment, community relations, and human resources.

The winners of the 2023 Distinction Awards were as follows:



Communications and marketing category

ArcelorMittal Mining Canada s.e.n.c. received the Distinction Award in the Communications-marketing category for its innovative approach to a regional problem that also affects the mining industry: how to attract new local workers. The “*Vois grand*” campaign focused on the attraction of the land and life in the *Côte-Nord* region.



Environment category

Eldorado Gold Québec’s Lamaque Mine received the Distinction Award in the Environment category for its commitment to sustainable development. The mining company created a solution that is also beneficial for the host community. The agreement signed with *MRC de la Vallée-de-l’Or* made it possible to fund and launch a project to harvest organic waste to produce compost for use in restoring a tailings site. The project avoided the need for excavation of new material.



Community relations category

Quebec Iron Ore received the Distinction Award in the Community relations category for its efforts to integrate more Indigenous workers, support growth in the community, and promote Innu culture, language and values in all activities and events.



Human resources category

Agnico Eagle’s Canadian Malartic Mine and Odyssey Mine received the QMA Distinction Award in the Human resources category for the project to transfer employees from the Canadian Malartic Mine to Odyssey Mine. The project was sensitive to the employees’ needs and offered personal support for their professional development.

F.J. O'CONNELL TROPHIES

For the 57th annual presentation of the F.J. O'Connell trophies, two companies received awards in two categories:

In the "Underground operations – less than 400,000 hours worked" category
Technica Mining Group



In the "Underground operations – over 400,000 hours worked" category
Hecla Québec's Casa Berardi Mine



JOHN T. RYAN TROPHY

The Regional Metal Trophy for the Quebec/Maritimes region was given to the **Hecla Québec Casa Berardi Mine** by the QMA on behalf of the CIM.



WORKPLACE HEALTH AND SAFETY AWARDS

The QMA's 57th annual health and safety seminar took place in September 2023. The event highlights the mining industry's efforts and achievements in the field of workplace health and safety, through the presentation of health and safety awards.

This year, 169 foremen and supervisors were honoured with an award for accident-free working periods of between 50,000 and 750,000 hours, during the period of July 1, 2022 to June 30, 2023. The awards reflect the importance, for the mining sector, of ensuring a safe workplace for all.

The prizewinners came from the following companies:

- ArcelorMittal Mining Canada s.e.n.c
- Canadian Royalties – Nunavik Nickel
- Eldorado Gold Québec – Lamaque Mine
- Glencore – Horne Smelter
- Glencore – Raglan Mine
- Hecla Québec – Casa Berardi Mine
- IAMGOLD Corporation – Westwood Mine
- Agnico Eagle Mines Ltd. – LaRonde Mining Complex
- Agnico Eagle Mines Ltd. – Canadian Malartic Mine
- Wesdome – Kiena Mine Complex
- Newmont – Eleonore Mine
- A Magris Company – Niobec
- Procon
- Rio Tinto Fer et Titane
- Windsor Salt Ltd. – Mines Seleine
- Stornoway Diamonds – Renard Mine





Sayona Québec

INVESTING IN THE WORKERS OF TOMORROW

The QMA congratulates the winners of the mining industry scholarships and the Claude-Drouin postgraduate research scholarship.

Mining industry scholarship program:

1 - Frédéric Cournoyer

Undergraduate mining engineering program – Polytechnique Montréal

2 - Philippe Marchand

Undergraduate mining engineering program – McGill University

3 - Owen Mickevicius

Undergraduate mining engineering program – McGill University

Claude-Drouin postgraduate research scholarship:

Anne-Marie Proulx

Master's program – mining engineering – Université du Québec à Chicoutimi – Faculté des Sciences appliquées



Newmont, Éléonore Mine



Newmont, Éléonore Mine Mines

MEMBERS OF THE BOARD OF DIRECTORS

As of December 31, 2023



Jean-Baptiste Dromer
Chair, Director of Canadian Mining Operations, Windsor Salt Ltd.**



Jean-Simon Beaudry
Treasurer, Superintendent, Finances, Raglan Mine, a Glencore Company**



Alexandre Belleau
Secretary, Chief Operating Officer, Quebec Iron Ore**



Hélène Cartier
Deputy Chair, Vice President, Environment and Sustainable Development, Falco Resources**



Dominique Denicourt
Vice President, Human Resources, ArcelorMittal Mining Canada s.e.n.c.*



Hélène Lauzon
President, Conseil patronal de l'environnement du Québec



Jean-Marc Lulin
President and CEO, AZIMUT Exploration



Sylvain Morissette
General Superintendent, Plant Processes, Hecla Québec, Casa Berardi Mine



John Mullally
Senior Director Sustainability and External Relations, Newmont Canada – Éléonore mine



Daniel Paré
Vice President Québec, Agnico Eagle Mines Ltd.



Josée Plouffe
Director of Communications and External Relations, Québec, Agnico Eagle Mines Ltd.*



Jean Quenneville
Director External Affairs – Québec, Rio Tinto



Patrick Sévigny
President and Chief Operating Officer, Stornoway Diamonds Corporation



Danny Tremblay
Commercial Director, Horne Smelter, a Glencore company



Guy Tremblay
Corporate Vice President, CMAC-Thyssen Mining Group



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

*Took up duties in 2023 **Changed position on board in 2023

QMA MEMBERS

as of December 31, 2023

OPERATING MINES, TREATMENT AND REFINING FACILITIES

Agnico Eagle Mines Ltd.

- LaRonde Mining Complex
- Goldex Mine
- Canadian Malartic Mine

ArcelorMittal Mining Canada s.e.n.c.

Canadian Royalties inc.
- Nunavik Nickel project

Eldorado Gold Québec

Glencore

- Horne Smelter
- Raglan Mine

Graymont (Qc) inc.

- Bedford plant
- Marbleton plant

Hecla Québec

- Casa Berardi Mine

IAMGOLD Corporation

- Westwood Mine

Quebec Iron Ore

Newmont

- Éléonore Mine

Niobec, a Magris Company

Northern Graphite Corporation*

Omya Canada inc.

- St-Armand plant

Ressources Bonterra inc.

- Lac Bachelor Mine

Rio Tinto Fer et Titane

Windsor Salt Ltd.

- Mines Seleine

Stornoway Diamonds Corporation

- Renard Mine

Tata Steel Minerals Canada Limited

Wesdome

- Kiama Mine Complex

MINING CONTRACTORS

Bird Civil et Mines

CMAC-THYSSEN Mining Group

Construction Kiewit Cie

Dumas Contracting Ltd.

EBC

Groupe Gilbert

- Fernand Gilbert Ltd.

Machines Roger International inc.

Procon

Redpath Canada Limitée

Services Miniers Audet & Knight

SWATcrete

Technica Mining Group

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

Arcadium Lithium

- Galaxy Lithium Canada

Arianne Phosphate Inc.

Dumont Nickel (Magneto Investment)

Glencore

- Matagami Mine

Minière O3

Minière Osisko inc.

Agnico Eagle Mines Ltd.

- Odyssey Mine

- Wasamac Mine project

Nemaska Lithium Inc.

Nouveau Monde Graphite

Redevances Aurifères Osisko

Falco Resources Ltd.

Radisson Mining Resources

Sayona Québec

Troilus Gold*

Wallbridge Mining Company

Windfall Mining Group

INSTITUTIONS AND NONPROFIT ORGANIZATIONS

Centre de formation

professionnelle de la Baie-James

Centre de formation

professionnelle Val-d'Or

COREM

Institut national des mines du Québec

MISA Group

Québec Metallurgy Centre

Université du Québec

en Abitibi-Témiscamingue (UQAT)

SUPPLIERS OF GOODS AND SERVICES

Caisse Desjardins

des Ressources naturelles

Charl-Pol

Deloitte

EDP Drilling*

Englobe

Entreprises Larry Inc.

Épiroc

Équipement SMS

EY

FNX-Innov inc.

Gbi Services d'ingénierie*

Geobrugg North America

Gestion ADC

Go-Mine*

Grillage Major

Groupe Alphard

Groupe BLP & Rivard Assurances

Hydrotech Mining

InnovExplo

Johnson Controls

McCarthy Tétrault

Messer

Numesh

PwC

Ryan Affaires publiques

Sandvik Canada

Targe Risques Management*

Toromont Itée

Valcourt Security

*Joined in 2023

QMA STAFF MEMBERS

as of December 31, 2023



Josée Méthot

President and Chief Executive Officer



Frédéric Morin*

Advisor, Communications and sustainable development



Martin Bureau

Director, Strategic communications and public affairs



Chantal Paradis*

Director, Accounting and finance



Micheline Caron

Director, Environment and sustainable development



Émilie Poisson (temporary)

Coordinator, Administration and finance, human resources and organizational development consulting services, administration and finance



Katie Deneault

Director, Human resources and organizational development consulting services



Jade Stefanini

Advisor, Communications and public affairs



Sandra Gadoury

Executive coordinator



Nancy Roger

Coordinator, Workplace health and safety and events



Martin Gagnon

Director, Prevention and workplace health and safety



Stéphanie Tremblay

Coordinator, Environment and sustainable development

*Took up duties in 2023



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Back cover page photography
Niobec, a Magris Company

Québec - June 2024