



OUR VALUES IN ACTION

2019
SUSTAINABLE
DEVELOPMENT
REPORT

OUR 2019 SUSTAINABLE DEVELOPMENT REPORT

This Sustainable Development Report covers Osisko Mining Inc. activities on our Windfall, Quévillon Osborne-Bell and Urban Barry projects.

It describes our performance from January 1 to December 31, 2019 and gives comparative data from previous years.

In this report, unless stated otherwise, numbers are stated as of December 31 of the applicable year and all financial figures are in Canadian dollars.

The consolidated financial statements of Osisko Mining at December 31, 2019 include the Corporation and its subsidiary, O3 Mining Inc. This report doesn't include the activities of our subsidiaries or partners.

You'll find more information at osiskomining.com, including:

- 2016, 2017 and 2018 Sustainable Development Reports
- 2019 SD Report Supplement – Environmental, Social & Governance (ESG) Tables
- Public documents and standards
- Exploration and Mineral Resource Estimate results
- And more!

We'd love to hear from you! For more information or to comment, email: info@osiskomining.com

OSISKO MINING INC.

HEAD OFFICE

155 University Ave., Suite 1440
Toronto, ON M5H 3B7

Phone: (416) 848-9504

Fax: (416) 363-9813

E-mail: info@osiskomining.com

TSX : OSK

SOCIAL MEDIA

Website: www.osiskomining.com

Facebook: [@MiningOsisko](https://www.facebook.com/MiningOsisko)

Twitter: [@Osisko_Mining](https://twitter.com/Osisko_Mining)

Instagram: [@Osisko_Mining](https://www.instagram.com/Osisko_Mining)

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A LETTER FROM OUR LEADERSHIP

This fourth Sustainable Development Report details our progress in running increasingly sustainable exploration activities, a fundamental pillar of our business strategy.

As our activities advance, we're working to offset their effects, guided by the values of respect; passion; diversity; integrity; and efficiency. This report shows how we're living those values.

WE PUT HEALTH AND SAFETY FIRST

Everything starts with a safe working environment, and we're pleased that injury frequency rates have been reduced year over year, despite an increase in work hours. We've increased training, completed risk assessments on Windfall job positions and reinforced visible safety leadership. We purchased a fire truck, updated emergency response plans and recruited a full complement of trained fire brigade, mine rescuers and first responders.

WE LOOK AFTER THE ENVIRONMENT

We minimize our effect on the environment by managing water, waste and spills, and reclaiming disturbed land. In 2019, we added an air-stripping unit to improve water treatment, began calculating greenhouse gas (GHG) emissions, and added a new waste compactor that will reduce GHG emissions through minimizing transportation. We also updated our Closure plan and financial assurance, to reclaim the land when exploration activities end.

WE BUILD RELATIONSHIPS

We consult with our host communities through multiple open houses, focus groups, interviews and meetings over the years. This year, we established a Windfall Environmental Monitoring Committee to share environmental information with the Cree First Nation of Waswanipi, and developed an action plan to address the "Calls for Justice for Extractive and Development Industries" from the National Inquiry into Missing and Murdered Indigenous Women and Girls.



John F. Burzynski (right) and Alix Drapack (left) at Windfall

WE CREATE ECONOMIC VALUE

Jobs, local procurement and payments to government benefit the communities where we operate, as do donations and sponsorships aimed at specific local improvement projects. In 2019, 83% of our purchases were in Québec and Ontario, including \$40 million with First Nations-owned businesses and joint ventures, and 20% of our workforce at Windfall are First Nations.

We welcome your feedback on this report. As always, we thank our employees, First Nations, host communities, financial and government partners, and shareholders for their support.

Sincerely,

John F. Burzynski
President, CEO and Director

Alix Drapack
Senior Vice-President,
Sustainable Development

OSISKO MINING AT A GLANCE

OSISKO MINING IS A MINERAL EXPLORATION COMPANY FOCUSED ON THE ACQUISITION, EXPLORATION AND DEVELOPMENT OF PRECIOUS METAL RESOURCE PROPERTIES IN CANADA. OUR MAIN OBJECTIVE IS TO CREATE VALUE FOR ALL OUR STAKEHOLDERS, INCLUDING OUR SHAREHOLDERS, EMPLOYEES AND HOST COMMUNITIES.

BY THE NUMBERS

	2019	2018	2017
TSX	OSK	OSK	OSK
SHARES OUTSTANDING	± 290 M	± 257 M	± 208 M
FULLY DILUTED SHARES	± 312 M	± 282 M	± 250 M
FULLY DILUTED CASH	± 216 M	± 195 M	± 315 M
MARKET CAPITALIZATION	± 1,175 M	± 790 M	± 705 M
DEBT	0	0	0
EQUITY	± 609 M	± 531 M	± 428 M
NET REVENUES	0	0	0
CASH AND INVESTMENT	± 138 M	± 136 M	191 M
TOTAL WORKFORCE	166	158	173

FIVE MAIN VALUES GUIDE OSISKO MINING'S EMPLOYEES AND DEFINE OUR COMPANY CULTURE:



RESPECT
Display respect
in all our actions
and interactions.



PASSION
Use our passion
and commitment to
energize, engage
and inspire.



DIVERSITY
Hire and nurture
a diverse and
inclusive team.



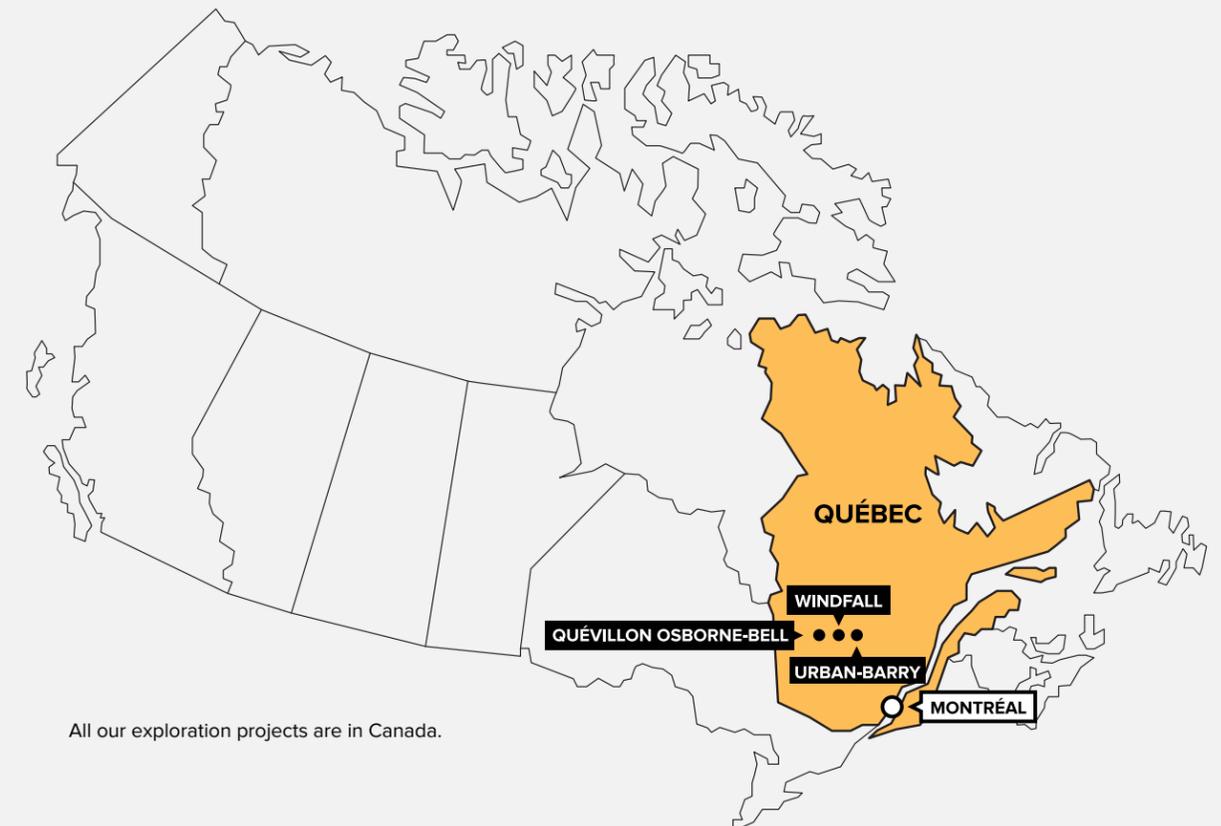
INTEGRITY
Be honest, open,
ethical and fair.
Keep our word.



EFFICIENCY
Be efficient and
creative in our use
of resources.

OUR EXPLORATION PROJECTS

ALL OUR EXPLORATION PROJECTS ARE IN CANADA. OSISKO MINING'S FLAGSHIP PROJECT IS OUR 100% INTEREST IN THE HIGH-GRADE WINDFALL GOLD DEPOSIT. WE ALSO HAVE A 100% UNDIVIDED INTEREST IN A LARGE AREA OF CLAIMS (266,390 HECTARES) IN THE URBAN BARRY AND LEBEL-SUR-QUÉVILLON AREA, QUÉBEC.



All our exploration projects are in Canada.

IN 2019, OSISKO MINING TRANSFERRED THE FOLLOWING ASSETS TO OUR SUBSIDIARY, O3 MINING:

- Garrison Project (Ontario)
- Projects in the Timmins area (Ontario)
- Malartic Block Properties (Abitibi region, Québec)
- Exploration properties in the James Bay Labrador area of Québec

OSISKO MINING CURRENT PROJECTS ARE:

BY THE NUMBERS

Project	Location	Status	2019 Activities
WINDFALL	Québec	100% owned	Drilling, infilling drilling, underground work, bulk sampling
QUÉVILLON OSBORNE-BELL	Québec	100% owned	Drilling, infilling drilling
URBAN BARRY	Québec	100% owned	Drilling
URBAN BARRY BASE METALS	Québec	100% owned ⁽¹⁾	None
QUÉVILLON OSBORNE BASE METALS	Québec	100% owned ⁽¹⁾	Drilling
URBAN DUKE	Québec	100% owned ⁽²⁾⁽³⁾	Limited exploration activities by Bonterra Resources

NOTES:
 (1) Subject to a 50% earn-in in favour of Osisko Metals Inc.
 (2) Acquired from Beaufield in October 2018.
 (3) Bonterra Resources Inc. has an earn-in right of up to 70% of the property.

Osisko Mining has active drill programs, which began in 2015 and have evolved in scope. The drilling consists of about 1.0 million metres on the Windfall Project and 50,000 metres on the Quévillon Osborne-Bell Project. At the Quévillon Osborne-Bell Project, the focus was infill drilling of the gold deposit. One drill rig at the Urban-Barry Project tested regional targets in the Fox area.

METERS DRILLED

Project	2019
WINDFALL	298,196
URBAN BARRY	16,234
QUÉVILLON OSBORNE-BELL	32,878
TOTAL	347,308

WINDFALL: DEFINING THE DEPOSIT

The Windfall Project is located on the Eeyou Istchee James Bay Territory, between Val-d’Or or Chibougamau, Québec. It is one of the highest-grade resource-stage gold projects in Canada.

The Windfall drill program began 2019 using 15 drill rigs and ended the year with 23 (21 at the surface and two underground). The program focused on infill drilling in the Main Zone and the upper portion of Lynx Zone and expanding the footprint of the deposit through new discoveries.

Thanks to 2018 and 2019 discoveries, Osisko Mining has increased the project’s drill definition and exploration program by an additional 200,000 metres, for a total of 1 million metres.

For the updated mineral resources estimate (February 2020), see osiskominating.com.

NEW DISCOVERIES

During 2019, Osisko Mining discovered a significant new high-grade mineralized corridor named “Triple Lynx.” This new area of the Lynx deposit is open in all directions and is under going intensive expansion and infill drilling. Osisko Mining also significantly expanded the Lynx Extension mineralized corridor at depth. Another gold-bearing discovery at the Urban Barry Project named “Fox West” was made in 2019. Finally, Osisko initiated and advanced Discovery 1, a 3,467 metres long drill hole designed to target the down plunge extensions of known gold zones and the projected source area of the Windfall Deposit at depth. Discovery 1 successfully extended the Underdog mineralized zone and Triple 8 corridor along its course. It also intersected several large zones of anomalous gold mineralization between 2,300–2,900 meters downhole.



Discovery 1 drill hole, completed in 2020, is the longest ever drilled in Canada.

EXPLORATION RAMP AND BULK SAMPLE COLLECTION

THE UNDERGROUND EXPLORATION RAMP CONTINUED TO ADVANCE BY 2,345 METRES DURING 2019. THE RAMP CONTINUES WITH A SINGLE HEADING TOWARDS THE LYNX ZONE. UNDERGROUND WORK INCLUDES BULK SAMPLING (FOR METALLURGICAL TESTING AND GRADE CONFIRMATION), UNDERGROUND MAPPING, AND UNDERGROUND EXPLORATION DRILLING.

WINDFALL LAKE PROJECT

	2019	2018	2017
MINING CLAIMS	12,400 ha	12,400 ha	12,400 ha
TOTAL DRILLED	298,196 m	179,870 m	386,596 m
EXPLORATION RAMP ADVANCEMENT	2,345 m	2,330 m	-
SPENT	\$ 105.6 M	\$ 92 M	\$ 104 M

In 2018, Osisko Mining began sampling in Zone 27, finishing in the first quarter of 2019. The ore was transferred to a mill site near Timmins, Ontario, for processing during the second quarter of 2019.

In the summer of 2019, we reported on the ongoing exploration bulk sample program. Results from processing 5,500 tonnes mined from Zone 27 have exceeded expectations. Mining of the sample confirmed the presence of mineralization predicted in the resource model, and analysis confirmed the visual mineralization encountered along the stope.

Mining of the second bulk sample area in the Lynx zone began in September 2019. We completed the 5,716-tonne bulk sample in December 2019, releasing the results in early 2020. Learn more at osiskominating.com.

WINDFALL CAMP

THE WINDFALL CAMP SUPPORTS OUR ACTIVITIES WITH DORMITORIES, A CAFETERIA, A GYM AND OTHER AMENITIES. IN 2019, DAILY CAMP OCCUPANCY FOR EACH TWO-WEEK ROTATION AVERAGED 215 WORKERS WITH A SUMMER PEAK OF 261 WORKERS AT THE SITE. THE MAIN CAMP ALSO INCLUDES OFFICES, WASTE MANAGEMENT FACILITIES, WATER WELLS AND SEPTIC FIELDS.

GOVERNANCE

THE BOARD OF DIRECTORS AND MANAGEMENT BELIEVE THAT GOOD CORPORATE GOVERNANCE IS VITAL TO OSISKO MINING'S LONG-TERM SUCCESS AND THE PROTECTION OF OUR STAKEHOLDERS' INTEREST.

“ Our corporate responsibility is to minimize our impact while creating economic opportunities that give lasting and real value for our stakeholders. It means being ethical, transparent, making intelligent, innovative and cooperative choices, and above all being respectful of the culture of the members of our host community. ”

John F. Burzynski,
President, CEO and Director



The Board and Management visit the Windfall site with the operational team, August 2019.

BOARD OF DIRECTORS AND COMMITTEES

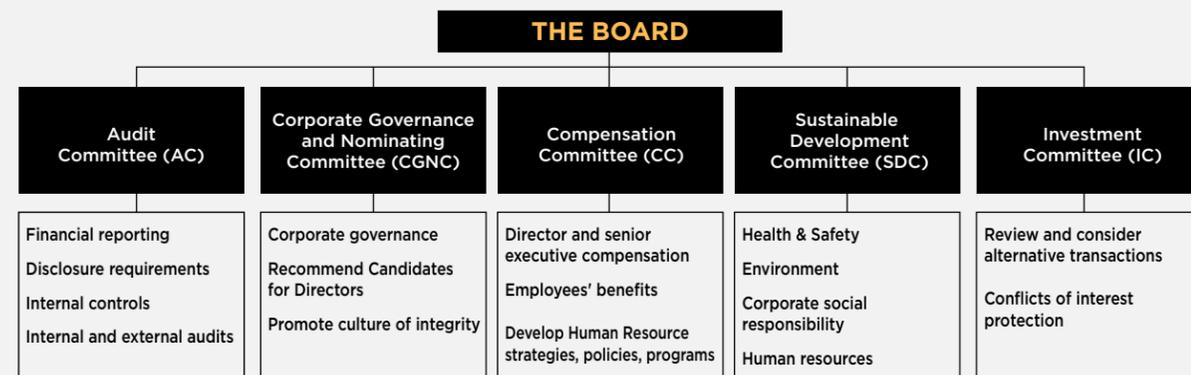
Our directors commit to maintaining the highest standards of corporate governance according to evolving best practices and regulatory guidance. Osisko Mining’s Corporate Governance practices comply with those set out by the Canadian Securities Administrators, including National Instrument 58-101, “Disclosure of Corporate Governance Practices”.

The Board is comprised of individuals with diverse skills, knowledge and experience. Our directors have expertise in exploration, metallurgy, mining, accounting, legal, banking, finance and securities. The Board comprises a non-executive chairman, one executive director and seven independent directors.

Osisko Mining believes that diversity enriches discussions among directors, reflects the company’s relationship with stakeholders and ensures sound corporate governance. The Corporate Governance and Nominating Committee therefore seeks directors who represent different genders, ages, cultural communities, geographic areas and other characteristics of the communities where we conduct our business.

We have set an objective of 40% representation of women on the Board of Directors by December 31, 2021. To support this, Osisko Mining includes women in the short list of candidates being considered for a Board position.

THE BOARD MEETS AT LEAST FOUR TIMES A YEAR, SUPPORTED BY THE FOLLOWING COMMITTEES:



SUSTAINABLE DEVELOPMENT COMMITTEE DISCUSSIONS

At each meeting, the committee reviews a detailed report on Osisko Mining’s actual and target sustainability performance, trends and main events. It also discusses significant incidents related to health and safety, environment, workforce and community relations. The committee reviews and discusses the policies in line with its mandate, ensuring compliance with relevant laws and legislation, studying the risks related to sustainability, and planning measures to mitigate risk.

EXECUTIVE DIRECTOR



John F. Burzynski

President and Chief Executive Officer SDC



INDEPENDENT DIRECTORS



Sean Roosen

Chairman of the board
AC



Jose Vizquerra-Benavides

SDC (Chair)



Patrick Anderson

Lead Director
IC (Chair)
CGNC



Keith McKay

AC (Chair)
CC
CGNC
SDC
IC



Bernardo Alvarez Calderon

CC (Chair)
AC



Amy Satov

CGNC (Chair)
AC
CC
IC



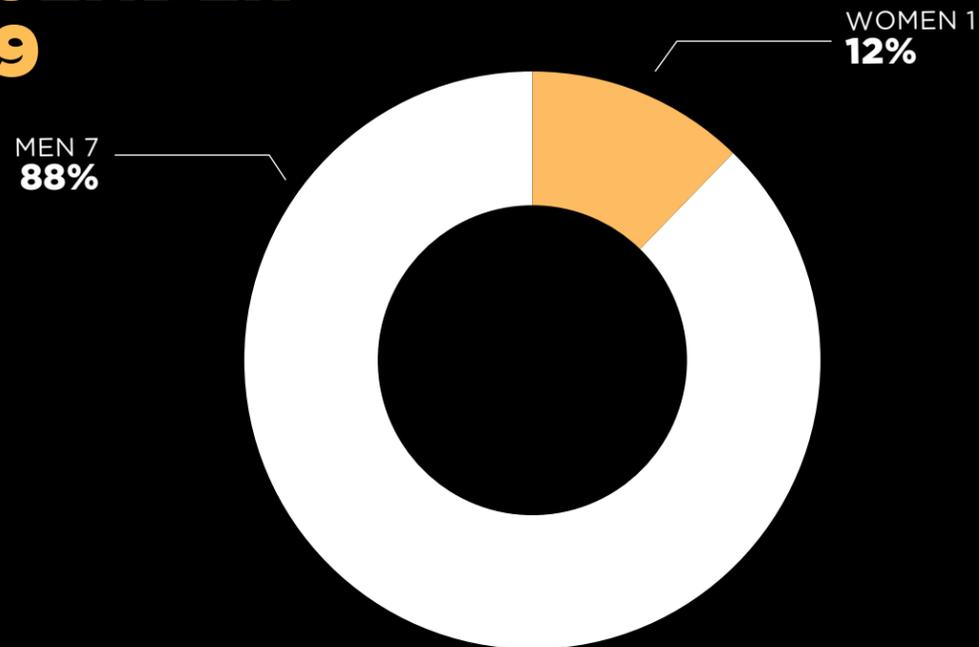
Robert Wares

-

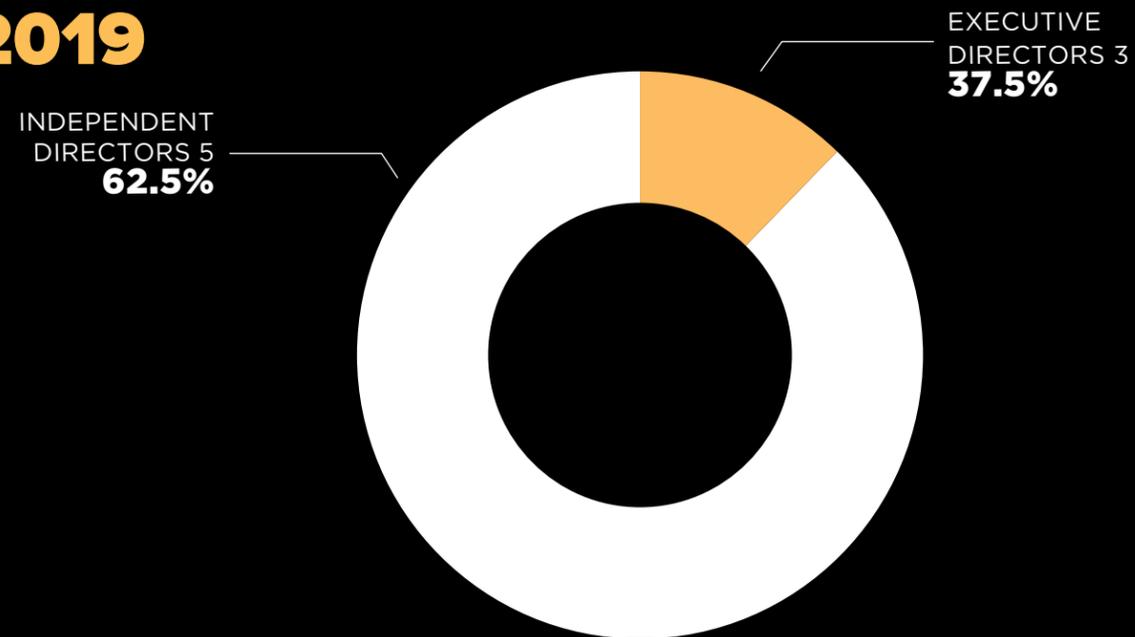


Approved corporate governance guidelines help us effectively manage our affairs and perform our responsibilities. A Code of Business Conduct and Ethics also applies to all employees, contractors, consultants, officers and directors.

BOARD BY GENDER 2019



BOARD INDEPENDENCE 2019



OUR STANDARDS

THE CORPORATE GUIDELINES AND CODE OF BUSINESS CONDUCT AND ETHICS LED TO THESE CORPORATE POLICIES AND STANDARDS TO GUIDE OUR BUSINESS ACTIVITIES IN AN APPROPRIATE AND EFFECTIVE MANNER. THE BOARD APPROVED SEVERAL POLICIES AND PROVIDES ON-GOING MONITORING OF THE IMPLEMENTATION OF ALL THE POLICIES. THE OSISKO MINING TEAM HAS DEVELOPED THE RESULTING STANDARDS AND FOLLOW ALL LEGAL REQUIREMENTS.

PILLARS	OUR STANDARDS
GOVERNANCE	<ul style="list-style-type: none"> Board & Committee Mandates, Charters & Committee Chair Position Descriptions Code of Business Conduct and Ethics ^{(1), (2), (3)} Whistleblowing Policy ^{(1), (2), (3)} Anti-Bribery and Anti-Corruption Policy ^{(2), (3)} Confidentiality and Insider Trading Policy to ^{(1), (2), (3)} Corporate Disclosure Policy ^{(2), (3)} Majority Voting Policy ⁽²⁾ Policy on Recoupment of Incentive Compensation ⁽²⁾ Diversity Policy ^{(2), (3)} IT Security Policies ⁽¹⁾ Directors' Equity Ownership Policy Executive Equity Ownership Policy
HUMAN RESOURCES	<ul style="list-style-type: none"> Workplace Harassment Policy ⁽¹⁾ Workplace Violence Policy ⁽¹⁾ Alcohol and Drug in the Workplace Policy ⁽¹⁾ Preferential Hiring Behaviour Improvement ⁽¹⁾ Professional Development Policy ⁽¹⁾ Annual Review Vacation Policy ⁽¹⁾ Work Attendance Policy ⁽¹⁾ Home Port Policy ⁽¹⁾ Video Surveillance ⁽¹⁾ Goose Break and Moose Break Cultural Leave Internship Driver Licence Guidelines Travel and Expense Policy
HEALTH AND SAFETY	<ul style="list-style-type: none"> Health and Safety and Sustainability Policy ⁽¹⁾ Occupational Health & Safety Management System Emergency Response Plan and Procedures ⁽¹⁾ Accident and Incident Reporting and Investigation ⁽¹⁾ Management of Personal Protective Equipment ⁽¹⁾ Risk Assessments by Job Description ⁽³⁾ Working Procedures ⁽¹⁾
COMMUNITY RELATIONS	<ul style="list-style-type: none"> Community Relations Protocol Sponsorship and Donations Guidelines – Project Level Waswanipi Consultation Protocol on Exploration Activities
ENVIRONMENT	<ul style="list-style-type: none"> Spill Management Plan ⁽¹⁾ Water Treatment Unit Procedures Residual and Hazardous Material Management Procedures Sites Inspections

NOTES:
⁽¹⁾ Osisko Mining's employees have access to these standards through our internal portal (in English and French)
⁽²⁾ These standards are publicly available at osiskominig.com
⁽³⁾ Mandatory annual review by Osisko Mining employees

MANAGEMENT

The executive team is responsible for the business strategy and mission, steering activities, setting objectives and monitoring performance, under the leadership of our President and Chief Executive Officer.

Our diverse and inclusive team is composed of people with varied backgrounds and experiences. We count two women, one gender queer person and four men, on the executive team.



John F. Burzynski
President
Chief Executive Officer
Director



Don Njegovan
Chief Operating Officer



Blair Zaritsky
Chief Financial Officer



Mathieu Savard
Senior Vice President
of Exploration



Alix Drapack
Senior Vice President
Sustainable Development



Alexandria Marcotte
Vice President Project
Coordination

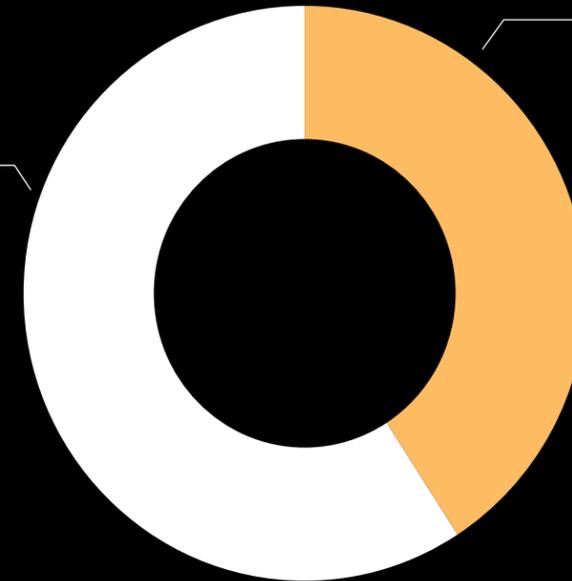


Lili Mance
Vice President Corporate
Secretary



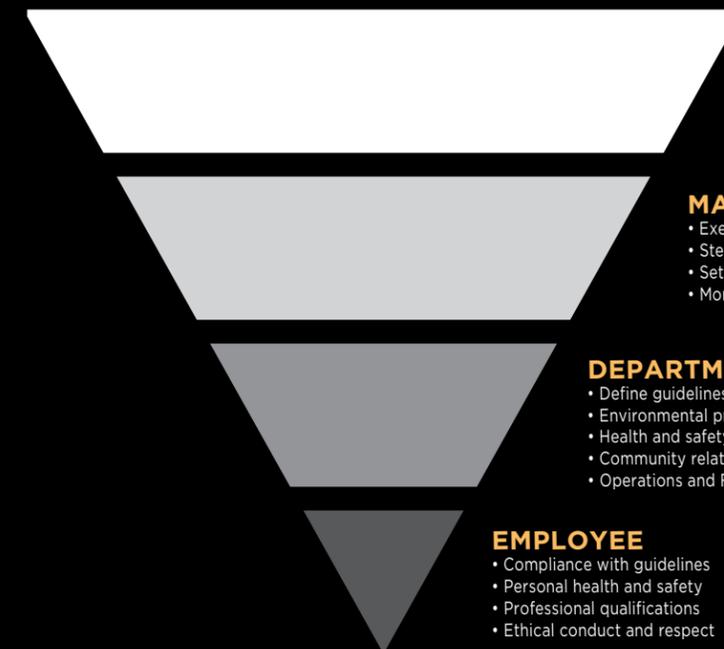
MANAGEMENT BY GENDER 2019

MEN 4
57%



WOMEN AND
GENDER QUEER 3
43%

SHARED RESPONSIBILITY



BOARD OF DIRECTORS

- Define business strategy
- Overview of company management and performance
- Risk management
- Review financial information
- Protect shareholder rights

MANAGEMENT

- Execute the business strategy and mission
- Steer activities
- Set objectives
- Monitor performance

DEPARTMENT

- Define guidelines
- Environmental protection
- Health and safety
- Community relations and socio-economic development
- Operations and Finances

EMPLOYEE

- Compliance with guidelines
- Personal health and safety
- Professional qualifications
- Ethical conduct and respect

SUSTAINABLE DEVELOPMENT

Osisko Mining believes that being a good corporate citizen involves delivering environmental stewardship, protecting the health and well-being of our workforce and our neighbours, engaging with stakeholders and being an economic stimulus for our host communities.

Our focus is to deliver lasting value to our stakeholders, our host communities and our employees. As reflected in our core values, a sustainable business must be ethical, creative and efficient, as well as respectful, engaged and inclusive. By understanding and listening to our stakeholders, we look for innovative ways to address both societal and economic expectations.

We have anchored sustainability in our business strategy through our Health and Safety and Sustainability policy. We monitor our performance in the pillars of society, health and safety, environment and economy, and align our strategies to meet new challenges. The following sections highlight our 2019 performance and explain the context. Our approach is dynamic, flexible and evolving.

THE SUSTAINABLE DEVELOPMENT DEPARTMENT



ALIX DRAPACK
SENIOR VICE PRESIDENT
SUSTAINABLE DEVELOPMENT



Hockey is a rallying activity and brings joy during winter at the Windfall Camp.

SOCIETY

OSISKO MINING'S APPROACH SUPPORTS THE WELL-BEING OF OUR WORKERS, OUR PARTNERS AND OUR HOST COMMUNITIES. THE FOLLOWING SECTIONS SHOW OUR PERFORMANCE IN HUMAN RESOURCES, HEALTH & SAFETY AND COMMUNITY RELATIONS THROUGH 2019.

OUR WORKFORCE

Osisko Mining provides a meaningful livelihood to our employees, and our success relies on an engaged workforce who support our values and share our corporate culture. Most of our employees work at the Windfall Camp, where we strive to offer a dynamic, welcoming and inclusive environment. We offer fair pay and benefits to attract and retain the best talent. We acknowledge our employees' achievements and provide rewarding opportunities for development.



The Windfall team is proud to mark 1 million metres drilled.



**HUMAN
RESOURCES
TEAM**



CYNTHIA LACHAPELLE
HUMAN RESOURCES
DIRECTOR



CHANTAL GIRARD
HUMAN RESOURCES
ADVISOR



IAN OBLIN
FIRST NATIONS HUMAN
RESOURCES FACILITATOR

HUMAN RESOURCES DIRECTOR, CYNTHIA LACHAPELLE, COMMENTS ON 2019 HUMAN RESOURCES HIGHLIGHTS AND CHALLENGES



This year, we created and implemented a new Human Resources information system, available to employees in French and English. This tool is helping us track statistics on our workforce, giving strategic information to support decisions and address training needs. It also gives employees access to guidelines, internal protocols and other documents in both languages.

Due to many temporary positions and few specialized workers, we focused a lot of energy on selecting and interviewing candidates. We also conducted exit interviews with all employees resigning in 2019 and developed an action plan to increase retention, based on the results. In addition, the team participated in regional meetings to discuss this issue.

A PORTRAIT OF OUR WORKFORCE

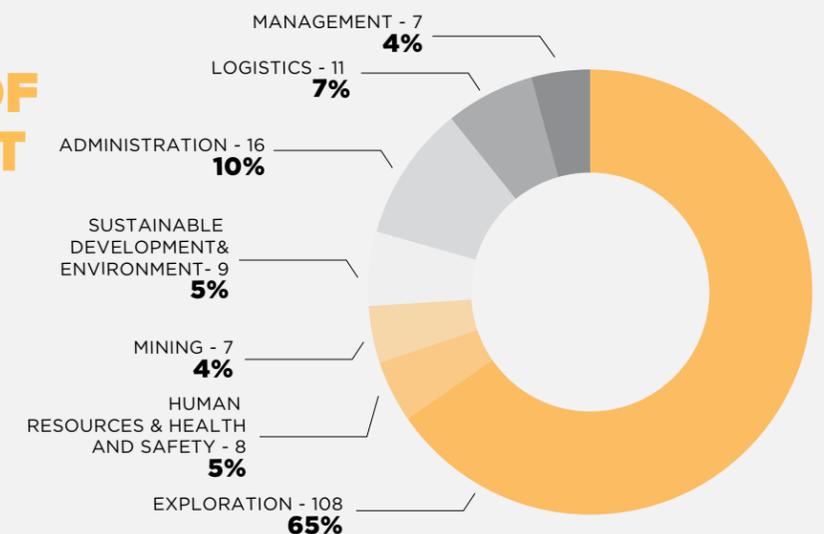
Osisko Mining aims to maintain positive labour relations and high workforce satisfaction. To this end, the management team engages with our employees to understand their needs and ensure Osisko Mining is an attractive employer that motivates and retains employees.

Our 2019 workforce included 166 employees, 35% of whom were female. All our employees live in Canada, the majority are from Québec. Most employees work on the Exploration team at the Windfall site.

Due to the short-term nature of mining exploration activities, Osisko Mining hires numerous people in temporary positions. In 2019, we also provided 23 paid internships for students pursuing careers in the mining industry, among them five (22%) from First Nations communities hired as geology interns.

The Human Resources team introduced exit interviews in 2018 and began compiling trends in 2019 to identify improvement actions. In 2019, Osisko Mining developed employment categories, with each employee paid according to the salary class associated with their position.

EMPLOYEES BY SECTOR OF EMPLOYMENT 2019



EMPLOYEES BY PLACE OF RESIDENCE

	2019		2018	
CREE COMMUNITIES	23	14%	19	12%
NORD-DU-QUÉBEC	7	4%	8	5%
ABITIBI-TÉMISCAMINGUE	31	19%	24	15%
QUÉBEC (OTHER)	85	51%	85	54%
ONTARIO	20	12%	22	14%
TOTAL	166	100%	158	100%

DIVERSITY AND INCLUSION

The diversity of our workforce is a strength and helps Osisko Mining succeed by bringing together varied experiences, backgrounds, skills and viewpoints.

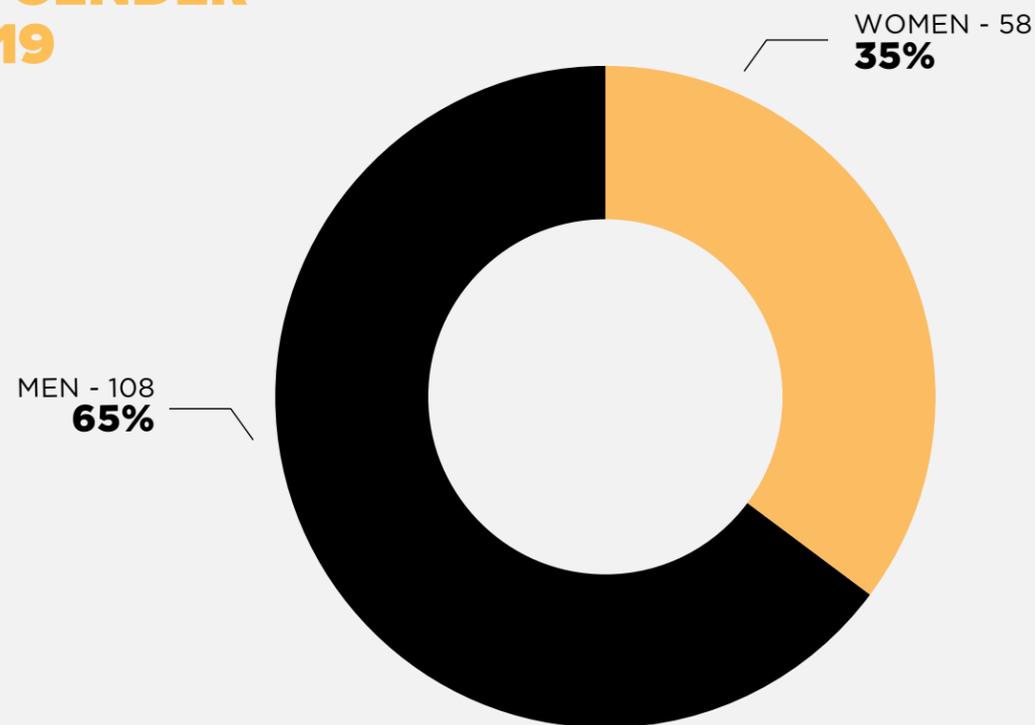
We have offices and operations in three main areas in Canada: Eeyou Istchee James Bay Northern Québec, southern Québec and southern Ontario. Our employees use three different languages – French, English and Cree – and live by diverse cultures and traditions. We strive for a respectful environment that values these cultural differences.

The management team is committed to eliminating discrimination and giving employment opportunities and promotions based on qualifications.

Having women in leadership positions helps us recruit other women. Women are on our executive team (43%), among our supervisors (39%) and make up 35% of the company. To improve our rate, our process includes interviewing at least one female candidate for each new open position.

Osisko Mining also looks to the future and welcomes youth, with 41% of our employees under 30 years old.

TOTAL EMPLOYEES BY GENDER 2019



EMPLOYEES PER GENDER

2019

	Women / Gender Queer	Count	Percentage
MANAGEMENT	Women / Gender Queer	3	43%
	Men	4	57%
	TOTAL	7	100%
SUPERVISORS	Women	11	39%
	Men	17	61%
	TOTAL	28	100%
OTHER	Women	44	34%
	Men	87	66%
	TOTAL	131	100%
TOTAL	Women	58	35%
	Men	108	65%
	TOTAL	166	100%

EMPLOYEES BY AGE - 2019

Age	Management	Supervisors	Others	Total
< 30	0 (0%)	5 (18%)	63 (48%)	68 (41%)
30-50	5 (71%)	19 (68%)	52 (40%)	76 (46%)
>50	2 (29%)	4 (14%)	16 (12%)	22 (13%)
TOTAL	7 (100%)	28 (100%)	131 (100%)	166 (100%)



Some of the women working at Windfall: Eslie Teimbanaou, Sonya Chalifour, Christine Vézina, Erika Côté-Vertefeuille, Renée Lescom and Hayley Gull.

FIRST NATIONS

In 2019, 20% of the Windfall Project workforce came from First Nations communities, particularly Waswanipi.

The participation of First Nations workers is a key aspect of the Windfall Project's success. The Cree First Nation of Waswanipi community members fill many positions, such as the Waswanipi Community Liaison Advisor, First Nations Human Resource Facilitator, Water Treatment Operator, General Labourer and Core Cutter. Offering a flexible schedule during traditional hunting seasons and other accommodations help provide an attractive workplace for this segment of our workforce.

Osisko Mining works with our First Nations partners to give business opportunities to local companies. We use First Nations businesses and joint ventures for civil works, catering, road maintenance, fuel supply, underground exploration development and drilling services.

ABORIGINAL WORKERS (EMPLOYEES AND CONTRACTORS)

Project	2019	2018	2017
WINDFALL & URBAN BARRY	62	55	80
QUÉVILLON	-	2	-
GARRISON	-	1	6
KAN	-	3	6
TOTAL	62	61	92

NOTES:
In 2019, Osisko Mining transferred assets to O3 Mining, including Garrison and Kan projects.



Four of our core cutters are First Nations women

CORE CUTTER VIDEO EACH LINK IN THE CHAIN IS IMPORTANT!

In 2019, we produced a video to help recruit core cutters from Waswanipi. We presented it for the first time during the Waswanipi community general assembly and also use it during interviews.

The purpose of this video is to show the role of the core splitter as a crucial link in the project. It presents the full process, including the geological planning team, drillers, core loggers, core cutters, the laboratory and back to the geological team for interpretation.

The video shows the importance of the core cutter position, the challenges and the expectations of this job.



Arnold Neeposh has worked on the Windfall Project since 2016.

EACH LINK IN THE CHAIN IS IMPORTANT!

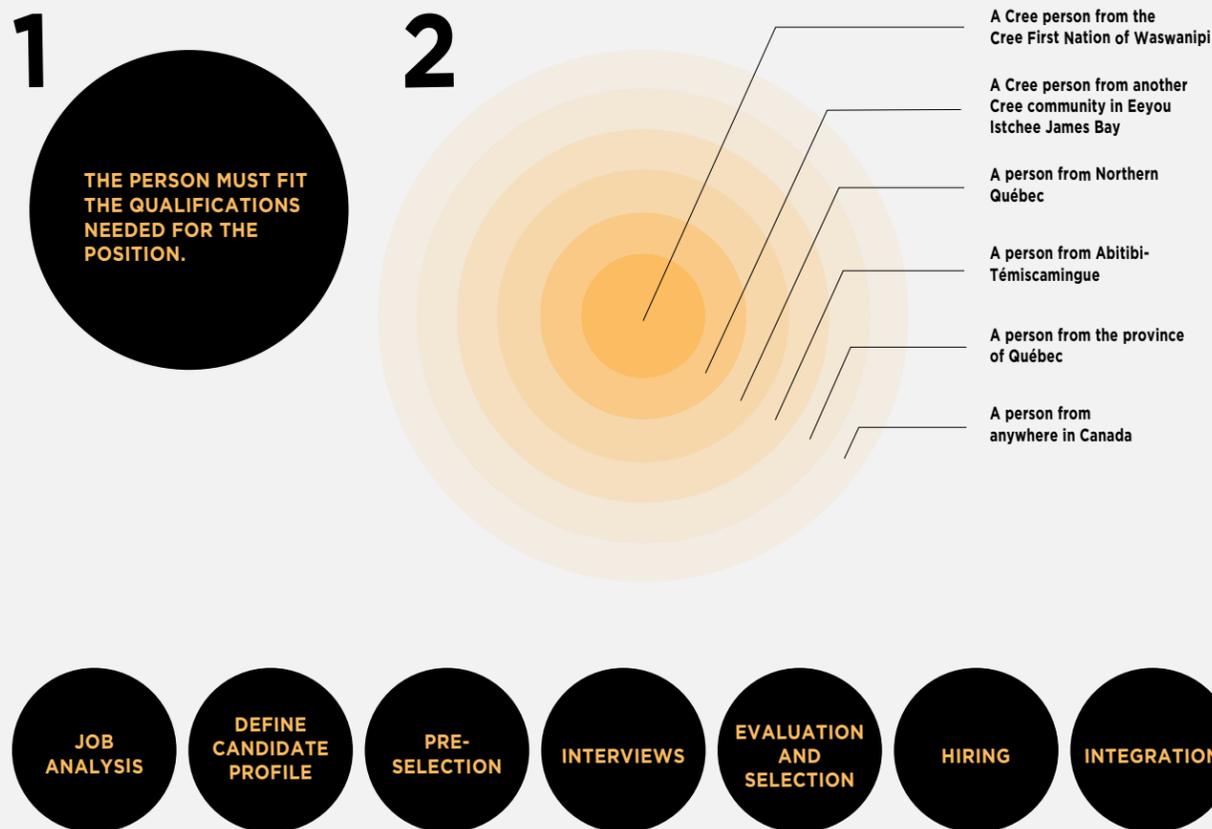


LOCAL EMPLOYMENT AND HIRING PROCESS

To build long-term positive relationships with our First Nations partners and local communities, we work to address concerns such as providing local jobs for their members.

In 2019, Osisko Mining participated in strategic activities such as a meeting on employment in Lebel-sur-Quévillon and another on recruitment strategy for Northern Québec. We are also part of the Comité régional des partenaires du marché du travail - Nord du Québec. Osisko Mining presented the Windfall Project and our vision on employment to the Apatisiwin Skills Development, which supports the Crees of Eeyou Istchee in their search for employment. In addition, the team attended a Mistissini career fair.

We believe the Windfall Project should benefit the people living in the region, and we hope local people will be loyal to a project located on their territory. We have therefore developed a process to support hiring local people, targeting specific positions for local and First Nations posting.



REMOVING UNNECESSARY BARRIERS FOR MORE INCLUSION WATER TREATMENT OPERATORS

Our culture is shaped by innovative thinking and practices that redefine the way we manage our activities. We constantly question our way of doing things.

This led us to review our selection criteria when hiring new operators for the water treatment unit. Removing unnecessary barriers – such as a high school diploma, when the operator most needs a willingness to learn – would provide access to a new position category. Senior Technicians train and teach the basic concepts of the job, share their experience and provide support and supervision. They also developed a training program with an evaluation to make sure the new operators fully understand the water treatment process and the importance of this position.

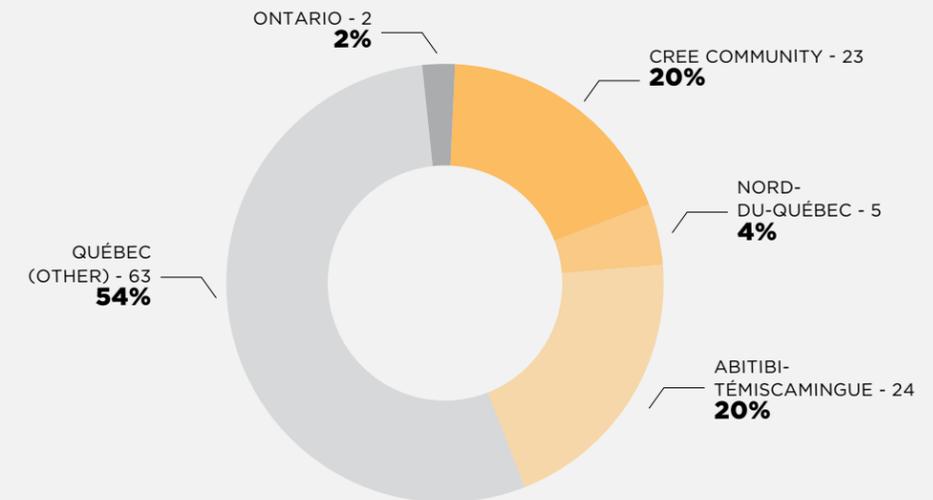
This initiative led to training four new Water Treatment Operators, two of them from the Cree First Nation of Waswanipi. This is just one example of including our host communities in our workforce.

Protection of the environment is a priority for Osisko Mining and for the Cree First Nation of Waswanipi. By having two water treatment operators from Waswanipi, we ensure that the community has an active role in monitoring the quality of our effluent.



Harry Grant, Water Treatment Operator, is happy to explain his role in the Windfall Project to local entrepreneurs, July 2019.

EMPLOYEES BY PLACE OF RESIDENCE WINDFALL PROJECT 2019



EMPLOYEE DEVELOPMENT

By sharing best practices and training, we give employees the opportunity to upgrade their technical knowledge, skills and competency. We emphasize health and safety training, and offer leadership training to improve the skills of our supervisors.

EMPLOYEE TRAINING	2019
HOURS OF TRAINING	2,547
PAYROLL EXPENSES	2%
INVESTMENT (\$)	283,724

To ensure sure we have the right people in the right positions, Osisko Mining conducts an annual standardized performance review for all employees. This helps us identify employee strengths, assess and address difficulties, and plan personalized development.

TOTAL NUMBER AND PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS	2019
TOTAL NUMBER OF EMPLOYEES	166
NUMBER PARTICIPATING IN PERFORMANCE REVIEWS	153
% PARTICIPATING IN PERFORMANCE REVIEWS	92

In 2019, 92% of our employees had a performance review. We did not evaluate new employees (working for less than three months), or inactive employees. The performance of the management team was evaluated by the Compensation Committee.

In 2019, we provided 23 paid internships for students pursuing careers in the mining industry. Osisko Mining also provided financial support for research and school activities promoting science and education.

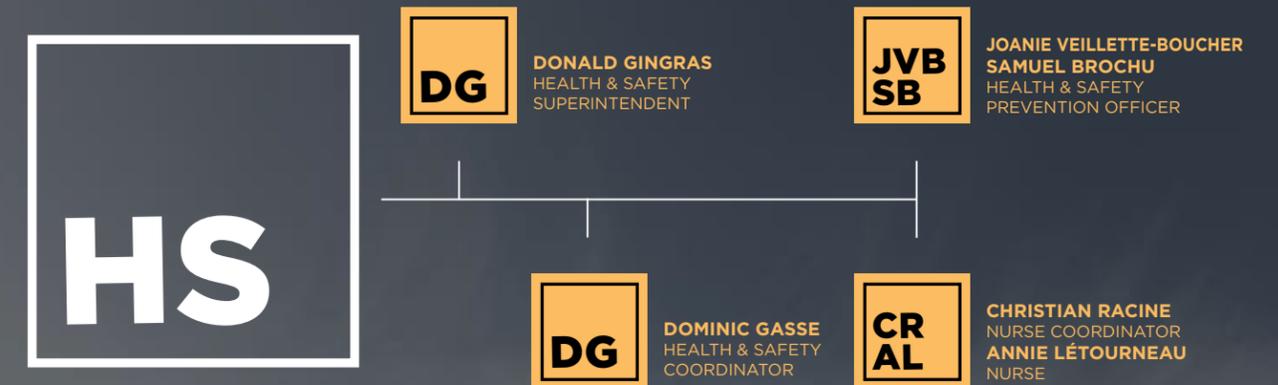


“ I have witnessed the Windfall Project evolving since 2016. I believe the success of Windfall comes from the proactive contribution of everyone. We have a group of workers motivated to make Windfall the gold star of mining exploration projects in the industry and I am extremely proud to be part of this team.

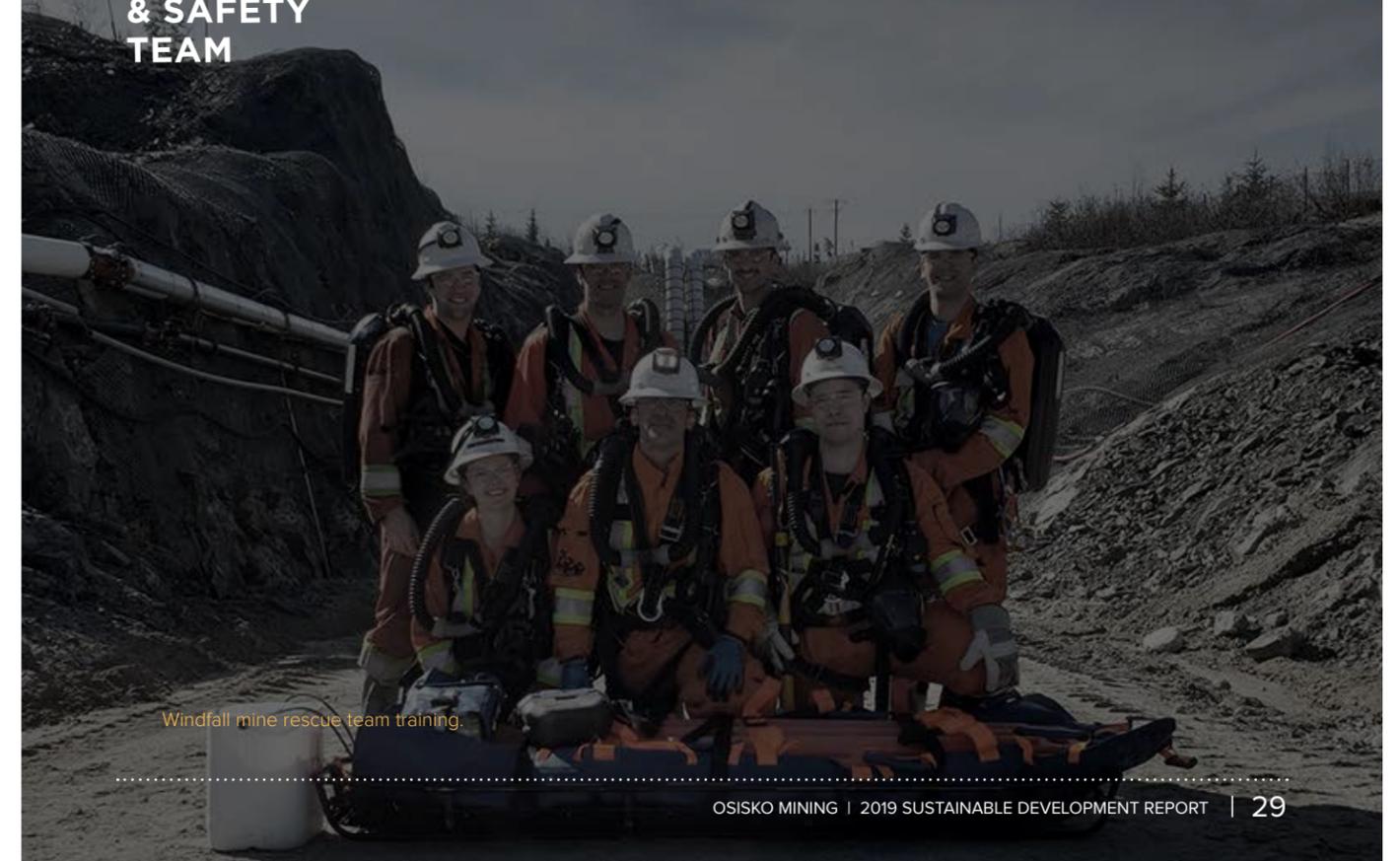
Mouloud Boukert
Coreshack supervisor

HEALTH & SAFETY

We put people first and our number one priority is their safety. To ensure the health, safety and well-being of our workforce and contractors, we continuously work to improve our protocols and strengthen our Health & Safety team.



HEALTH & SAFETY TEAM

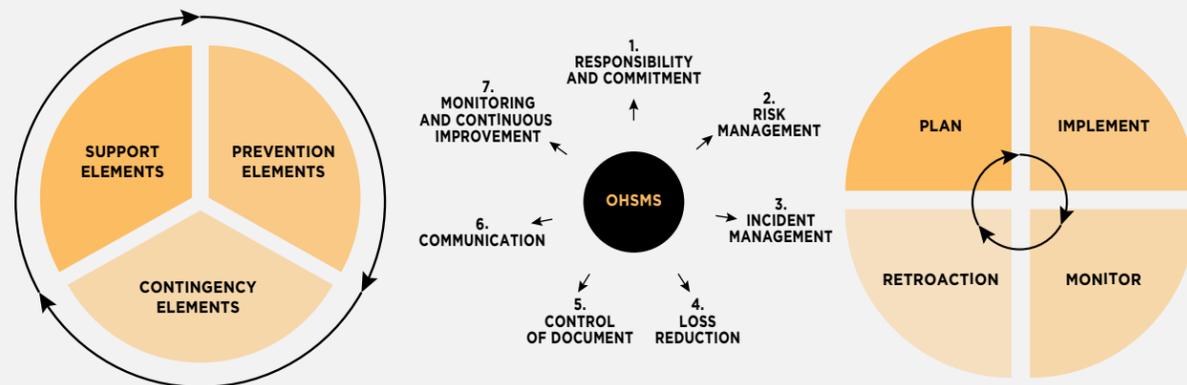


Windfall mine rescue team training.

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM – A RISK ASSESSMENT APPROACH

Our Occupational Health & Safety Management System (OHSMS) helps identify and control workplace hazards and risks to provide a healthy and safe workplace for everyone who interacts with our operations.

The OHSMS is a systematic and organized approach aimed at reducing risks and preventing harm. Seven main elements make up the system, divided into three categories: prevention, contingency and support.



The framework is designed to effectively manage health and safety by identifying risks, planning and implementing proper controls. We follow stringent health and safety standards and continuous controls, verification and improvements. We developed the standards and procedures and our OHSMS documents to meet applicable Québec and Ontario laws and industry best practices.

We regularly update our OHSMS to maintain the proper controls, meet any legislative changes and adapt it to any new activities. We investigate each incident to find the root causes and take immediate action to prevent a reoccurrence. We conduct ongoing preventive activities and take related corrective measures. At our Windfall project, we have regular audits conducted by the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST). In 2019, we had 2 audits by the CNESST and all of the non-conformities have been corrected within the specified time.

ENGAGING THE WORKFORCE

We strengthen our safety performance by engaging our employees and contractors. We foster a sense of self-responsibility and care for colleagues. We expect contractors' workers to meet the same expectations as our employees, requiring everyone coming on our sites to undergo site introduction training. We ask our workforce to be honest and report all injuries, incidents or near misses.

PROVIDE A HEALTHY WORKPLACE

We offer employees a healthy workplace by providing onsite nurses, maintaining high hygiene standards, and giving access to fitness facilities and healthy food. In addition, we contribute to private health insurance for our permanent workers.

HEALTH AND SAFETY SUPERINTENDENT, DONALD GINGRAS, COMMENTS ON 2019 H&S HIGHLIGHTS AND CHALLENGES

The reporting system is well implemented. People are aware of the importance of reporting accidents and incidents, which helps prevent similar events. Almost 40% of our accidents are hand injuries, so we have specific prevention interventions to reduce this rate.

We also provided employees with a risk assessment related to each job description and presented it to all employees. For now, and going forward, supervisor will present this to all new employees and existing employees will review it annually.

Since many people use the road to the Windfall Camp, one of our challenges is to keep it alcohol and drug free. We work with our contractors to maintain and enforce our zero drug and alcohol policy.

In 2019, we focused on training a complete fire brigade and purchased a fire truck to facilitate safe firefighting intervention.



SAFETY PERFORMANCE AND KEY ACTIVITIES

In 2019, our employees and contractors worked 1,059,621 hours, the highest ever recorded. This compares to 851,304 hours in 2018 and 993,388 hours in 2017. This highlights the challenge we faced during the year to ensure new workers had the proper skills to work safely in our environment and the high number of site introduction training sessions provided. All of our employees, contractors and visitors receive the Health & Safety site introduction.

Ensuring the amount of training required so new workers have the skills to work safely in our environment is a challenge. To address this, the Health & Safety team worked on an online orientation to be released in 2020. We also reinforce the use of a working card for underground employees and introduced a positive reinforcement program.

Even though work hours are rising, our injury frequency rates have been going down since 2017. Our proactive and continuous prevention measures are essential factors in improving our performance. Every day, we remind workers that safety is important. This affects their mindset and helps them assess the risks and comply with safe procedures before performing a task. People are more aware of their power to ensure their own safety and the safety of others.

In 2019, most of the injuries at Windfall were related to hands (40%) and backs (30%). Underlying causes range from a lack of experience to noncompliance with a procedure, like mandatory protective gloves or the use of a proper lifting method for heavy objects. Some roles require more physical effort than others, such as drillers on our exploration sites.

Our Health & Safety team promoted wearing gloves, task analysis, compliance with procedures and proper lifting methods. The team also emphasised the importance of reporting any incident or accident, no matter how seemingly trivial. This led to more first aid reports. We also put in place a restricted work and light duty program to help our workers get back to working sooner. This program has a direct effect on our lost time injury frequency rate.

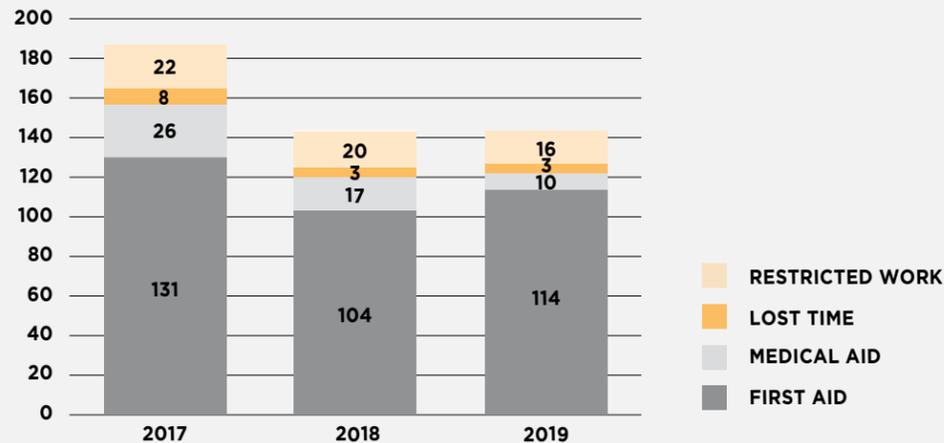
EMPLOYEES AND CONTRACTORS	WINDFALL			ALL PROJECTS		
	2019	2018	2017	2019	2018	2017
FIRST AID	104	84	113	114	104	131
MEDICAL AID	10	13	20	10	17	26
LOST TIME	2	3	7	3	3	8
RESTRICTED WORK	14	13	21	16	20	22
WORKING HOURS	913,824	708,678	801,546	1,059,621	851,304	993,388
LOST TIME INJURY FREQUENCY RATE	0.44	0.8	1.7	0.57	0.7	1.6
CUMULATIVE FREQUENCY RATE	3.5	4.52	7	3.59	5.4	6
TOTAL RECORDABLE INJURY FREQUENCY RATE	5.69	8.2	11.9	5.47	9.4	11.27

Lost Time Injury Frequency Rate (LTIFR) : $\frac{\text{Number of lost time accidents X 200,000 hours}}{\text{Hours worked year to date}}$

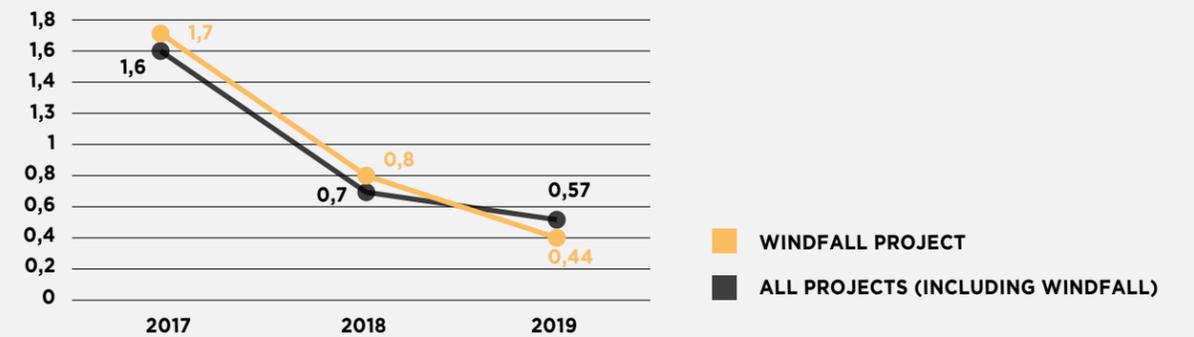
Cumulative Frequency Rate (CFR) : $\frac{\text{Number of lost time + Restricted work injuries X 200,000 hours}}{\text{Hours worked year to date}}$

Lost Time Injury Frequency Rate (LTIFR) : $\frac{\text{Total medical aid injuries + Restricted work assignments + Lost time accidents X 200,000 hours}}{\text{Hours worked year to date}}$

INCIDENTS AND ACCIDENTS ALL PROJECTS (INCLUDING WINDFALL) EMPLOYEES AND CONTRACTORS



LOST TIME INJURY FREQUENCY RATE EMPLOYEES AND CONTRACTORS



During 2019, we worked hard to maintain a program we call “R+,” which positively reinforces our health and safety culture by supporting and rewarding good actions. Creating a positive safety culture requires visible leadership that demonstrates care and concern for workers’ safety. So we conduct ongoing surface and underground site joint inspections with our contractors and Osisko Mining supervisors. We also launched ongoing mandatory inspections for Vice Presidents and will extend the program to directors and project managers next year.

WE ALSO CREATED OR IMPROVED SUPPORTIVE TOOLS FOR OUR OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM, INCLUDING:

- Updated site-specific emergency plans with biannual underground evacuation practices
- Risk assessment for each job description
- Risk assessment for each new task
- Surface working cards
- Lockout and working at height procedures
- A daily bonus for workers who are part of fire, first response and mine rescue brigades
- Underground signage procedure

TO ENSURE OUR WORKFORCE IS WELL TRAINED AND READY TO RESPOND TO EMERGENCIES, TRAINING FOR OUR HEALTH & SAFETY TEAM AND OTHER EMPLOYEES INCLUDED:

- Health & Safety leadership
- Health & Safety committee with Association paritaire pour la santé et la sécurité du travail du secteur minier
- Simulations and training for our first response team, mine rescue team, fire brigade, nurses and security agents
- Fire truck use and maintenance
- Safety procedures: equipment, machinery, vehicles, handling, signage and communication
- Mining modules
- Workplace Hazardous Materials Information System

NEW RESOURCES SUPPORT FOR OUR FIREFIGHTERS

In 2016, we put procedures and equipment in place for fire protection at the Windfall Camp. At that time, fire protection equipment of a skid unit with a water supply capacity of 500 gallons was enough for the facilities.

However, a risk analysis identified fire as a major risk, including damage to infrastructure and injuries/fatalities that might result. In many situations, large quantities of water are needed to put out a fire. Testing with the skid unit concluded it wasn't enough to put out a fully engulfed fire.

After comparing water supply options, Osisko Mining decided on a fire truck with a capacity of 2,500 gallons to replace the skid unit. Since the Windfall Project is still at the exploration stage, the team decided a used firetruck would provide safe firefighting. The team bought a firetruck in good condition from the municipality of Rouyn-Noranda in Abitibi-Témiscamingue. The Health & Safety and Environmental teams agreed to share the environmental dome rather than build a new structure to store the truck.



The fire brigade is trained in using the new fire truck.

“

All the efforts we put into training our volunteers and providing efficient materials will help keep our site safe. We are proud to count six First Nations people in our fire brigade!”

Ian Oblin,
First Nations Human Resources Facilitator
and Windfall Project Fire Chief

COMMUNITY RELATIONS AND SOCIO-ECONOMIC DEVELOPMENT

Osisko Mining works with our host communities in a spirit of partnership, openness, integrity and respect. We aim to build long-term positive relationships with our First Nations and local communities by maintaining ongoing communication, learning about community values and concerns, and working to address those concerns. We also strive to build long-term benefits to our communities by hiring a local workforce, favouring local purchases, tax transparency and regional prosperity and social development. Our Health & Safety and Sustainability Policy strives to create wealth and healthy relationships for our host communities.



COMMUNITY RELATIONS TEAM



ÈVA ROY-VIGNEAULT
SENIOR SUSTAINABLE
DEVELOPMENT COORDINATOR



DANNY HAPPYJACK
WASWANIPi COMMUNITY
LIAISON ADVISOR



Alain Poirier Lebel-sur-Quévillon mayor and Mathieu Savard our Senior Vice President of Exploration

SENIOR SUSTAINABLE DEVELOPMENT COORDINATOR, ÈVA ROY-VIGNEAULT, COMMENTS ON 2019 COMMUNITY RELATION HIGHLIGHTS AND CHALLENGES

In 2019, we worked hand-in-hand with the Cree First Nation of Waswanipi to create the Windfall Environmental Monitoring Committee and a new consultation protocol for exploration activities. In addition, we're developing together a new approach to include Cree traditional knowledge in our Windfall Environmental Assessment.

One of our challenges is managing stakeholder expectations. The Windfall Project is ambitious and promising, but it is still in the exploration stage. We're working to provide real benefits for our host communities and planning for future socio-economic prosperity.

We're also studying the calls for action included in the recently published National Inquiry into Missing and Murdered Indigenous Women and Girls final report. We look forward to embedding some of its recommendations in our negotiations on a future Impact and Benefits Agreement with the Cree First Nation of Waswanipi and the Cree Nation Government.



2019 MAIN COMMUNITY EVENTS

JANUARY

- Meetings with Tallymen W25A, W25B and W26

FEBRUARY

- Meeting and helicopter tour with Tallymen W25A, W25B and W26
- Meeting on traditional knowledge about woodland caribou and large game with Tallymen W25B
- Met with Miyuu-Kaa
- Met with Senneterre representatives

MARCH

- Presentation to Waswanipi High School
- IBA Meeting with Cree First Nation of Waswanipi and Cree Nation Government

APRIL

- Windfall site visit: Students from CÉGEP de Chibougamau
- Presented the Windfall Project to Waswanipi General Assembly
- Met with Miyuu Kaa
- Collaboration Committee meeting with Lebel-sur-Quévillon
- Met with Lebel-sur-Quévillon representatives

MAY

- Met with Waswanipi Chief, Deputy-Chief, Cree Trappers' Association and W25B Tallyman's family
- Met with Obedjiwan Council and Institute of Sustainable Development, First Nations of Québec and Labrador
- Presentation to St. Marcellinus Catholic Secondary School
- Windfall site visit: Waswanipi High School

JUNE

- Met with Québec Secretariat aux affaires autochtones
- Windfall site visit: Obedjiwan Council and Institute of Sustainable Development, First Nations of Québec and Labrador

JULY

- Presentation of the Windfall Project and training needs to Apatisiwin Skills Development
- First meeting of the Windfall Environmental Monitoring Committee

AUGUST

- Windfall Environmental Monitoring Committee meeting

SEPTEMBER

- Windfall Environmental Monitoring Committee meeting
- Participation in Mistissni Career Fair
- Presentation to Société d'aide au développement des collectivités (SADC) in Lebel-sur-Quévillon
- Windfall site visit: Événements Les Affaires – Mission Commerciale Objectif Nord
- Presented the Windfall Project to Waswanipi General Assembly

OCTOBER

- Windfall Environmental Monitoring
- Xplor convention invitations
- Met with Miyuu Kaa
- Met with Mishtuk
- Met Waswanipi representatives and Tallyman W25B

NOVEMBER

- Windfall Environmental Monitoring Committee meeting
- Met with Waswanipi representatives
- Presentation to CÉGEP Chibougamau

DECEMBER

- Presentation of the Urban-Barry winter drilling program (Tallymen W25A and W25B)
- Collaboration committee with Lebel-sur-Quévillon
- Christmas parties at Windfall camp



Danny Happyjack, our Liaison Officer, talks to Cree students from CÉGEP de Chibougamau.



Cree students of CÉGEP de Chibougamau visit the Windfall Project, April 2019.



Cree students of Waswanipi Willie J. Happyjack High School visit the Windfall Project, May 2019.

Aboriginal Day on Windfall Project is an interesting cultural exchange with dancers and drummers, special meals, a tipi and craft artisans.

ENGAGE WITH OUR COMMUNITIES

OSISKO MINING HAS A COMMUNITY RELATIONS PROTOCOL WHICH SETS GUIDELINES FOR COMMUNITY ENGAGEMENT. WE HAVE A FLEXIBLE APPROACH AND ADAPT IT BASED ON FEEDBACK FROM THE COMMUNITY. WE AIM TO UNDERSTAND THE VIEWS AND CONCERNS OF OUR STAKEHOLDERS AND ARE OPEN ABOUT OUR ACTIVITIES AND OUR PERFORMANCE.

OUR COMMITMENTS ARE:

- Establishing and maintaining respectful relationships with host communities
- Ensuring that host communities thoroughly understand the nature of the activities carried out
- Managing operations in a responsible way that minimizes the effects of our activities
- Ensuring that employees and subcontractors demonstrate respect and integrity in their interactions with the communities, First Nations, organizations, groups and individuals

THE TEAM BUILDS RELATIONSHIPS WITH OUR HOST COMMUNITIES AND STAKEHOLDERS, ABORIGINAL AND NON-ABORIGINAL, WHO HAVE AN INTEREST IN OUR ACTIVITIES BY USING A MULTITUDE OF CHANNELS:

- Sharing information through regular meetings with land users and officials, such as stakeholders or strategic committees
- Presenting to communities, schools, governments, land users and socio-economic partners
- Sending information letters to our key stakeholders
- Organizing surface and underground site visits for our key stakeholders and for educational purposes
- Participating in community events and cultural activities
- Encouraging ongoing formal and informal dialogue and consultation activities
- Ensuring our activities benefit host communities

These activities help us learn from our host communities about their culture, activities and relationship to the land. We seek their knowledge to minimize the potential effects of our projects on their traditional activities, cultural sites and the environment. In 2019, we held more than 40 meetings in all regions where we have projects. On the Windfall Project, we regularly met with Cree First Nation of Waswanipi representatives and the stewards of traditional Cree territories (Tallymen) to share information on land use. We also met with the Atikamekws from Obedjiwan.

As the Windfall Project progresses, the communication and consultation plans are adjusted based on input from stakeholders to engage both the Aboriginal and non-Aboriginal communities. These activities aim to inform and consult with the First Nations and the public on the project's activities, to address their concerns through actions and to collect their comments.

Osisko Mining recognizes the unique views of the First Nations communities and their rich contribution to our social diversity, including their languages, cultures, values, histories, traditional knowledge and special connections to the natural environment. We also respect their institutions, their self-determination and rights.

A REFLECTION ON THE NATIONAL INQUIRY INTO MISSING AND MURDERED INDIGENOUS WOMEN AND GIRLS

In June 2019, the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) published their final report. The report included a “Deeper Dive into Resource Extraction projects” and also outlined “Calls for Justice for Extractive and Development Industries”. As a mining exploration company working on the traditional territory of the Cree First Nation of Waswanipi, we put together a plan to address the concerns raised in the report.

INCLUSIVE CULTURE

We hire a diverse workforce and strive to hire women and members of First Nation communities. We work to improve the workforce’s awareness of cultural diversity. We also award contracts to enterprises hiring First Nation workers.

EMPOWERING, PRIDE AND ACCOMPLISHMENT

We empower First Nation women by providing meaningful employment to ensure their financial security and autonomy. We also give them opportunities to develop their expertise.

SAFE AND SUPPORTIVE ENVIRONMENT

We provide a safe workplace and enforce strict policies prohibiting violence, harassment, and the use of drugs and alcohol. We provide support for the well-being of our First Nation workforce through our onsite nurses and First Nation Human Resources Facilitator. We also hired a Community Liaison Advisor based in Waswanipi.



Windfall Project provides a welcoming environment to First Nations women.

CREE FIRST NATION OF WASWANAPI

The Windfall Project is located on the traditional lands of the Cree First Nation community of Waswanipi, specifically on the traplines W25B and W25A. The Cree village of Waswanipi is located about 75 km north-northwest of the Project.

We provided information on exploration work to the Chief, the Deputy Chief, the Director of Natural Resources, the Mining Coordinator, the Tallymen, the Cree Trappers’ Association, the Cree Mineral Exploration Board, and the Apatisiwin Skills Development (previously the Cree Human Resources Development). We held meetings with the Tallymen to explain the nature of the work and to understand how they use the territory.

In 2019, we held about 25 meetings with the Cree First Nation of Waswanipi representatives and community members. These include monthly meetings of the Windfall Environmental Monitoring Committee that began in July 2019. At the end of the year, we worked with the Cree First Nation of Waswanipi to develop a new consultation protocol for exploration activities as part of the Windfall Environmental Monitoring Committee.

WINDFALL ENVIRONMENTAL MONITORING COMMITTEE MEANINGFULLY ENGAGING A FIRST NATION COMMUNITY

Consultation with the Cree First Nation of Waswanipi began in 2015. In July 2019, with the goal of continuing to achieve meaningful and transparent dialogue, the Cree First Nation of Waswanipi and Osisko Mining formed the Windfall Environmental Monitoring Committee.

This committee meets monthly and includes a family representative from W25B trapline, the Waswanipi Mining Coordinator, the Waswanipi Local Environment Advisor, the Osisko Mining Environmental Senior Technician and the Osisko Mining Senior Sustainable Development Coordinator. Other community members may also participate, including the Deputy Chief, the Cree Trappers’ Association representatives, the Waswanipi Forestry Consultant Expert or Osisko Mining experts.

The objective of the committee is to ensure effective consultation with the Tallyman’s family and the Waswanipi community. Each month, we share information about our exploration and construction activities and environmental performance and protocols. We organize surface and underground site visits. The Tallyman’s family acts as an environmental monitor and is invited to perform site inspections, make suggestions and raise concerns. The information gathered during these meetings is transmitted to the management team to adjust activities and answer questions and concerns.

This committee is also working on ways to incorporate Cree traditional knowledge into environmental baseline reports to be included in the Environmental Assessment. This specific aspect will be enhanced in 2020.



The Windfall Environmental Monitoring Committee members visit the composter, July 2019.



The Obedjiwan Council and Institute of Sustainable Development, First Nations of Québec and Labrador visit the Windfall surface and underground infrastructure, July 2019.

FIRST NATIONS OF LAC SIMON AND OBEDJIWAN

Two other First Nations communities have been identified as having an interest in the Project: the Algonquin Anishinabeg Nation of Lac Simon and the Atikamekw of Obedjiwan community. We visited these two communities and presented the details of the Windfall Project description and of the Lynx and Underdog bulk sampling project. We have met with the Atikamekw of Obedjiwan community five times since 2017 and the chief and council visited the Windfall Project (surface and underground) in July 2019. We have met with the Algonquin Anishinabeg Nation of Lac Simon four times since 2017. We occasionally opened roads for them as a good neighbour.

LEBEL-SUR-QUÉVILLON

The nearest non-Aboriginal community to the Windfall Project is Lebel-sur-Quévillon, where Osisko Mining operates a coreshack and office. Since 2016, we have met more than 20 times with representatives and community members to discuss the proposed Windfall Project, including sharing information on surface drilling activities and the bulk sampling project.

The company signed a Collaboration Agreement with the city of Lebel-sur-Quévillon in 2017. This process aims to ensure transparency and effective communication with the city, to foster the social acceptability of the Project, and to maximize its socio-economic benefits for Lebel-sur-Quévillon, all in a spirit of partnership. We invited the Administration Régionale Baie-James to participate in the Collaboration Committee in 2019.

Even though the Windfall Project is not on the Senneterre, Chapais, and Chibougamau territory, our stakeholders felt that local entrepreneurs could benefit from business opportunities generated by the Project.

LOCAL ECONOMIC VALUE AND INCLUSIVE PROCUREMENT

Our exploration activities create economic value in Québec and Canada overall through job creation, local procurement and payments to government.

In 2019, Osisko Mining spent about \$111 million on exploration and related activities, mostly on the Windfall, Quévillon Osborne-Bell and Urban Barry projects. Another \$12.4 million was spent on general and administration expenses, including salaries, benefits and severances.

This creates benefits in our regional and local communities. Most of our employees are from Québec and Ontario.

In addition, we strive to find business opportunities for our local entrepreneurs and First Nations partners. In 2019, 83% of our purchases were in Québec and Ontario, including \$40 million with First Nations-owned companies or joint ventures. Our procurement team looks near the Windfall Project when issuing a call for tenders and invites at least one First Nations company to bid when the service is available.

SPENDING & LOCAL FOOTPRINT

	2019	2018	2017
EXPLORATION AND RELATED ACTIVITIES SPENDING	\$111 M	\$113 M	\$121 M
GENERAL AND ADMINISTRATION EXPENSES (INCLUDING SALARIES, BENEFITS AND SEVERANCE)	\$12.4 M	\$13.8 M	\$11 M
EMPLOYEE TAXES	\$11.5 M	\$10 M	\$6 M
PAYMENTS TO GOVERNMENT	\$1 M	\$1.5 M	\$1.3 M
PURCHASES IN QUÉBEC AND ONTARIO	83%	85%	81%
CONTRACTS AND PURCHASES FROM ABORIGINAL BUSINESSES	\$40 M	\$21 M	\$23 M

We also report on payments in accordance with the Government of Canada's Extractive Sector Transparency Measures Act ("ESTMA"). You'll find this report at [osiskominer.com](https://www.osiskominer.com)

CONTRIBUTING TO OUR COMMUNITIES

Through our Health & Safety and Sustainable Development policy, Osisko Mining has committed to the development of our host communities through community-focused sustainability projects. In 2019, we invested more than \$400,000 in two levels, corporate and project-related.

SPONSORSHIP AND DONATION

Category	2019	2018
PROJECT LEVEL	\$100,895.67	\$95,108.60
CORPORATE LEVEL	\$303,863.43	\$392,550.00
TOTAL	\$404,759.10	\$487,658.60



Événements Les Affaires – Mission Commerciale Objectif Nord: 30 entrepreneurs are impressed by the work performed on site at Windfall site, September 2019. Picture: courtesy of Les Affaires.



Miyuu Kaa - CMAC joint venture: The Windfall exploration ramp is a unique opportunity to train Cree community members underground.

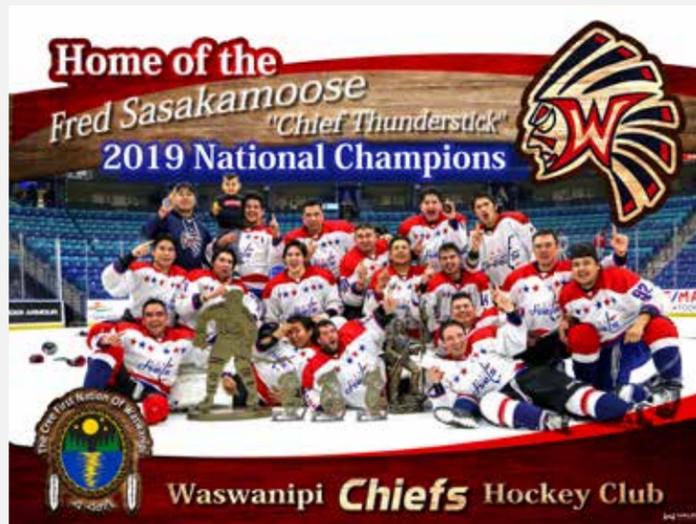


Miyuu Kaa – Gestion ADC joint venture: Their janitorial and catering work is essential to Windfall workers' well-being.

PROJECT LEVEL SPONSORSHIP PROGRAM A LINK WITH THE NORTHERN REGIONS

OSISKO MINING SPONSORSHIP AND DONATION PROJECT LEVEL GUIDELINES
FOCUS ON SUPPORT FOR:

FIELD OF INTEREST	CONTRIBUTION EXAMPLES
SCIENCE AND EDUCATION	<ul style="list-style-type: none"> Student initiatives from Université Laval, Université du Québec à Montréal and the Fondation of Université du Québec en Abitibi-Témiscamingue. Actions related to perseverance and academic success in Waswanipi and Lebel-sur-Quévillon schools. Renovation of the school yard in Lebel-sur-Quévillon.
ENVIRONMENT	<ul style="list-style-type: none"> A 3-year commitment with Association Forestière des deux rives. The Association contributes through its education, conservation and green actions to the sustainable management of trees and forests for the maintenance of biodiversity and the well-being of the communities. The Caribou Ungava research program. Lebel Environment community garden projects.
HEALTH AND SPORT	<ul style="list-style-type: none"> Sporting events and projects, especially for families and young people, in Lebel-sur-Quévillon and Waswanipi. Contributed to Fondation Lebel financing campaigns that improve the quality of health services in Lebel-sur-Quévillon hospital. Contributed to Ressource pour personnes handicapées and Partenaires à Part Égale, who serve disabled people in Lebel-sur-Quévillon.
COMMUNITY AND CULTURAL ACTIVITIES	<ul style="list-style-type: none"> Community events in Waswanipi, including a Pow Wow and Fishing derbies, and National Indigenous Day in Val-d'Or. Community events in Lebel-sur-Quévillon, including the Festival Nautique and the Fête de la Famille. Organizations that offer services to a precarious clientele, including the Lebel-sur-Quévillon Maison de la Famille and Waswanipi Low-Income Families Working Committee.
SOCIO-ECONOMIC PARTNERS	<ul style="list-style-type: none"> Supported our socio-economic and business partners, including the Waswanipi Business Development Conference, Attraction Nord (which promotes the Nord-du-Québec region to attract workers) and Cree Nation Abitibi-Témiscamingue Economic Alliance.
SECTOR ASSOCIATIONS	<ul style="list-style-type: none"> Activities and projects that improve public awareness of the mining industry, including participation in Women in Mining events.



The Waswanipi Chiefs celebrate being the 2019 champions of the Fred Sasakamoose Hockey tournament, with Osisko Mining sponsorship. Congratulations!

CORPORATE SPONSORSHIP PROGRAM

Our corporate sponsorship and donation program supports industry-related programs, education, environmental initiatives and sports teams.

In the fall of 2018, we created the Osisko Field Education Fund in collaboration with the Earth Sciences Department at the University of New Brunswick. Together, Osisko Mining, Osisko Gold Royalties and Osisko Metals have committed \$250,000 to the program over the next five years.

We also support Mining4Life an industry-wide initiative helping to create and support programs that treat and prevent disease, build and maintain healthy living and promote and advance education for children in need.

Our team also participated in the Bubble Hockey Night for SickKids. All funds raised through this event is going to SickKids Foundation to support the highest priority needs such as funding research, clinical advances, or compassionate care.



Osisko Mining is a proud supporter of curling team Jason Gunnlaugson and curling team Tracy Fleury.



Our team participates in the Bubble Hockey Night for SickKids.



ENVIRONMENT

ENVIRONMENTAL MANAGEMENT

Osisko Mining aims to make a positive contribution to socio-economic development while reducing our environmental footprint and considering the concerns of the host communities where we conduct our activities.

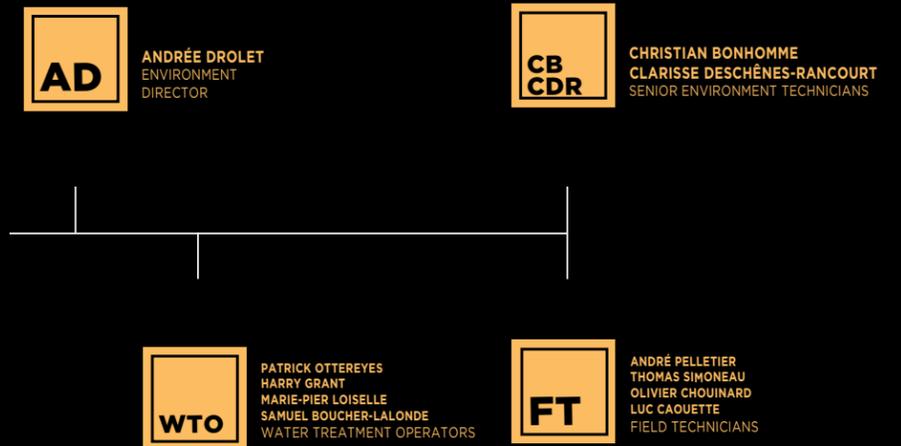
As a mining exploration company, our work involves some environmental risks, which our Health and Safety and Sustainability policy addresses. We evaluate the potential effects of our activities, minimize the risks to the environment, and provide tools and training to our employees and contractors. A strong team supports our environmental objectives and conducts regular inspections to ensure compliance with laws, regulations and protocols.

These protocols are in place to ensure conservation, reasonable consumption of natural resources and consumable goods and reduction of waste. We have environmental strategies to manage spills, waste and water. When drilling activities are completed, we will reclaim the land. As per the Mining Act, Osisko Mining filed a closure plan and related financial commitment to the Government of Québec for the Windfall Project.

Activities are monitored, and major parameters are reported to the Board of Directors. We share information through the Windfall Environmental Monitoring Committee, created with the Cree First Nation of Waswanipi. This committee involves the Tallyman, his family and the community with the objective of sharing information, addressing concerns through actions and ultimately building a better project. Our priority is being transparent and showing respect in our actions and interactions with the communities.



ENVIRONMENTAL TEAM



ENVIRONMENT DIRECTOR, ANDRÉE DROLET, COMMENTS ON 2019 HIGHLIGHTS AND CHALLENGES

Water management is core to our work. One of 2019's challenges was to control the levels of ammoniacal nitrogen in the ramp water and in the contact water from the lined stockpile. We closely monitored these levels throughout spring and summer they remained high and required treatment. Our team took the initiative to permit and commission an air stripping unit to add to the water treatment system to improve reduction of ammoniacal nitrogen concentrations in the effluent.

Our performance in rehabilitating areas impacted by drilling activities remains modest. Drilling activities are still intense at Windfall and now include more infill drilling, which occurs in previously disturbed sectors. This makes it difficult for our geologists to identify areas ready for rehabilitation since all sectors may potentially be re-drilled.

We continue to apply and improve our environmental management programs. Our team is effective in keeping the site clean and raising awareness of environmental issues through multiple site inspections, internal meetings and site introduction training for new workers. We provide environmental statistics quarterly to the Board of Directors and share our performance with the Windfall Environmental Monitoring Committee. Osisko Mining is also participating in a pilot project with the Québec Government to share project information with various ministries to increase permitting efficiency.



WATER MANAGEMENT

Ensuring conservation and reasonable consumption of natural resources, including water, is important to Osisko Mining. At the Windfall project, we use water for exploration drilling, underground equipment and at the camp. Underground equipment uses recycled water and we closely monitor the quality of water returned to the environment.

Water consumption is one of the environmental statistics we share with the Board of Directors and the Environmental Monitoring Committee. We estimate, calculate and measure water consumption for our exploration activities. In 2019, we calibrated all flowmeters on site to ensure the accuracy of measured volumes.

The following table presents water consumption for Osisko Mining's exploration activities in 2019.

WATER USAGE - EXPLORATION ACTIVITIES - 2019				
Project	Activity	Source	Quantity (m ³)	Treatment
WINDFALL	Exploration Drilling	Surface water	421,800 ⁽¹⁾	Natural settlement
	Exploration Ramp	Groundwater infiltration	204,952 ⁽²⁾	Effluent Treatment System
		Runoff stockpile	17,534 ⁽³⁾	Effluent Treatment System
	Exploration Camp	Surface water	13,793 ⁽²⁾	Septic System
URBAN BARRY	Exploration Drilling	Surface water	19,000 ⁽¹⁾	Natural settlement
QUÉVILLON OSBORNE-BELL	Exploration Drilling	Surface water	21,500 ⁽¹⁾	Natural settlement
	Coreshack	Municipal	-	Suspended solids removal system
TOTAL			698,579	

NOTES:
 (1) Estimated
 (2) Measured
 (3) Calculated

SURFACE DRILLING ACTIVITIES: SURFACE WATER

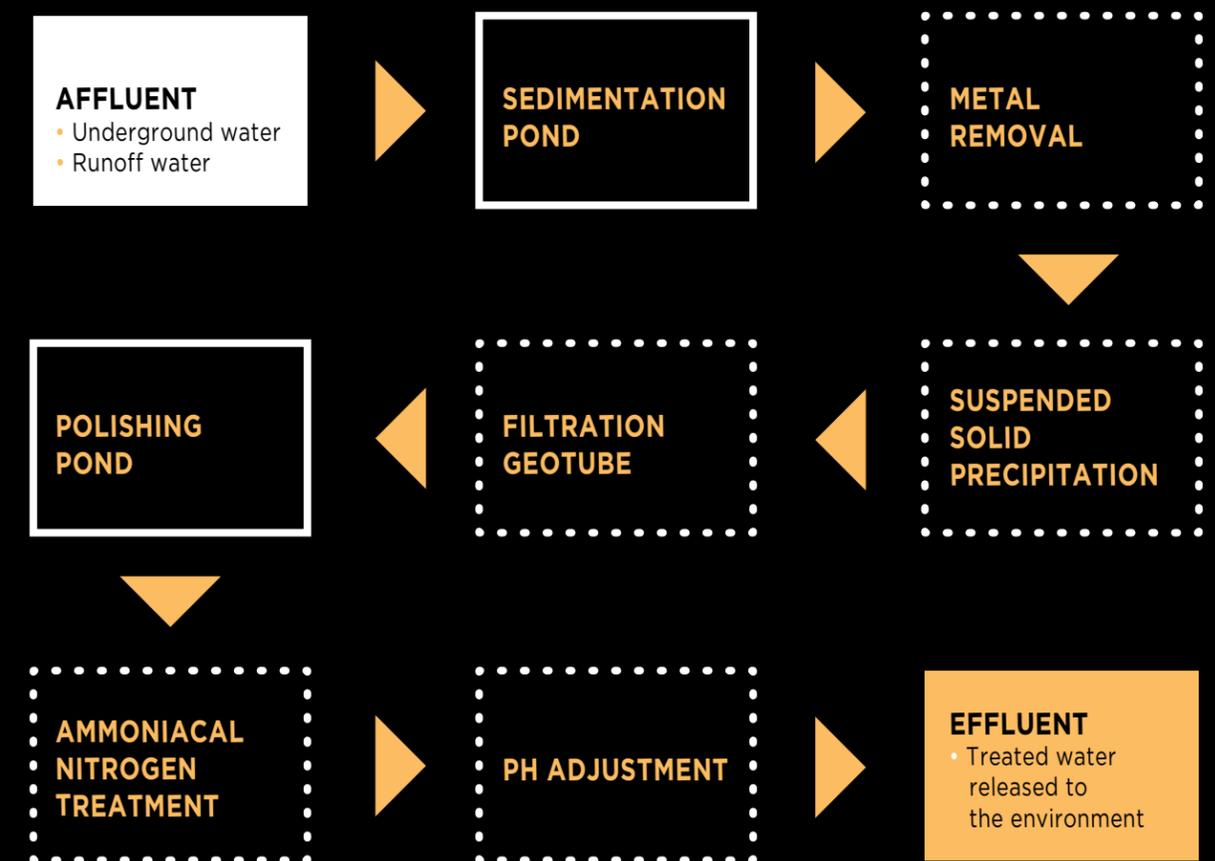
The surface drill rigs use surface water from water bodies or nearby existing drill holes. Through education and inspections, the Environmental team ensures that wastewater from drilling activities is free of contaminants before returning it to the environment. We often excavate sumps on drill sites to avoid transporting sediment and ensure natural settlement. We backfill these sumps once drilling activities are completed.

UNDERGROUND RAMP: MINE WATER AND RUNOFF WATER

Groundwater pumped from the exploration ramp and runoff water from the lined waste rock stockpile channelled through ditches are collected in the sedimentation pond. Water treatment includes metal removal, suspended solid precipitation, reduction of ammoniacal nitrogen concentration and pH adjustment.

During the summer of 2018, we commissioned a zeolite adsorption system to reduce the ammoniacal nitrogen concentration caused by increased blasting activities underground. After cycles of ammoniacal nitrogen adsorption, zeolite becomes saturated and must be replaced and disposed of as a hazardous material. To reduce both the quantity of saturated zeolite and costs, we installed an ammonia air stripping system in 2019. Osisko Mining also acquired an electrocoagulation/electrooxidation unit to help reduce ammoniacal nitrogen, and will test its efficiency in 2020.

THE WATER TREATMENT SYSTEM IS DESIGNED TO TREAT WATER FROM THE UNDERGROUND EXPLORATION RAMP AND RUNOFF WATER FROM THE LINED WASTE ROCK STOCKPILE





The new air stripping system reduces the level of ammoniacal nitrogen in collected water.



Unclogging of the Geotube filtration system.

A water cleaning system is installed underground and uses polymer to remove suspended solids from groundwater collected in the ramp before it is recycled by underground equipment. By doing this, we avoid using fresh water for underground machinery. Also, underground, an oil separator was installed in 2019 to ensure that underground hydrocarbon spills are managed and will not impair treatment on surface.



An underground oil separator was commissioned at the Windfall exploration ramp.

Water treatment operators work 24 hours a day to ensure the effluent complies with regulations. In 2019, we provided four operators with additional training and expanded their tasks to broaden their skills. We tested these skills by simulating a non-compliant effluent, and used the results to improve our systems and update our Emergency Response Plan to better deal with that risk.

In 2019, we pumped 204,952 m³ of water from the exploration ramp and collected 17,534 m³ of contact water from the lined waste rock stockpile. We treated and returned 222,486 m³ of water to the environment. The effluent was compliant throughout 2019.

The Windfall effluent is subjected to the Directive 019 of the Mining Industry and the Metal and Diamond Mining Effluent Regulations (MDMER). As required by MDMER, we began a three-year Environmental Effects Monitoring study including receiving environment characterization and monitoring.



First Nation employees of EnviroCree, a company from the Cree Nation of Mistissini, sample the water in the Windfall effluent receiving environment in July 2019.

WINDFALL CAMP: DRINKING WATER AND DOMESTIC WATER

The Windfall Camp facilities are permitted to accommodate 300 workers. Three groundwater wells provide drinking water for the camp and three septic installations receive wastewater. In 2019, the camp used 13,793 m³ of drinking water. There were 6 non-compliances but the water remained potable.

SPILL MANAGEMENT

Our employees and contractors work to prevent and manage spills promptly and safely. The main tools include the management plan, training new workers, regular inspections and enforcing on-site rules. We shared 2018 spill statistics and causes with new employees as an awareness and preventive initiative.

All new employees and contractors of Osisko Mining must attend a presentation on spill management. We updated our spill management plan in 2019, aiming to:

- Provide readily accessible prevention and management information to workers
- Comply with federal and provincial regulations
- Comply with our Health & Safety and Sustainability policy
- Minimize the environmental effects of spills
- Ensure the safe and effective recovery and disposal of spilled materials

To proactively prevent spills, the Windfall Environmental team performs regular inspections (camp site, ramp sector, underground, exploration drills sites, maintenance facilities, etc.).

All employees and contractors are aware of reporting and cleaning procedures. Spill kits are available on each exploration project and employees are trained to use them. We also maintain a mobile environmental emergency unit with the material to clean spills, and a vacuum unit to recover contaminated water and solids. Contaminated soil goes into sealed containers before transportation off site and disposal to an authorized facility.

There were 99 spills in 2019. All were reported as required and cleaned up. The increase in the number of spills reflects the vigilance of the Environmental team, which encourages reporting even the smallest spills. All spills, whatever the quantity, must be reported to Québec's Ministère de l'Environnement et de la lutte contre les changements climatiques, to the Board of Directors and to the Windfall Environmental Monitoring Committee.

SPILLS

Project	2019		2018		2017	
	< 20 L	> 20 L	< 20 L	> 20 L	< 20 L	> 20 L
WINDFALL	72	14	81	13	73	5
URBAN BARRY	12	0	1	0	0	0
QUÉVILLON OSBORNE-BELL	15	0	5	1	0	0
TOTAL	99	14	87	14	73	5

WASTE MANAGEMENT

DOMESTIC WASTE

The Windfall site has a domestic waste management facility equipped with a composter and containers to sort residual material such as non-compostable domestic waste, metal (copper and iron) and wood. Compost is stored on the overburden stockpile. Authorized companies collect metal for recycling and transport the different waste materials to designated locations.

We installed the composter at the Windfall site in September 2018. During 2019, it collected food waste from the cafeteria and recycled cardboard, gradually reaching about 750 kg of food waste and 250 kg of recycled cardboard per week. As the year progressed, we collected additional waste for composting, like hand paper towels. Composting activities have reduced garbage transportation from site to Lebel-sur-Quévillon by 35%.

Any remaining domestic non-compostable waste is composed of bulky light material. At the end of 2019, we commissioned a garbage compactor for non-compostable domestic waste to significantly reduce the number of trips to landfill. Windfall is a remote site and the garbage compactor was intended to reduce transportation costs and green house gas emissions.

Other initiatives to reduce single-use products include giving reusable water bottles and coffee mugs and limiting paper towel dispensing points at the cafeteria.

We measure or estimate all waste material generated and leaving Windfall and report the quantities to the Board of Directors and the Windfall Environmental Monitoring Committee.

WASTE MANAGEMENT - WINDFALL PROJECT - 2019

Description	Quantity	Disposal
FOOD WASTE (KG)	35,424	Composter on site
CARDBOARD (KG)	12,315	Composter on site
METAL (T)	120	Recycling
WOOD (m³)	900	Authorized landfill
OTHER (m³)	1,800	Authorized landfill



Windfall site has a waste management facility to reduce the material sent to landfill.



A new domestic waste compactor starts up at Windfall Camp (December 2019).

HAZARDOUS WASTE

We stored hazardous waste in the environmental dome for regular pickup and disposal by authorized companies. The dome is now shared with the Health and Safety team, and hazardous waste is stored in shipping containers with a mesh floor providing secondary containment. The hazardous waste is sorted and identified before pickup and disposal.

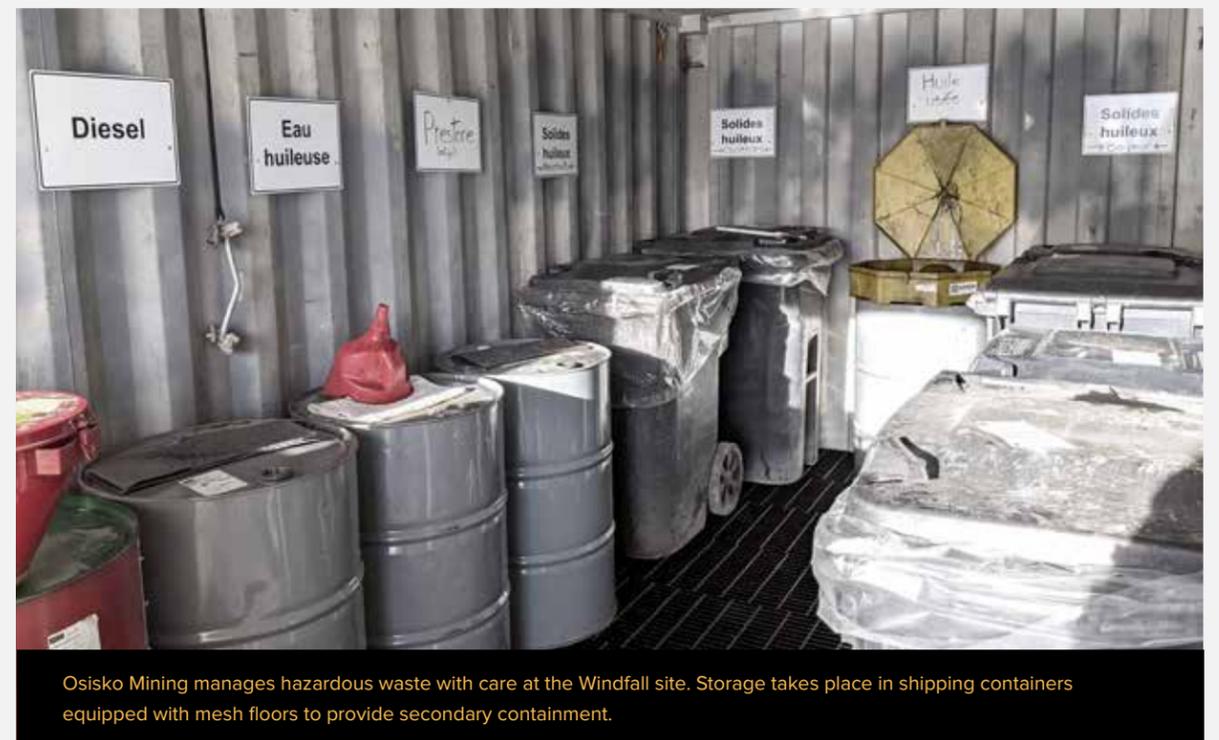
We store contaminated soil from spills in a waterproof container for pickup and disposal by authorized companies. Saturated zeolite from water treatment is recovered and disposed of by an authorized company. The new ammonia air stripping system reduced the use of zeolite, which reduces the volume of hazardous waste produced by water treatment.

The Environment team ensures that contractors manage their hazardous waste according to regulations. Procedures are in place to store, label, segregate and properly dispose of residual hazardous materials, and our Environmental team regularly inspects the storage sites.

We estimate the amount of hazardous waste material generated and leaving site and report this to the Board of Directors and the Windfall Environmental Monitoring Committee.

HAZARDOUS WASTE MANAGEMENT - WINDFALL PROJECT - 2019

Description	Quantity	Disposal
HAZARDOUS WASTE (PICKUPS)	12	Authorized site
CONTAMINATED SOIL (T)	360	Authorized site
CONTAMINATED ZEOLITE (T)	78	Authorized site



Osisko Mining manages hazardous waste with care at the Windfall site. Storage takes place in shipping containers equipped with mesh floors to provide secondary containment.

WASTE ROCK MATERIAL

The Windfall site has two waste rock stockpiles. The active stockpile is lined, and ditches channel the water to the treatment system.

When Osisko Mining acquired the project, the lined stockpile contained 18,500 tonnes. Since then, the ramp was advanced to take a bulk sample in Zone 27 and further advanced to the Lynx Principal zone to take a second bulk sample.

The following table shows the evolution of waste rock tonnage on the lined stockpile.

WINDFALL LINED WASTE ROCK STOCKPILES

Year	Tonnes	Surface (m ²)
BEFORE 2016	18,500	23,000
2017	29,166	23,000
2018	225,914	39,000
2019	419,197	39,000



In 2018, Osisko Mining built this extension to the lined waste rock stockpile.

A second unlined stockpile contains waste rock stored by a former operator. This originally held 79,000 tonnes. Osisko Mining crushed this material to reuse it as a protection layer for an expansion of the lined stockpile and as a road base in the underground ramp.

The following table shows the evolution of waste rock tonnage on the unlined stockpile.

WINDFALL UNLINED WASTE ROCK STOCKPILE

Year	Tonnes	Surface (m ²)
BEFORE 2016	79,000	19,000
2017	78,000	19,000
2018	52,500	19,000
2019	45,500	19,000

PLANNING THE CLOSURE

ONGOING DRILLING ACTIVITIES

Osisko Mining follows reclamation guidelines for drilling trails and pads. This means that once we know drill pads won't be reused for future drilling, we reclaim them in two stages:

1. Remove equipment, garbage and fuel from the drill site. Install flags on drill casings, backfill sumps, level drill pad areas and spread overburden.
2. Assess the condition of vegetation and if necessary, seed to promote regrowth.

AREAS DISTURBED & REMEDIATED (1ST STAGE) - DRILL PADS (M²)

Project	2019		2018		2017	
	Disturbed	Remediated	Disturbed	Remediated	Disturbed	Remediated
WINDFALL	111,000	49,000	96,000	4,500	270,000	50,000
URBAN BARRY	25,600	25,600	37,000	37,000	-	-
QUÉVILLON OSBORNE-BELL	66,665	66,665	41,100	41,100	-	-
TOTAL	203,265	141,265	174,100	82,600	270,000	50,000

In 2019, we partially reclaimed surface areas used for drilling. This included removing logs, leveling areas, and spreading overburden. The Windfall exploration program includes intensive infill drilling aimed at supporting a resource estimate and feasibility study. Most affected areas have the potential to be re-drilled.

CLOSURE PLAN AND FINANCIAL ASSURANCE

Certain exploration activities specified in the Québec Mining Act require the submission of a closure plan and financial assurance. The closure plan and the financial assurance must be updated every five years or when there are major changes to the project.

The Windfall closure plan includes a description of the activities and the site; protection, rehabilitation and closure measures; the closure cost estimate; and the financial assurance. The plan also presents the closure and rehabilitation work schedule, including post-closure monitoring and emergency and temporary suspension measures. The last update of the Windfall closure plan includes the lined waste rock stockpile extension.

The following table shows the updates of the Windfall closure plan over the years and the progression of the financial assurance. Currently Osisko Mining has posted a bond in the sum of \$3,512,850 to the Québec government as financial assurance for the Windfall Project.

WINDFALL PROJECT CLOSURE PLAN AND FINANCIAL ASSURANCE

Year	Owner	Closing plan submitted to Québec government	Financial Assurance
2007	Noront	Initial Plan	\$ 385,000
2012	Eagle Hill	5-year update	\$ 570,000
2017	Osisko Mining	5-year update	\$ 2,800,000
2018	Osisko Mining	Addendum major change	\$ 3,512,850

AIR QUALITY, ENERGY AND CLIMATE CHANGE

The Windfall operations consist of exploration drilling and excavation of an exploration ramp to take bulk samples. The factors influencing air quality therefore mainly relate to the emission of greenhouse gases (GHG) through fuel consumption and dust emissions.

Osisko Mining put measures in place to limit dust emitted by vehicle movement. During summer and dry periods, a tanker puts water on the roads in busy sectors to suppress dust. In addition, the speed is limited to 30 km/h on most road segments on site.

The Windfall camp is in a remote location on the Eeyou Istchee James Bay Territory. It is accessible by forestry roads and is not connected to the electrical grid. Three diesel generators supply electricity for the camp, the exploration ramp and equipment.

Osisko Mining and our contractors mainly use diesel for fixed equipment such as generators and drill rigs. Diesel is also used for heavy mobile equipment like underground off-road vehicles and road maintenance equipment. Propane heats the camp, the underground exploration ramp and the drill rig water during cold weather. Gasoline is used on-site for the light-vehicle fleet, which includes pickups, buses and other small vehicles.

WINDFALL FUEL CONSUMPTION - 2019

Fuel Type	Annual Quantity (kL)
DIESEL - COLOURED	6,730
PROPANE	931
DIESEL - CLEAR	562
GASOLINE	426
JET- A	39

Our total energy consumption can vary wildly due to the pace of the surface and underground exploration activities. That's why we haven't yet developed GHG or energy consumption targets. However, we will consider GHG emissions during the Windfall Project feasibility study and Environmental Assessment. These will consider options for the mill location and tailings technologies, transportation routes and truck fleet composition, mining techniques and energy sources.

Osisko Mining calculated our GHG emissions for the first time in 2019 to give us a baseline.

GHG releases from the project are estimated under the Environment and Climate Change Canada (ECCC) GHG Emission Reporting Program (GHGRP) and Quebec Regulation respecting mandatory of certain emissions of contaminants into the atmosphere (RMRCECA). The GHG emissions are related to process and on-site stationary and mobile fuel combustion sources.

WINDFALL GREENHOUSE GAS EMISSIONS – 2019*

Category	T CO ₂ eq.
CO ₂ (CARBON DIOXIDE)	22,043
CH ₄ (METHANE)	69
N ₂ O (NITROUS OXIDES)	82
TOTAL	22,194

*According to GHGRP methodology

ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT

Osisko Mining has initiated environmental baseline data collection to support an Environmental Assessment for the development of the Windfall Project.

Environmental baseline data collection on the Windfall site began in 2016 and continued in 2017, 2018 and 2019. In 2019, we conducted two groundwater quality campaigns, and two others are planned next year. In 2020, Osisko Mining will work with the Cree First Nation of Waswanipi and the Tallymen to include Cree context and Cree traditional knowledge in each sectorial report.

Baseline data collection at Osborne-Bell site included archaeology, aquatics, surface water, climate, sediments, benthics, vegetation, terrestrial fauna, big game, noise, air quality and traffic. Data collection on air quality and hydrogeology will be completed in 2020.

Environmental geochemical characterization of ore, tailings and waste rock continues.

INSPECTIONS, INTERNAL AND EXTERNAL

The Environmental team performed daily surface and underground inspections, visiting all drill rigs every second day. In 2019, Québec's Ministère de l'Environnement et de la Lutte contre les changements climatiques and Environment and Climate Change Canada conducted annual inspections on the Windfall site, finding no non-compliances.

CANADA'S BIGGEST DRILLING PROGRAM OUR PASSION FOR EXPLORATION AND THE ENVIRONMENT

Windfall is one of the biggest exploration programs on the planet. The Environmental team invests passion and energy into environmental protection, working jointly with the Geology, Mining, Drilling and Camp Maintenance departments.

Particular attention is paid to drilling activities, from planning to demobilization of the drill rig. The Geology Planning team determines the drill hole positions according to available geological data, and technicians set out the drill holes and access paths on the field. Technicians ensure we respect mandatory distances from permanent or temporary watercourses, avoid protected areas, and keep in mind potential hazards to health and safety. The team reassesses the plan if it identifies an environmental or safety issue. Before moving to the next hole, the drilling contractors have a Drill Implementation Query approved by the Geology, Health & Safety and Environment teams.

Field technicians perform daily inspections of the drill rigs, sumps, fuel tanks, sumps and pumping stations. They visit each site every two days to inspect implementation instructions, the general cleanliness of the site, garbage and hazardous material management, the presence of leaks and management of the water and drill cuttings. Osisko Mining's Environmental inspector can ask for immediate correction at any time, depending on the severity of the issue. The team takes pictures of the sites before, during and after drilling. A site inspection is made after the demobilization of the drill rig to record the status of the site and the need for additional work or remediation.



The drill sites are tidy on the Windfall Project. Shown here is a Muiyuu Kaa Orbit-Garant working site.

APPENDIX A 2019-2021 SUSTAINABLE DEVELOPMENT ACTION PLAN

The action plan for 2019-2021 shows our progress over the past three years. The action plan is dynamic and will evolve as the company aligns our strategies to meet new challenges.

Performance highlights:

SOCIETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Build longterm positive relationships with our Aboriginal partners and local communities.	Maintain open communication with our stakeholders.	Maintain notification system and grow stakeholder list.	Sent community notification letters before initiating exploration (First Nation communities and municipalities).	Sent community notification letters before initiating exploration (First Nation communities and municipalities).	Sent community notification letters before initiating exploration (First Nation communities and municipalities).
		Attend community meetings and events to discuss exploration activities.	Community meetings held where we have projects (Waswanipi, Obedjiwan and Wahgoshig). Participated in the Société d'aide au développement des collectivités (SADC) event in Lebel-sur-Quévillon.	Community meetings held where we have projects (James Bay, Kuujjuaq, Lac Simon, Obedjiwan, Waswanipi). Participated in the Kuujjuaq mining workshop (Kan Project). Presented information at Plan Nord event, Journée donneurs d'ordres et fournisseurs in Chapais. Participated in Mining Week in Lebel-sur-Quévillon.	Community meetings held where we have projects. Participated in the Kuujjuaq mining workshop. Presented information at Plan Nord event, Journée donneurs d'ordres et fournisseurs in Chibougamau. Participated in Mining Week in Lebel-sur-Quévillon.
		Organize field visits for key stakeholders.	Field visits: Waswanipi, Tallymen, Obedjiwan, First Nation students and local entrepreneurs.	Field visits: Waswanipi, Tallymen, Cree Board of Health and Social Services of James Bay.	Field visits: Waswanipi, Lebel-sur-Quévillon and provincial government (Windfall).
		Increase presence in Waswanipi community through the community liaison adviser.	Employed Waswanipi community liaison adviser (Windfall).	Employed Waswanipi community liaison adviser (Windfall).	Hired Waswanipi community liaison adviser (Windfall).

SOCIETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017	
Build longterm positive relationships with our Aboriginal partners and local communities.	Maintain open communication with our stakeholders.	Host information sessions at key project milestones.	No key milestones.	<p>Second open house in Lebel-sur-Quévillon, Waswanipi and Windfall camp (Windfall).</p> <p>Project description video translated in Cree and presented to Waswanipi and Lebel-sur-Quévillon communities and our Windfall workers.</p> <p>Project description shared with Lac Simon and Obedjiwan.</p>	<p>First open house in Lebel-sur-Quévillon, Waswanipi and Windfall camp (Windfall).</p> <p>Project description video presented to Waswanipi and Lebel-sur-Quévillon communities and our Windfall workers.</p> <p>Project description shared with Lac Simon and Obedjiwan.</p>	
	Gain knowledge of community values and concerns.	Attend community events to understand and meet local people.	Attend community events to understand and meet local people.	Waswanipi General Assemblies.	Attended Waswanipi Old Post (Windfall), Waswanipi General Assemblies and Cree Trappers Association General Assembly.	Attended Waswanipi Day (Windfall) and Waswanipi General Assemblies.
		Gather data on social components and concerns.	Gather data on social components and concerns.		Environmental Assessment Baseline data collection on Human Environment: interviews and focus groups in Lebel-sur-Quévillon and Waswanipi and phone interviews with lease owners – Windfall.	
		Compile list of key community concerns gathered.	Compile list of key community concerns gathered.	Maintained records of community concerns.	Maintained records of community concerns.	Maintained records of community concerns.
	Work to address community concerns.	Incorporate Traditional Knowledge into Environmental Impact Assessment.	Incorporate Traditional Knowledge into Environmental Impact Assessment.	<p>Created the Windfall Environmental Monitoring Committee.</p> <p>Meeting on traditional knowledge with the Tallymen.</p>		
		Improve the workforce’s awareness of cultural diversity.	Improve the workforce’s awareness of cultural diversity.	Prepared and displayed posters on the Cree way of life and hosted Aboriginal Day (Windfall).	Prepared and displayed posters on the Cree way of life and hosted Aboriginal Day (Windfall).	Prepared and displayed posters on the Cree way of life and hosted Aboriginal Day (Windfall).

SOCIETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Build longterm positive relationships with our Aboriginal partners and local communities.	Work to address community concerns.	Maintain sponsorships and donations.	<p>PSponsored Tallymen to QMEA conference.</p> <p>In-kind donations to Tallymen.</p> <p>Local and regional sponsorships.</p>	<p>Sponsored Tallymen and invited IBA team to QMEA conference.</p> <p>In-kind donations to Tallymen (Windfall) and communities (Kan).</p> <p>Local and regional sponsorships.</p>	<p>Sponsored Tallymen to attend QMEA conference.</p> <p>In-kind donations to Tallymen (James Bay and Windfall).</p> <p>Developed donation and sponsorship guidelines based on Osisko Mining values.</p> <p>Local and regional sponsorships.</p>
		Support programs promoting health, well-being and education in Aboriginal communities.	<p>5 paid internships for Cree students.</p> <p>Actions related to perseverance and academic success (Waswanipi Rainbow Elementary School / Waswanipi Willie J. Happyjack High School / CÉGEP Chibougamau).</p> <p>Sporting events and projects, especially for families and young people (Waswanipi Hockey and Broomball Clubs, Waswanipi Minor Sports Association).</p> <p>Supporting community events (Waswanipi Pow Wow and Fishing derbies and Val-d'Or National Indigenous Day).</p> <p>Organizations that offer services to a precarious clientele (Waswanipi Low Income Family Working Committee).</p>	<p>Actions related to perseverance and academic success (Waswanipi Willie J. Happyjack High School).</p> <p>Sporting events and projects, especially for families and young people (Waswanipi Hockey, Softball, Fastball and Broomball Clubs / Kuujuaq Hockey).</p> <p>Supporting community events (Waswanipi Fishing derbies and Waswanipi Day).</p>	<p>Actions related to perseverance and academic success (Waswanipi Rainbow Elementary School / Waswanipi Willie J. Happyjack High School / Mining Exposition).</p> <p>Sporting events and projects, especially for families and young people (Waswanipi Hockey and Broomball Clubs).</p> <p>Supporting community events (Waswanipi Fishing derby)..</p>

SOCIETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Build longterm positive relationships with our Aboriginal partners and local communities.	Work to address community concerns.	Participate in strategic committees.	<p>Participation at the « Sommet de l'emploi » (Employment Summit) in Lebel-sur-Quévillon.</p> <p>Member of the « Comité régional des partenaires du Marché du travail (CRPMT) - Nord du Québec ».</p> <p>Attraction Nord - Recruitment strategy for Northern Quebec.</p> <p>Collaboration committee with Lebel-sur-Quévillon.</p> <p>Established the Windfall Environmental Monitoring Committee.</p>	<p>Implementation committee with Waswanipi First Nation.</p> <p>Collaboration committee with Lebel-sur-Quévillon.</p>	Established a collaboration committee with Lebel-sur-Quévillon.
		Continue IBA discussions with the Cree First Nation of Waswanipi and Cree Nation Government.	IBA discussions with the Cree First Nation of Waswanipi and Cree Nation Government.	IBA discussions with the Cree First Nation of Waswanipi and Cree Nation Government.	
Maintain positive labour relations and high workforce satisfaction.	Engage with our employees to understand their values.	Become an attractive employer. Motivate and keep our employees.	<p>Analysis & summary of the exit interviews – Action Plan.</p> <p>Posted worked anniversary each month.</p> <p>Participation in benchmarking of industry working conditions.</p> <p>Development of the Osisko Mining values.</p>	<p>Completed salary analysis and adjusted salary scale.</p> <p>Participation in benchmarking of industry working conditions.</p> <p>Added exit interviews.</p>	Established salary scale according to employment categories.

SOCIETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Maintain positive labour relations and high workforce satisfaction.	Encourage and promote our local and Aboriginal workforce.	Increase the number of employees from the Cree Nation.	<p>Aboriginal employment on the payroll and through local contractors:</p> <ul style="list-style-type: none"> More than 62 workers from First Nations communities on Windfall Project. <p>Osisko Internship Program for Summer 2019.</p> <p>Article in the Air Creebec Magazine about our interns.</p> <p>Attended the Mistissini Career Fair.</p> <p>Presentation to the Apatisiwin Skills Development.</p> <p>Presentations and field visits for First Nations students.</p>	<p>Aboriginal employment on payroll and through local contractors:</p> <ul style="list-style-type: none"> 3 Inuit workers on Kan Project More than 55 workers from First Nations communities on Windfall, Urban Barry and Quévillon Projects 1 Wahgoshig worker at Garrison Project <p>Developed employment preferences and recruitment process.</p>	<p>Aboriginal employment through local contractors:</p> <ul style="list-style-type: none"> Six Inuit workers on Kan Project More than 92 workers from Cree First Nations communities on Windfall and Urban Barry Projects Six workers from Wahgoshig at Garrison Project
	Promote diversity and equity within our workforce.	Strive to hire women and members of First Nation communities.	<p>Women: 35%</p> <p>Employees from First Nation communities at the Windfall Project: 20%.</p>	<p>Women: 32%</p> <p>First Nation communities: 19%</p>	
		Implement management practices based on Canadian law and Osisko Mining culture.	<p>Spreading hours agreement.</p> <p>Home Port Policy.</p> <p>Videosurveillance Policy.</p> <p>French language utilization analysis.</p> <p>Driver licence guidelines.</p>	<p>Implementation of alcohol and drug policies.</p> <p>Distribution of a procedure to address harassment or violence complaints.</p>	
Promote innovation and knowledge within our workforce.	Undertake annual performance reviews. Development plans for each employee.	<p>Completed annual performance reviews.</p>	<p>Completed annual performance reviews.</p>	<p>Completed annual performance reviews.</p>	<p>Completed annual performance reviews.</p>

SOCIETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Maintain positive labour relations and high workforce satisfaction.	Grow and maintain our workforce.	Track pay rates by employment categories and gender. Measure workforce turnover.	Measured workforce turnover: <ul style="list-style-type: none"> • 21% general • 11% for permanent positions • 35% for temporary positions 	Measured workforce turnover: <ul style="list-style-type: none"> • 17.5% general • 9% for permanent positions • 28% for temporary positions 	
		Track workforce training by hours/year and gender.	Track workforce training: <ul style="list-style-type: none"> • 2,547 hours of training • Expenses equivalent to 2.1% of payroll • \$283,724 of investment See 2019 SD Report Supplement <ul style="list-style-type: none"> • ESG Tables: Workforce 	Track workforce training: <ul style="list-style-type: none"> • 4,935 hours of training • Expenses equivalent to 2.2% of payroll 	
		Continue to recruit and provide research opportunities for students.	Student internships (23) including 5 FN interns.	Student internships (18) and summer jobs (3).	Student internships (5) and summer jobs (12).
		Participate in mining mentorship programs.			Participated in Women Who Rock mining mentorship program.
		Prepare a transition plan to retain our workforce for the next phases of Windfall Project.			

HEALTH AND SAFETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Provide a safe working environment.	Promote a culture of health and safety.	<p>Improve communication aimed at prevention.</p> <p>Implement the positive reinforcement program to reward H&S improvements.</p> <p>Focus on “5 Rules to save lives”: 1-lockout, 2-working at height, 3-working space delimitation, 4-confined space, 5- driving mobile equipment.</p>	<p>Implemented the R+ (positive reinforcement) program with all employees to promote good effort in safety.</p> <p>Lockout and working at height procedures have been written and prepared, ready for training.</p>	<p>Increased H&S visibility in the field.</p> <p>Prioritized drug and alcohol prevention.</p> <p>Added a new gym and yoga room (Windfall).</p>	<p>H&S department in place (corporate H&S superintendent, four H&S advisers, two nurses, four security guards).</p> <p>Developed and implemented drug and alcohol policy.</p>
		<p>Maintain OHSMS.</p> <p>Implement a H&S committee (employer / employee).</p>	<p>Continually improve our standard operating procedures, policies and systems – surface and underground.</p> <p>Orientation and training by Association paritaire pour la santé et la sécurité du travail du secteur minier (APSM) on Health and Safety committee to be launched in 2020.</p>	<p>OHSMS implementation.</p> <p>Continually improve our standard operating procedures, policies and systems – surface and underground.</p> <p>Better management of safety meetings.</p> <p>Started daily meetings with H&S as the first topic.</p>	<p>Developed and implemented OHSMS.</p> <p>Continually updated our standard operating procedures.</p> <p>Established mine rescue team, fire brigade and first responder team (Windfall).</p> <p>Completed risk assessment workshops.</p>
	<p>Add mandatory risk assessment for each new task.</p>	<p>Preparation of the procedure and necessary tools.</p>			
	<p>Implement working cards for surface employees.</p>	<p>Surface working card was developed and will be launched in 2020 after results from an audit of the underground working card are obtained. Audit scheduled for 2020.</p>			
	<p>Provide a risk assessment for every job description.</p>	<p>100% completed for all jobs at Windfall. Communicated with existing workers. Added to new employee orientation.</p>			

HEALTH AND SAFETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Ensure our workforce is well trained in health and safety and ready to respond to emergencies.	Fully trained workforce with effective emergency response plan.	Ongoing site safety orientation and training.	<p>Online orientation has been initiated, to be launched in 2020.</p> <p>Health and Safety leadership training for the Health and Safety team.</p>	<p>Site safety training for employees, contractors and visitors.</p> <p>Daily H&S meetings.</p>	<p>Site safety training for employees, contractors and visitors.</p> <p>Introduced daily H&S meetings.</p>
		Maintain site-specific emergency plans.	<p>Updated site-specific emergency plans.</p> <p>Biannual underground evacuation practises.</p>	<p>Updated site-specific emergency plans.</p> <p>Awarded security contract (Windfall).</p> <p>Purchased an ambulance.</p>	<p>Updated site-specific emergency plans.</p>
		Expand Windfall fire protection equipment and protocol.	<p>Purchased a fire truck.</p> <p>Training on fire truck.</p> <p>Updated Fire Emergency Plans.</p>	<p>Preparation of the Emergency Plan and Fire Emergency Plan (Windfall).</p>	
		Ongoing emergency practises for response teams.	<p>Conducted emergency simulations – surface and underground (Windfall).</p> <p>Weekly training for first responders (Windfall).</p> <p>Maintained and trained a mine rescue team and fire brigade (Windfall).</p> <p>Initiated a daily bonus for members of fire brigade, first responders and mine rescue team.</p>	<p>Conducted emergency simulations – surface and underground (Windfall).</p> <p>Weekly training for first responders (Windfall).</p> <p>Maintained and trained a mine rescue team and fire brigade (Windfall).</p>	<p>Conducted emergency simulations (Windfall).</p> <p>Weekly training for first responders (Windfall).</p>
		Ongoing needs assessment for H&S training.	<p>Maintain our first responder team to make sure we are up to date.</p> <p>Fire brigade is complete and full.</p>	<p>Completed needs assessment on mine rescue, fire brigade and first responders.</p> <p>Continued recruitment to fill mine rescue, fire brigade and first responders' positions.</p>	

HEALTH AND SAFETY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Ensure our workforce is well trained in health and safety and ready to respond to emergencies.	Fully trained workforce with effective emergency response plan.	Ongoing tracking H&S training.	Maintain and update records for the H&S team and other employees.	Kept records for H&S employee training.	Kept records for first responders training; firefighter training; training on specific equipment (Skytrack, boom lift, scissor lift, ATVs).
Monitor, analyze and audit our safety performance.	Report and analyze incidents.	Ongoing mandatory H&S activities for managers (inspections, task observations, investigations).	Launched H&S inspections by executive team members.		
		Ongoing reporting of H&S statistics.	Collected data for the full year on H&S incidents. 2019 lost time incident frequency rate (LTIFR) of 0.44 for Windfall Project and 0.57 overall.	Collected data for the full year on H&S incidents. 2018 lost time incident frequency rate (LTIFR) of 0.85 for Windfall Project and 0.70 overall.	Collected data for the full year on H&S incidents. 2017 lost time incident frequency rate (LTIFR) of 1.6.
		Ongoing audits of on-site practices.	More than 425 H&S field inspections (surface and underground). 2 inspections by CNEST.	More than 400 H&S field inspections (surface and underground). 6 inspections by CNEST.	More than 250 H&S field inspections. 3 inspections by CNEST.
		Analyze trends and develop corrective actions to reduce incidents.	Training on accident reports and investigation forms. Performed incident investigations. Doubled the number of investigations over the previous year. Applied corrective measures and rigorously maintained the corrective actions register. Analyzed incident trends.	Implemented the new accident report and investigation forms. Other sites send accident reports to the Windfall H&S department to standardize. Encouraged workers to report every incident. Added a new functional area for reporting "Services." Performed incident investigations and applied corrective measures. Analyzed incident trends and developed safety talks aimed at reducing problem areas.	Established a risk register. Improved accident reporting procedures. Developed and implemented corrective measures process. Initiated the incident investigation process. Analyzed incident trends and developed safety talks aimed at reducing problem areas.

ENVIRONMENT

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Ensure efficient use of resources.	Understand our water and energy use and identify conservation and management technology.	<p>Measure site-wide water use and report quantities to the Board of Directors and regulator.</p> <p>Identify opportunities to reduce and re-use water.</p> <p>Measure site-wide petroleum product use and report quantities to the Board of Directors.</p> <p>Identify ways to reduce petroleum product use.</p>	<p>Calibrated all flowmeters on site.</p> <p>Continued estimating groundwater infiltration rates and refined estimate.</p> <p>Measured and estimated site wide water use (drilling, drinking, dewatering) and reported to the Board.</p> <p>Measured and reported water use (ramp dewatering and drinking) to regulator (Windfall).</p> <p>Calculated fuel consumption on Windfall site.</p>	<p>Installed additional flowmeters on site.</p> <p>Started estimating groundwater infiltration rate.</p> <p>Measured and reported water use (ramp dewatering and drinking) to regulator (Windfall).</p> <p>Commissioned underground water cleaning system to recycle water for mining equipment.</p>	<p>Measured and reported water use (ramp dewatering and drinking) to regulator (Windfall).</p> <p>Measured and reported water use (ramp dewatering) to regulator (Garrison).</p>
Minimize impact of our activities on the environment.	Understand the effects of current and planned activities and identify mitigation measures.	<p>FUTURE MINE PROJECT (WINDFALL):</p> <p>Complete the Environmental Impact Assessment (EIA).</p> <p>Share findings of the EIA with the Board of Directors and stakeholders.</p> <p>EXPLORATION ACTIVITES:</p> <p>Measure and estimate land disturbances.</p> <p>Respect riparian areas.</p> <p>Identify ways to minimize land disturbances and reclaim impacted areas.</p> <p>Understand spill causes and minimize spills.</p> <p>Minimize spill effects.</p> <p>Calculate GHG emissions.</p>	<p>FUTURE MINE PROJECT (WINDFALL):</p> <p>Collected environmental baseline data (Windfall and Osborne-Bell).</p> <p>Continued geochemical characterization of ore, tailings and waste rock (Windfall and Osborne-Bell).</p> <p>EXPLORATION ACTIVITES:</p> <p>Received approval of the closure plan Addenda (stockpile expansion) by MERN and sent financial assurance (Windfall).</p> <p>Produced statistics on 2018 spills and presented main conclusions in the new employee introduction meeting.</p>	<p>FUTURE MINE PROJECT (WINDFALL):</p> <p>Collected environmental baseline data (Windfall site, Osborne-Bell and Quévillon).</p> <p>Met with provincial and federal leads for the environmental assessment.</p> <p>Started kinetic geochemical characterization of ore, tailings and waste rock and static geochemical characterization of ore and waste rock (Osborne-Bell).</p> <p>EXPLORATION ACTIVITES:</p> <p>Received approval of the closure plan update by MERN and sent financial assurance (Windfall-June).</p>	<p>FUTURE MINE PROJECT (WINDFALL):</p> <p>Collected environmental baseline data (Windfall site).</p> <p>Met with provincial and federal leads for the environmental assessment.</p> <p>Filed project description and preliminary project information and received guidelines for EIA.</p> <p>Started static geochemical characterization of ore, tailings and waste rock.</p> <p>EXPLORATION ACTIVITES:</p> <p>Hired environmental site supervisors (Windfall).</p>

ENVIRONMENT

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
			<p>Updated presentation for the new employee introduction meeting.</p> <p>Reported (MELCC) and cleaned all spills. Also reported spills to the Board.</p> <p>Associated contaminated soil disposal information with spill events.</p> <p>Enforced the policy prohibiting blocking fuel dispensers.</p> <p>Updated the Spill Management Plan.</p> <p>Proceeded with partial reclamation of surface areas used for drilling (removed logs, spread overburden and levelled areas).</p> <p>Supported Association Forestière des deux rives and Caribou Ungava research project.</p> <p>Calculated GHG emissions for Windfall site.</p>	<p>Updated closure plan to include waste rock stockpile expansion (Windfall-December).</p> <p>Proceeded to reclaim 16 lake breakthroughs (Windfall).</p> <p>Reported and cleaned all spills.</p> <p>Developed a policy prohibiting blocking fuel dispensers.</p> <p>Updated environmental clauses in major contracts.</p> <p>Supported Association Forestière des deux rives and Caribou Ungava research project.</p>	<p>Prepared the 5-year closure plan update (Windfall).</p> <p>Reported and cleaned all spills. Prepared rehabilitation and monitoring plan (Gold Pike).</p> <p>Supported Association Forestière des deux rives and Caribou Ungava research project.</p>

ENVIRONMENT

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
<p>Minimize waste production.</p>	<p>Understand solid waste generation and ensure proper management.</p>	<p>Identify and quantify all waste material and report to the Board.</p> <p>Identify and quantify hazardous waste and track disposal.</p> <p>Quantify and increase compost production.</p> <p>Quantify and maximize recycling of other non-hazardous waste (wood, metal, non compostable domestic waste, etc.).</p> <p>Minimize purchase of single-use products.</p> <p>Eliminate or reduce quantity of waste rock on the unlined stockpile.</p>	<p>Measured and estimated quantities of all waste material generated at site and leaving site. All quantities were reported to the Board.</p> <p>Measured and estimated quantities of all hazardous waste material generated at site and leaving site. All quantities were reported to the Board.</p> <p>Commissioned a garbage compactor to reduce transportation of garbage containers to landfill.</p> <p>Measured compost production and reported to the Board.</p> <p>Added hand paper towel to collection for compost. Removed napkins dispensers from cafeteria tables and limited dispensing points.</p> <p>Gave out reusable water bottles and coffee mugs to reduce plastics and paper.</p> <p>Reused material from the unlined waste rock stockpile as a rolling surface underground.</p>	<p>Measured and started tracking solid waste shipped to landfill (Windfall).</p> <p>Tracked hazardous waste disposal (Windfall). Developed a recycling and composting program (Windfall).</p> <p>Commissioned the composter and started tracking quantities (Windfall).</p> <p>Reused material from the unlined waste rock stockpile as a rolling surface underground and as construction material on the expansion of the lined stockpile.</p> <p>Gave out reusable water bottles and coffee mugs to reduce plastics and paper.</p>	<p>Measured solid waste shipped to landfill (Windfall).</p> <p>Tracked hazardous waste disposal (Windfall).</p> <p>Began developing a recycling program (Windfall).</p>

ENVIRONMENT

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
<p>Meet regulatory compliance.</p>	<p>Understand requirements for all sites and ensure compliance.</p>	<p>Put in place human and material resources to maintain compliance.</p> <p>Communicate directly and openly with the regulator to efficiently manage compliance.</p>	<p>Monitored water quality.</p> <p>Continued water treatment operators' training and expanded their tasks to a broader set of skills.</p> <p>Commissioned an additional ammonia nitrogen treatment system (stripping) to treat effluent.</p> <p>Underwent annual inspections with MELCC and ECCC. No non-compliances.</p> <p>Reported effluent results to MELCC and ECCC. Effluent was subjected to the MDMER in June.</p> <p>Started the Environmental Effects Monitoring study (MDMER) with receiving environment characterization and monitoring.</p> <p>Volunteered participation in the regional interministerial committee, "Table interministérielle régionale" (pilot project) and shared project information with various ministries to increase permitting efficiency.</p>	<p>Monitored water quality.</p> <p>Acquired water treatment system, hired operators and took over control of water treatment (effluent).</p> <p>Commissioned ammonia nitrogen preventive treatment system (rental) to treat effluent.</p> <p>Reported effluent results to MELCC.</p> <p>Prepared annual reports for the regulators (Windfall and Garrison).</p> <p>Received authorization to increase the size of the lined stockpile and take an additional bulk sample.</p>	<p>Monitored water quality.</p> <p>Restored water treatment infrastructure and hired a contractor to treat water (effluent) during ramp dewatering (Windfall).</p> <p>Reported effluent results to MELCC. Prepared annual reports for the regulators (Windfall and Garrison).</p> <p>Received authorization to increase drinking water intake and waste water at Windfall camp.</p> <p>Received authorization to dewater the ramp, treat water and resume bulk sampling.</p>

ECONOMY

OBJECTIVES	GOALS	ACTION PLAN 2019-2021	PROGRESS 2019	PROGRESS 2018	PROGRESS 2017
Create jobs and promote economic development.	A growing workforce with full-time employment and benefits.	<p>Track workforce by employment categories, gender and full- or part-time status.</p> <p>Partner with local organization to enhance their training capacity and local expertise.</p> <p>Track payments to governments.</p>	<p>\$11.5M in employee taxes and \$1M in payments to government.</p> <p>Reported workforce by employment categories, gender and full- or part-time status. See 2019 SD Report Supplement – ESG Tables: Workforce.</p>	<p>\$10M in employee taxes and \$1.5M in payments to government.</p> <p>Reported workforce by employment categories, gender and full- or part-time status.</p>	<p>\$6M in employee taxes and \$1.3M in payments to government.</p> <p>Set up and reported workforce by employment categories, gender and full- or part-time status.</p>
Favour local purchases and contracts.	Thriving local communities that benefit from our activities and support our projects.	<p>Provide targeted opportunities for local and First Nation businesses.</p> <p>Participate in mining exhibitions and conferences.</p> <p>Track contracts and purchases by region.</p> <p>Work with communities to develop a business registry.</p> <p>Create a procurement policy.</p>	<p>83% of purchases in Québec and Ontario.</p> <p>\$40M in contracts and purchases from First Nation businesses.</p> <p>Participated in mining exhibitions and conferences.</p> <p>Collaboration committee meetings with Lebel-sur-Quévillon.</p>	<p>85% of purchases in Québec and Ontario.</p> <p>\$21M in contracts and purchases from First Nation businesses.</p> <p>Participated in mining exhibitions and conferences.</p> <p>Collaboration committee meetings with Lebel-sur-Quévillon.</p>	<p>81% of purchases in Québec and Ontario.</p> <p>\$23M in contracts and purchases from First Nation businesses.</p> <p>Participated in mining exhibitions and conferences.</p> <p>Established a collaboration committee with Lebel-sur-Quévillon.</p>
Share the wealth with our communities.	Long-term benefits to local communities through regional prosperity and social development.	<p>Maintain the sponsorship and donation program.</p> <p>Monitor projects over time to measure social benefits.</p>	<p>Use guidelines for sponsorships and donations.</p> <ul style="list-style-type: none"> • Science and education • Environment • Health and sport • Community and cultural activities • Socio-economic partners • Industry associations <p>Donations to local organizations.</p> <p>Corporate sponsorship and donations.</p>	<p>Use guidelines for sponsorships and donations.</p> <ul style="list-style-type: none"> • Science and education • Environment • Health and sport • Community and cultural activities • Socio-economic partners • Industry associations <p>Donations to local organizations.</p> <p>Corporate sponsorship and donations.</p>	<p>Identified key areas for sponsorships and donations.</p> <p>Developed guidelines for sponsorships and donations.</p> <p>Donations to local organizations.</p> <p>Corporate sponsorship and donations.</p>

APPENDIX B 2019 KEY SUSTAINABILITY TABLES

COMPANY	UNITS	2019
Shares outstanding	Number	± 290 M
Fully diluted shares	Number	± 312 M
Fully diluted cash	\$CAD	± 216 M
Market capitalization	\$CAD	± 1,175 M
Debt	\$CAD	0
Equity	\$CAD	± 609 M
Net revenues	\$CAD	0
Cash and investment	\$CAD	± 138 M
Exploration and related activities spending	\$CAD	111 M
General and administration expenses (including salaries, benefits and severance)	\$CAD	12.4 M

GOVERNANCE	UNITS	2019
BOARD OF DIRECTORS		
Women	Number	1
Men	Number	7
Independent Directors	Number	7
Executives Directors	Number	1

WORKFORCE	UNITS	2019
EMPLOYEES		
Total Workforce as December 31	Number	166
Breakdown by gender		
Percentage of women	%	35
Percentage of women / gender queer - management	%	43
Percentage of women / supervision	%	39
Breakdown by age groups		
Percentage of employees under 30 years old	%	41
Management	Number	0
Supervision	Number	5
Others	Number	63

WORKFORCE	UNITS	2019
Percentage of employees between 30-50 years old		
Management	%	46
Supervision	Number	5
Others	Number	19
Percentage of employees over 50 years old		
Management	%	52
Supervision	Number	13
Others	Number	2
Breakdown by place of residence		
First Nation	Number	2
Nord-du-Québec	Number	4
Abitibi-Témiscamingue	Number	16
Québec - (Other)	Number	23
Ontario	Number	7
Breakdown by sector		
Exploration	Number	31
Human Resources & Health and Safety	Number	85
Mining	Number	20
Sustainable Development & Environment	Number	108
Administration	Number	8
Logistics	Number	7
Management	Number	9
Breakdown by type		
Temporary	Number	16
Permanent	Number	11
Voluntary Turnover Rate		
Temporary	%	71
Permanent	%	95
New Hires		
Temporary	Number	35
Intern	Number	11
Permanent	Number	23

TRAINING	UNITS	2019
Total Hours of training	Number	2,547
Hours of training – Men	Number	1,438
Hours of training – Women	Number	1,108
Payroll Expenses	%	2.1
Investments	\$CAN	283,724

APPENDIX B 2019 KEY SUSTAINABILITY TABLES

HEALTH AND SAFETY	UNITS	2019
EMPLOYEES AND ENTREPRENEURS		
First aid	Number	114
Medical aid	Number	10
Lost time	Number	3
Restricted work	Number	16
Working hours	Number	1,059,621
Lost time injury frequency rate (per 200,000 hours worked)	Rate	0.57
Cumulative frequency rate (per 200,000 hours worked)	Rate	3.59
Total recordable injury frequency rate (per 200,000 hours worked)	Rate	5.47

COMMUNITY RELATIONS	UNITS	2019
First Nation Workers	Number	62
Stakeholders meetings	Number	42
SPONSORSHIPS AND DONATIONS		
Project Level	\$CAN	95,108.60
Corporate Level	\$CAN	303,863
LOCAL SPENDING		
Employee taxes	\$CAN	11.5 M
Payments to government	\$CAN	1 M
Purchases in Quebec and Ontario	%	83
Contracts and purchases from aboriginal businesses	\$CAN	40 M

ENVIRONMENT	UNITS	2019
SPILLS MANAGEMENT		
Spills	Number	99
Contaminated soil (sent to authorized site)	t	360
AREAS DISTURBED – DRILL PADS		
	m ²	203,265
AREAS REMEDIATED (1ST STAGE) – DRILL PADS		
	m ²	141,265
WATER		
Surface water (used for drilling activities (estimated value) and camp facilities (measured value))	m ³	476,093
Groundwater infiltration (treated)	m ³	204,952
Runoff water (treated)	m ³	17,534
WASTE (WINDFALL SITE ONLY)		
Breakdown by type		
Non-hazardous waste	kg	35,424
Food waste (composted)	kg	12,315
Cardboard (composted)	t	120
Metal (recycled)	m ³	900
Wood (sent to authorized landfill)	m ³	1,800
Other (sent to authorized landfill)		
Hazardous waste		
Contaminated soil (sent to authorized site)	t	360
Contaminated zeolite (sent to authorized site)	t	78
Other (pickups - sent to authorized site)	Number	12
Waste rock		
Produced waste rock (stored on the lined stockpile)	t	193,283
Reused waste rock (took from the unlined stockpile)	t	7,000
FUEL CONSUMPTION AND GREEN HOUSE GAS EMISSIONS (WINDFALL SITE ONLY)		
Environment and Climate Change Canada GHG Emission Reporting Program		
Diesel (coloured)	kL	6,730
Propane	kL	931
Diesel (clear)	kL	562
Gasoline	kL	426
Jet –A	kL	39
CO ₂ (Carbon Dioxide)	t CO ₂ eq.	22043
CH ₄ (Methane)	t CO ₂ eq.	69
N ₂ O (Nitrous Oxides)	t CO ₂ eq.	82
Total GHG Emissions	t CO ₂ eq.	22194
Financial Assurance (Windfall site only)	\$CAN	3,512,850



**2019
SUSTAINABLE
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