



OSISKO
MINING

THE IMPACT OF OUR COMMITMENTS

2020 SUSTAINABLE DEVELOPMENT REPORT

OUR 2020 SUSTAINABLE DEVELOPMENT REPORT

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

It describes our performance from January 1 to December 31, 2020 and gives comparative data from previous years.

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

This report doesn't include the activities of our subsidiaries or partners.

AN OVERVIEW OF THIS REPORT

| | |
|--|-----|
| A MESSAGE FROM OUR LEADERSHIP..... | 6 |
| OUR BUSINESS | 8 |
| GOVERNANCE | 16 |
| MANAGEMENT | 21 |
| SUSTAINABLE DEVELOPMENT | 23 |
| OUR EMPLOYEES | 30 |
| HEALTH & SAFETY | 44 |
| COMMUNITY RELATIONS AND SOCIO-ECONOMIC DEVELOPMENT | 52 |
| ENVIRONMENT..... | 64 |
| APPENDIX A – 2019-2021 SUSTAINABLE DEVELOPMENT ACTION PLAN | 82 |
| APPENDIX B – KEY SUSTAINABILITY TABLES | 114 |

VISIT OUR DATA CENTER

You'll find more information at [osiskomining.com](https://www.osiskomining.com) and in our Data Center:

- 2016 to 2019 Sustainable Development Reports
- 2020 SD Report Supplement – Environmental, Social & Governance (ESG) Tables
- Public documents and corporate policies
- Exploration and resource estimate results

TO GET IN TOUCH

For more information or to provide any feedback: info@osiskomining.com

OSISKO MINING INC.

HEAD OFFICE

155 University Ave., Suite 1440
Toronto (Ontario) 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)

LinkedIn: [@Osisko Mining](https://www.linkedin.com/company/Osisko_Mining)

A MESSAGE FROM OUR LEADERSHIP


In 2020, we joined the world in working to responsibly manage the effects of the COVID-19 pandemic. From the start, our top focus was keeping our workers and our host communities healthy and safe. We suspended operations at Windfall on March 23, 2020 to meet government restrictions, and resumed May 15. We worked closely with the Cree Nation Government and the Cree Board of Health and Social Services of James Bay to monitor our facility for COVID-19. A key factor was investing in a COVID-19 testing laboratory to manage the virus. This led to Cree workers at our site being exempted from a 14-day isolation law. Although we identified two cases of workers testing positive for COVID-19 at Windfall, contact tracing confirmed that no spreading had occurred in either case. We were proud to know that the site protocols and testing were successful in preventing the spread of the virus. We were honoured to be recognized by our Cree partners as a “role model for natural resource development” and also by winning the Mercure award in the Desjardins Sustainable Development Strategy category for the work ensuring the safe return of our Cree workers during the pandemic.

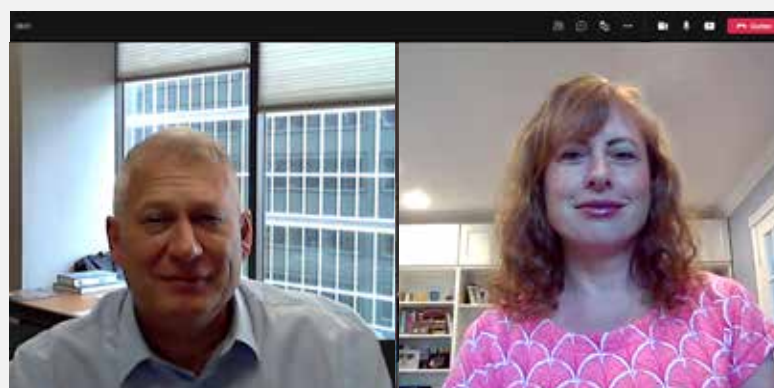
In the meantime, we continued to deliver on our commitments in environmental, social and governance (ESG) issues. This included strengthening policies covering Health & Safety, Human Resources, Environment and Community Relations. We lowered our loss time incident frequency rate (LTIFR) by 20% and have not had a work related fatality at Windfall since we started our exploration activities in 2016. We continued to minimize our effect on the environment through spill, water and waste management, land reclamation and closure planning. We also reported more sustainable development performance indicators on our website. This transparency produced a tangible result - our MSCI sustainability ranking improved from BBB to A.

We welcome your comments on this report. As always, we appreciate the support of our employees, First Nations, host communities, financial and government partners, and shareholders.

Sincerely,


JOHN F. BURZYNSKI
EXECUTIVE CHAIRMAN AND CEO


ALIX DRAPACK
CHIEF SUSTAINABILITY OFFICER



John Burzynski and Alix Drapack discussing ESG strategy in a virtual meeting.

HIGHLIGHTS 2020

COVID-19

KEPT OUR WORKERS AND HOST COMMUNITIES HEALTHY AND SAFE BY UTILIZING AN ON-SITE TESTING LABORATORY.

EXEMPTION FROM THE CREE MANDATORY SELF-ISOLATION LAW.

DELIVERING ON OUR ESG COMMITMENTS

REVISED THE 4 MAIN POLICIES (H&S, HR, ENVIRONMENT, COMMUNITY RELATIONS)

IMPROVED INFORMATION AVAILABLE ON OUR WEBSITE

RECEIVED “A” LEVEL RATING BY MSCI

A 5 YEAR SUSTAINABILITY JOURNEY



MSCI
ESG RATINGS

CCC B BB BBB **A** AA AAA




THE USE BY OSISKO MINING OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES (“MSCI”) DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF OSISKO MINING BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED ‘AS-IS’ AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

“In 2020, Osisko Mining received a rating of A (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.”

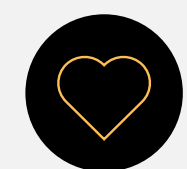
OUR BUSINESS

Osisko Mining is a mineral exploration company focused on the acquisition, exploration and development of gold resource properties in Canada. Our main objective is to create value for all our stakeholders, including our shareholders, employees and host communities.

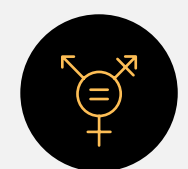
CORE VALUES




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.

OSISKO MINING TODAY

| | 2020 | 2019 | 2018 |
|-----------------------|-----------|-----------|---------|
| TSX | OSK | OSK | OSK |
| SHARES OUTSTANDING | ± 334 M | ± 290 M | ± 257 M |
| FULLY DILUTED SHARES | ± 385 M | ± 312 M | ± 282 M |
| FULLY DILUTED CASH | ± 466 M | ± 16 M | ± 195 M |
| MARKET CAPITALIZATION | ± 1,237 M | ± 1,175 M | ± 790 M |
| DEBT | 0 | 0 | 0 |
| EQUITY | ± 687 M | ± 609 M | ± 531 M |
| NET REVENUES | 0 | 0 | 0 |
| CASH AND INVESTMENT | ± 269 M | ± 138 M | ± 136 M |
| TOTAL WORKFORCE | 194 | 166 | 158 |

WE EXPLORE IN QUÉBEC

Windfall is our main project. It is a world-class high-grade gold deposit. Windfall is in Eeyou Istchee James Bay, between the cities of Val-d'Or and Chibougamau, Quebec. We also hold a 100% undivided interest in a large group of claims (over 3,300 square kilometers) in the surrounding Urban Barry and Lebel-sur-Quévillon area, Quebec.



All our exploration projects are in Québec, Canada.

OSISKO MINING PROJECTS

| PROJECT | LOCATION | STATUS | 2020 ACTIVITIES |
|------------------------|----------|---------------------------|---|
| WINDFALL | Québec | 100% owned | Drilling, infill drilling, underground work, updated mineral resources estimate |
| QUÉVILLON OSBORNE-BELL | Québec | 100% owned | Prospecting, soil geochemical survey and mapping |
| URBAN BARRY | Québec | 100% owned | Drilling and geochemical soil survey |
| URBAN DUKE | Québec | 100% owned ⁽¹⁾ | Drilling by Bonterra Resources |

Notes: (1) Bonterra Resources Inc. has an earn-in right of up to 70% of the property

METRES DRILLED

| PROJECT | 2020 | 2019 | 2018 |
|-------------|---------|---------|---------|
| WINDFALL | 281,618 | 298,196 | 179,870 |
| URBAN BARRY | 12,738 | 16,234 | 7,302 |
| QUÉVILLON | 0 | 32,878 | 33,976 |

WINDFALL: A WORLD-CLASS DEPOSIT

The Windfall Project is one of the highest-grade resource-stage gold projects in Canada. It is in Eeyou Istchee James Bay, Québec, is 425 kilometres north-northwest of Montréal, 200 kilometres northeast of Val-d'Or and 115 kilometres east of Lebel-sur-Quévillon. The Windfall Project falls within the traditional territory of the Cree First Nation of Waswanipi.

WINDFALL PROJECT

| | 2020 | 2019 | 2018 |
|------------------------------|-----------|-----------|-----------|
| MINING CLAIMS | 12,523 ha | 12,400 ha | 12,400 ha |
| TOTAL DRILLED | 281,618 m | 298,196 m | 179,870 m |
| EXPLORATION RAMP ADVANCEMENT | 2,130 m | 2,345 m | 2,330 m |
| INVESTED | \$92.7M | \$105.6M | \$92M |

UPDATED MINERAL RESOURCES ESTIMATE

In February 2020, we released the updated mineral resource estimate for Windfall and in April we filed the technical report in accordance with National Instrument 43-101 Standards of Disclosure for Mineral Projects. Another update was released in February 2021.

For more information, please visit osiskomining.com.

DRILLING PROGRAMS

The drill programs began in 2015 and have evolved in scope. The drilling has so far covered about 1.2 million metres on the Windfall Project.

In 2020, we drilled over 281,000 metres on the Windfall Project, including over 86,000 metres using underground drills. The current drilling program is designed to define the existing mineralized zones in the Main and Lynx Zones.



LOUIS GRENIER
DIRECTOR GEOLOGY - WINDFALL PROJECT, IS PROUD OF THE PROGRESS OF THE WINDFALL EXPLORATION RAMP.

EXPLORATION RAMP AND BULK SAMPLES

The underground exploration ramp continued to advance towards the Triple Lynx zone. The objective is to collect a third bulk sample in this zone. Bulk samples allow us to perform metallurgical testing, confirm ore grade, and better understand geology, structure, controls of mineralization and mining methods. We use this information to support the feasibility study.

In 2019, we released the results of the first bulk sample extracted from Zone 27. Mining of the second bulk sample area in the Lynx zone was completed in 2019 and we released those results in early 2020. Learn more at osiskomining.com.

Advancing the exploration ramp allows for underground mapping work and exploration drilling from underground stations to accelerate the infilling drilling process.





WINDFALL CAMP

To support our activities, our Windfall camp provides dormitories, a cafeteria, a gym and other amenities. The main camp also includes offices, waste management facilities, drinking water wells and septic fields. In 2020, we made some changes to allow physical distance between workers during the COVID-19 pandemic and to accommodate the extra workers required by the increased number of drills on site. We expanded the cafeteria and some office spaces, built additional core shacks and redesigned some of our common areas. We also rented the La Forest camp, located about 30 km from the Windfall site, using this facility as well as the Windfall camp. The daily camp occupancy for each two-week rotation averaged 209 workers, with a peak of 347 workers at the site and a minimum of 14 workers during the mandatory care and maintenance phase decreed in the spring by the Québec government.

A MESSAGE FROM THE CHAIR OF THE SUSTAINABLE DEVELOPMENT COMMITTEE

Sustainable development is one of our strategic priorities, along with asset development, performance and securing the future. Maintaining high standards of corporate governance and sustainability supports our social license to operate and preserves the trust of our shareholders and stakeholders in our activities.

Our employees and management team assessment includes key performance indicators related to the environment, health and safety, society and the economy. The annual incentive program for the Named Executive Officers (NEOs) is based on their performance as a team in achieving corporate objectives approved by the Board at the beginning of each year. NEOs receive half of their annual salary as a set amount, and the other half is conditional and pro-rated on achieving our corporate objectives. In 2020, these were:

- Asset Development (30%).
- Financial Performance (30%).
- Shareholder Returns (20%).
- Sustainability (20%).

WE EARNED A SCORE OF 20% (100% OF TARGET) FOR THE SUSTAINABILITY OBJECTIVE, REFLECTING IMPROVEMENT IN OUR ESG PERFORMANCE.

FOR 2020, OUR FOCUS WAS ON:

BECOMING AN INDUSTRY LEADER IN SUSTAINABILITY

We have improved the content of our sustainability report and we were honoured to be a finalist for the Québec Mineral Exploration Association's sustainable development award. We also upgraded our website to increase the disclosure of our sustainable development performance indicators, and this led to improving our MSCI sustainability ranking from a BBB to A.

ENSURING A SAFE WORK ENVIRONMENT

Ensuring the health and safety of our employees is always a priority. To meet the challenges of the COVID-19 pandemic, we implemented a COVID-19 testing laboratory at our Windfall site beginning in July 2020. Our team of nursing assistants and lab technicians performed over 9,400 COVID-19 tests. The lab allowed us to prevent outbreaks of the virus and to reassure our employees, contractors and host communities that we would closely manage the virus. We continued to follow our Occupational Health and Safety Management System, including the maintenance and training of a mine rescue team, first responder team and fire brigade. We introduced a new Health & Safety Policy and continue to update standard surface and underground operating procedures, protocols, plans, policies and systems. The Lost Time Injury Frequency rate improved by 20% over 2019 and we have had no fatalities at any of our sites.

MAINTAINING STAKEHOLDER RELATIONS

In 2020, we introduced a new Community Relations Policy. Due to the pandemic, we implemented regular virtual meetings of the COVID-19 Cree Communications Committee with the Cree First Nation of Waswanipi and the Cree Nation Government (CNG). In August 2020, we were honoured when the CNG published a press release on their website recognizing Osisko as "A role model for natural resource development during COVID-19."

ENGAGING EMPLOYEES

We organized training sessions to promote and increase awareness of our corporate values. We adopted a Human Resources Policy and used our Human Resource platform to share information about such HR functions as payroll, time keeping, benefits, Human Resource management and talent management. We performed exit interviews with departing employees, using the responses to develop an action plan to reduce turnover rates. We conducted annual performance reviews to enhance career development and to ensure each employee's job performance is aligned with our values and objectives.

CONTINUING SOUND GOVERNANCE

The Board of Directors continues to operate through its five committees to ensure compliance with our Code of Ethics and policies. We have improved the diversity of the Board and now have three outstanding women on the Board. We developed and/or enhanced our four major policies in health and safety, environment, human resources and community relations.

Definitely, 2021 will be a year of great challenges with the continuation of the pandemic situation and its effects. However, my colleagues on the Sustainable Development Committee and I look to the future with confidence, knowing that a responsible company is a successful company.



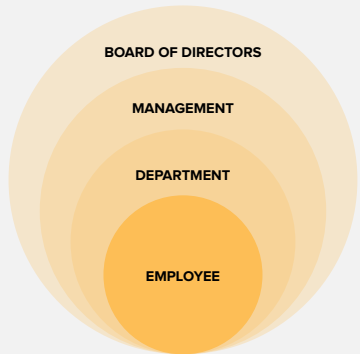
JOSE VIZQUERRA-BENAVIDES
CHAIR,
SUSTAINABLE
DEVELOPMENT
COMMITTEE

COMMITTEE FOCUS TOPICS – 2020

The committee reviews a detailed report on Osisko Mining's actual and target sustainability performance, trends and main events. We also:

- Focus on the management of COVID-19 and our approach to health and safety.
- Review the Health and Safety, Human Resources, Community Relations and Environment policies.
- Monitor performance and significant incidents in the 4 pillars.
- Monitor regulatory compliance.
- Study the risks related to sustainability.
- Plan measures to deal with risk.

SHARED RESPONSIBILITIES



| | | |
|---------------------------------|--|--|
| BD BOARD OF DIRECTORS | <ul style="list-style-type: none">• Define business strategy.• Oversee company management and performance. | <ul style="list-style-type: none">• Manage risk.• Review financial information.• Protect shareholder rights. |
| M MANAGEMENT | <ul style="list-style-type: none">• Execute the business strategy and mission.• Steer activities. | <ul style="list-style-type: none">• Set objectives.• Monitor performance. |
| D DEPARTMENT | <ul style="list-style-type: none">• Define guidelines.• Protect the environment.• Monitor health and safety. | <ul style="list-style-type: none">• Monitor community relations and socio-economic development.• Oversee operations and finances. |
| E EMPLOYEE | <ul style="list-style-type: none">• Comply with guidelines.• Maintain personal health and safety. | <ul style="list-style-type: none">• Hold professional qualifications and display ethical conduct and respect. |

GOVERNANCE

Strong corporate governance is vital to achieving our objectives, maintaining our core values, improving our practices, creating sustainable wealth and preserving our reputation and the trust of our stakeholders.

Our directors commit to maintaining the highest standards of corporate governance according to evolving best practices and regulatory guidance. Our corporate governance practices comply with those set out by the Canadian Securities Administrators, including National Policy 58-201 - *Corporate Governance Guidelines* and National Instrument 58-101 - *Disclosure of Corporate Governance Practices*.

Our high standards are reflected in our *Code of Business Conduct and Ethics*. This Code is available in French and English and applies to all employees, contractors, consultants, officers and directors. It promotes honest, respectful, accountable and ethical conduct. We have a ZERO tolerance approach to bribery and corruption, as set out in our Anti-bribery and Anti-corruption Policy. Our Whistleblower Policy ensures that any of our employees, consultants, contractors, directors or officers may share concerns, confidentially and anonymously, about possible improprieties, illegal or unethical activities. The policy also ensures an impartial investigation of such concerns.

The Board of Directors approved several policies and provides ongoing monitoring of their use. The Osisko Mining team has developed standards for each department that meet legal requirements. Please visit osiskomining.com to learn more.

H

2020 HIGHLIGHTS

Three (30%) women on the Board

Two women were newly appointed to the Board

Approval of four ESG policies

Health & Safety

Human Resources

Community Relations

Environment

C

OUR COMMITMENTS

Maintain the highest standards of corporate governance

Monitor the evolving best practices and regulatory guidance

40% of women on the Board of Directors by December 31, 2021

S

OUR STANDARDS

Board & committee mandates, charters & committee chair position descriptions

Code of business conduct and ethics ^{(1), (2), (3)}

Whistleblower policy ^{(1), (2), (3)}

Anti-bribery and anti-corruption policy ^{(2), (3)}

Confidentiality and insider trading policy ^{(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⁾

Equity ownership policy for executives

Directors' equity ownership policy

NOTES:

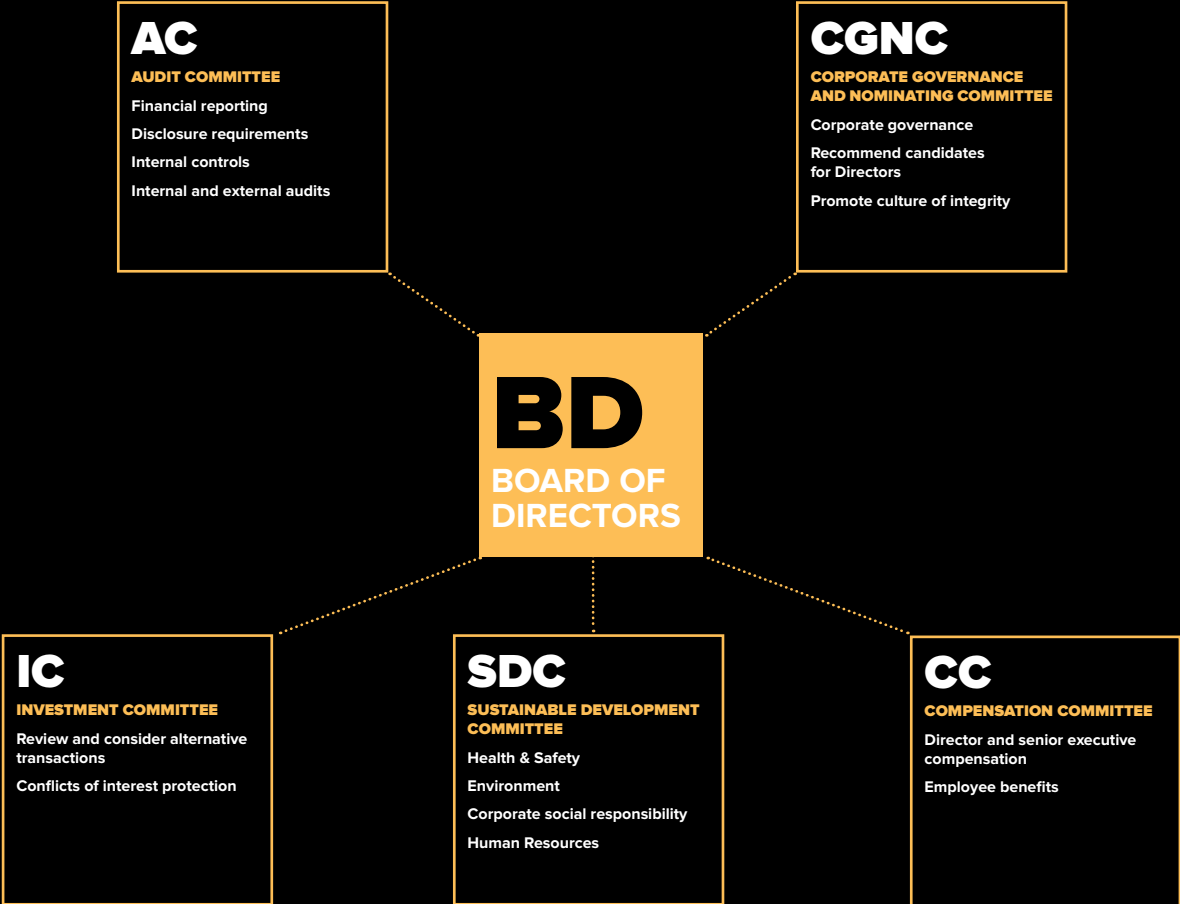
(1) Osisko Mining's employees have access to these standards through our internal portal (in English and French)

(2) These standards are publicly available at osiskomining.com.

(3) Mandatory annual review by Osisko Mining employees


THE BOARD

The role of the Board is to oversee Osisko Mining's business strategy and ensure we create long-term value for shareholders and stakeholders. It ensures that we comply with our ethical standards and plays a key role in assessing and controlling major risks to the company. The Board is involved in succession planning and talent management. It also approves the sustainable development strategy and supervises its implementation. The Board meets at least four times a year. The following committees support its activities:




BOARD INDEPENDENCE


The Board has seven (70%) independent directors, including Patrick Anderson, Lead Director. The Chairman of the Board and two other directors are not independent.




JOHN F. BURZYNSKI⁽²⁾
Chief Executive Officer and Chairman of the Board




PATRICK ANDERSON
Lead Director
IC (Chair) | CGNC




JOSE VIZQUERRA-BENAVIDES
SDC (Chair)



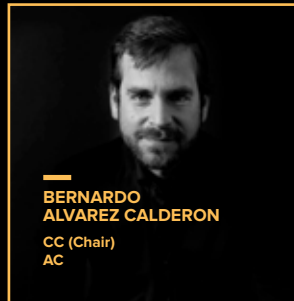
SEAN ROOSEN




ROBERT WARES




KEITH MCKAY
AC (Chair) | CC | CGNC | SDC | IC




BERNARDO ALVAREZ CALDERON
CC (Chair)
AC



ANDRÉE ST-GERMAIN⁽¹⁾
AC



CATHY SINGER⁽¹⁾
SDC



AMY SATOV
GNC (Chair) | AC | CC | IC

—

Non-Independent

—

Independent

NOTES:

(1) New directors (2020)

(2) New Chairman of the Board (2020)

DIVERSITY OF THE BOARD OF DIRECTORS

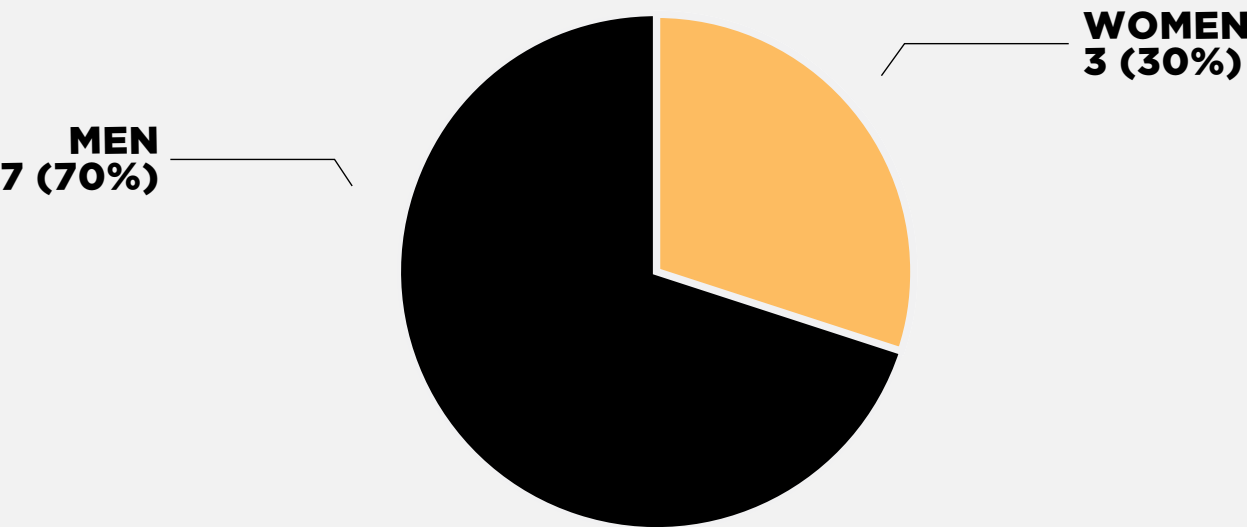
Our Board believes that diversity enriches discussions among directors. It fosters good governance by ensuring the Board possesses a variety of views, qualities, experience, knowledge and skills to adequately oversee the strategies and activities of the company.

Our directors have expertise in exploration, metallurgy, mining, accounting, law, banking, finance and securities.

The Corporate Governance and Nominating Committee seeks directors who represent different genders, ages, cultures, 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 on the short list of any candidates being considered for a Board position. We are well on our way to making this commitment a reality. In 2020, two women were appointed, Andrée St-Germain and Cathy Singer. With Amy Satov, who is also the Chair of the Corporate Governance and Nominating Committee, we have 30% women on the Board of Directors.

BOARD BY GENDER





AMY SATOV (APPOINTED MARCH 2017), ANDRÉE ST-GERMAIN (MARCH 2020) AND CATHY SINGER (MAY 2020) ARE MEMBERS OF OSISKO MINING’S BOARD OF DIRECTORS.

DIVERSITY OF THE BOARD OF DIRECTORS - SELF-DESCRIBE

| | |
|--|-----|
| FIRST NATION, MÉTIS OR INUIT | 0% |
| RACIALIZED | 10% |
| LIVING WITH A DISABILITY | 0% |
| FRENCH AS MOTHER TONGUE | 30% |
| ENGLISH AS MOTHER TONGUE | 60% |
| SPANISH AS MOTHER TONGUE | 20% |
| MEN | 70% |
| WOMEN | 30% |
| OTHER GENDER (OTHER THAN WOMEN OR MAN) | 0% |
| MEMBER OF THE LGBTQ2S+ COMMUNITY | 0% |

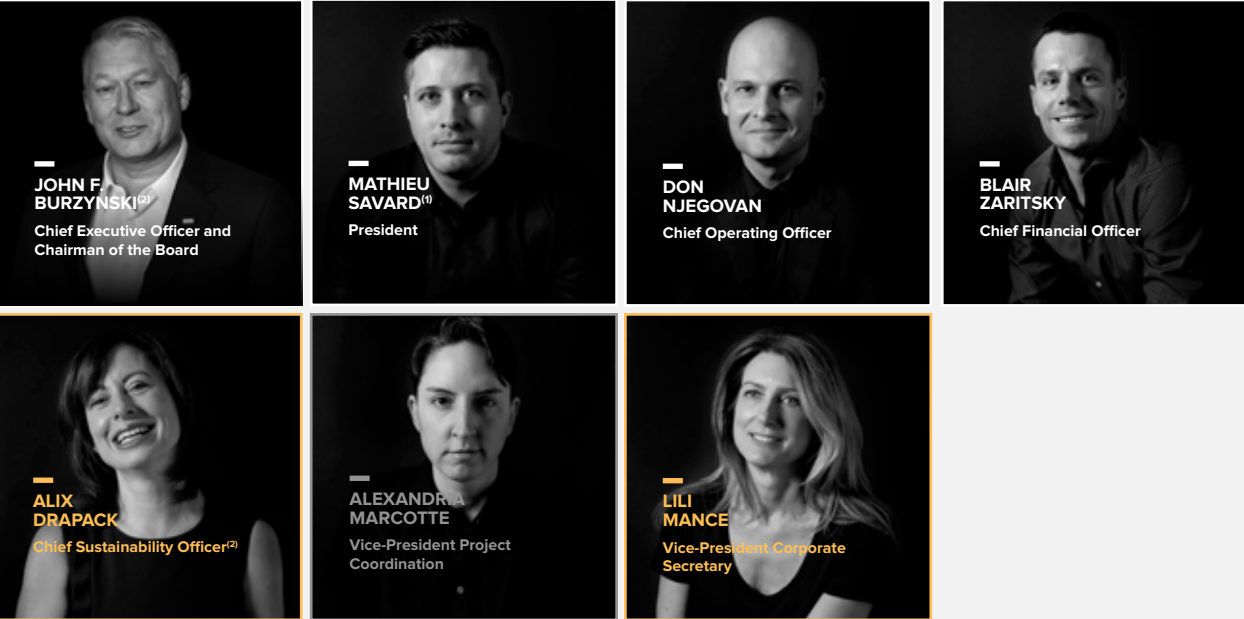
NOTES:
LGBTQ2S+: Lesbian, Gay, Bi-sexual, Transgender, Queer, Two-spirited.
Since respondents had the option of giving multiple answers or not answering, the total may not equal 100%.

DIRECTORS BY AGE - 2020

| | | |
|---------|----|-----|
| <30 | 0 | 0% |
| 30-50 | 3 | 30% |
| >50 | 7 | 70% |
| Average | 53 | |

MANAGEMENT

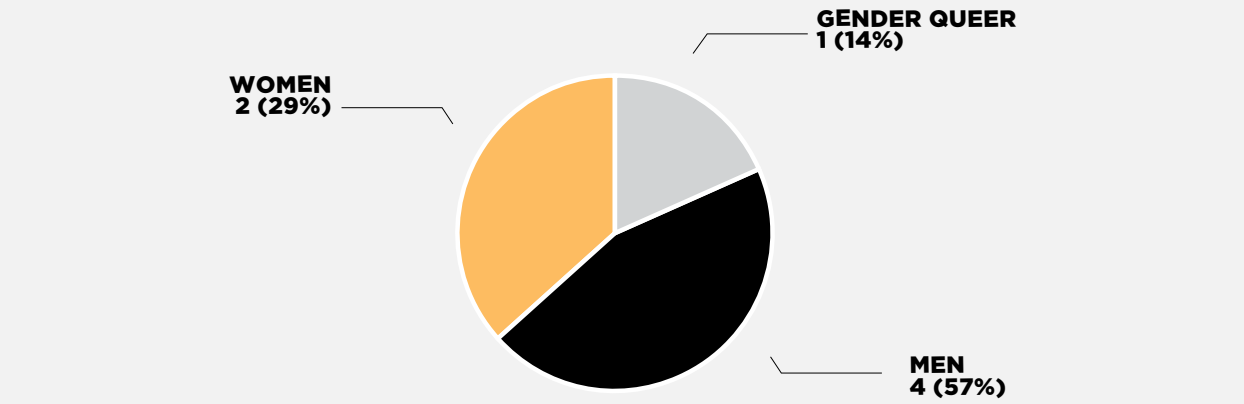
The management team is responsible for the business strategy and mission, steering activities, setting objectives and monitoring performance, under the leadership of our President and our Chief Executive Officer. The team is composed of people with varied backgrounds and experiences. We count two women, one gender queer person and four men on the executive team.



- Man
- Woman
- Gender Queer

NOTES:
(1) New President (2020) former Senior Vice-President Exploration.
(2) New Chief Sustainability Officer (2021) former Senior Vice-President Sustainable Development (2020).

MANAGEMENT BY GENDER 2020





SUSTAINABLE DEVELOPMENT

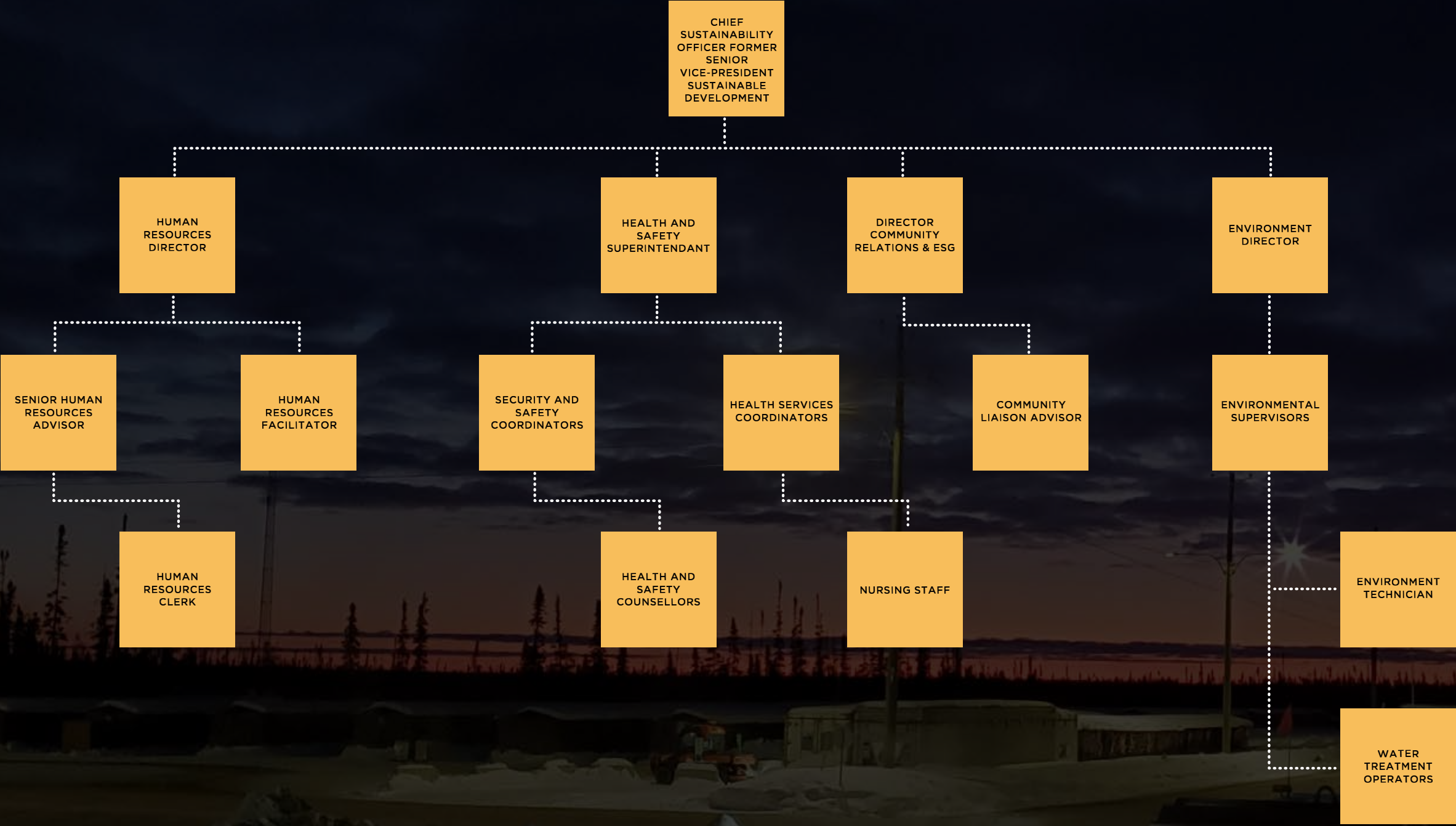
OUR APPROACH

For many years, we have had a sustainability department to help us maintain and improve our performance in the areas of environment, social and governance (ESG). We put health and safety first, take care of the environment, build relationships with our host communities, and create economic value for our local partners.

We have anchored sustainability in our business strategy through our Health and Safety, Human Resources, Environmental, Community Relations and Responsible Procurement policies. These policies outline our commitments and the responsibilities of our officers, employees and contractors. They have been approved by our most senior executives. Our approach is dynamic, flexible and evolving.

The following sections highlight our 2020 performance and explain the context.

THE SUSTAINABLE DEVELOPMENT DEPARTMENT



NOTES: As of October 2020, health service coordinators and nursing staff report to the Human Resources Department.

COVID-19 RESPONSE

Canada and all parts of the world were affected with the spread of a new strain of coronavirus in December 2019. In Québec, the government required all non-essential businesses to close and we suspended operations at Windfall on March 23, 2020. During the suspension, we developed triage protocols and other precautionary measures to meet the guidelines issued by the Institut national de santé publique du Québec, working closely with the Cree Nation Government (CNG) and the Cree Board of Health and Social Services of James Bay (CBHSSJB).

In collaboration with the Cree organizations, Public Health and our contractors, our departments developed COVID-19 prevention protocols:

- **Health & Safety:** for the various procedures and compliance with recommendations.
- **Operations:** for the site layout, transportation, implementation of measures and management of contractors.
- **Environment:** for ensuring that the new disinfectant products would not alter our water management systems.
- **Human Resources and Community Relations:** for internal and external communication.

On May 15, 2020, we resumed operations at Windfall with the permission of the Québec government, using the protocols developed in close collaboration with the Crees. At the end of May, to protect their population, the CNG and the nine Cree communities enacted a 14-day mandatory self-isolation law for members returning to Cree communities from high-risk areas, including mineral exploration sites. This local law affected our Cree workers, who had to self-isolate in their communities before resuming their next work rotation at Windfall. During their isolation, they were not allowed to have any contact with their loved ones. As this greatly affected their quality of life, many of our Cree workers chose to take temporary layoffs.

A follow-up committee was formed with the Cree First Nation of Waswanipi and the CNG to monitor the gradual reopening of the Windfall site and compliance with the protocols. Negotiations took place in parallel to respond to Cree concerns and ensure the operational capacity of the Windfall site. A joint strategy developed by Osisko Mining and the Crees led to the purchase of a COVID-19 test laboratory, the hiring of technicians and the development of a testing protocol for workers at the Windfall site. This was our commitment to preventing the spread of COVID-19 and ensuring the safe return of workers from the nine Cree communities.

We first researched COVID-19 testing, contacting Spartan Biosciences, BTNX and GuardRX to learn more about their technologies, approvals in Canada, prices and delivery times. We chose the GuardRX technology on the advice of our Medical Director and Dr. Gary Kobinger from Laval University.

Setting up the test facility at Windfall was a significant investment of about \$400,000, with operating costs of about \$100,000 per month. Our CEO approved the amendment to the budget and we ordered the laboratory at the end of May.



MATHIEU SAVARD, OUR PRESIDENT, HOLDS THE MERCURE AWARD IN THE DESJARDINS SUSTAINABLE DEVELOPMENT STRATEGY CATEGORY FOR THE WORK ENSURING THE SAFE RETURN OF OUR CREE WORKERS DURING THE PANDEMIC.

In the meantime, we prepared the site, considering location, electricity, water, equipment, biomedical waste management, and other aspects. The Osisko Mining team discussed these plans with the various stakeholders, including the CBHSSJB. We are pleased that the CNG identified Osisko Mining as the first company with which it wanted to negotiate a protocol leading to the exemption.

In mid-June, we held a series of teleconferences with our employees to present the protocol. We created a consent form for the COVID-19 test, and collected all forms in late July and early August. The laboratory and technicians arrived in Windfall on July 22. All workers at the site were tested on July 28 and found virus-free, thus setting the site at "zero" for COVID-19.

After some adjustments to the testing protocol, the CNG and the CBHSSJB accepted the protocol. The Windfall site was granted exemption from the local self-isolation law on August 18, 2020.

We held another series of teleconferences with our Cree employees to explain the conditions of the exemption, and presented to public health and safety officials in each Cree community. We maintained the joint monitoring committee formed with the Crees to ensure clear and effective communication in the event of a positive test.

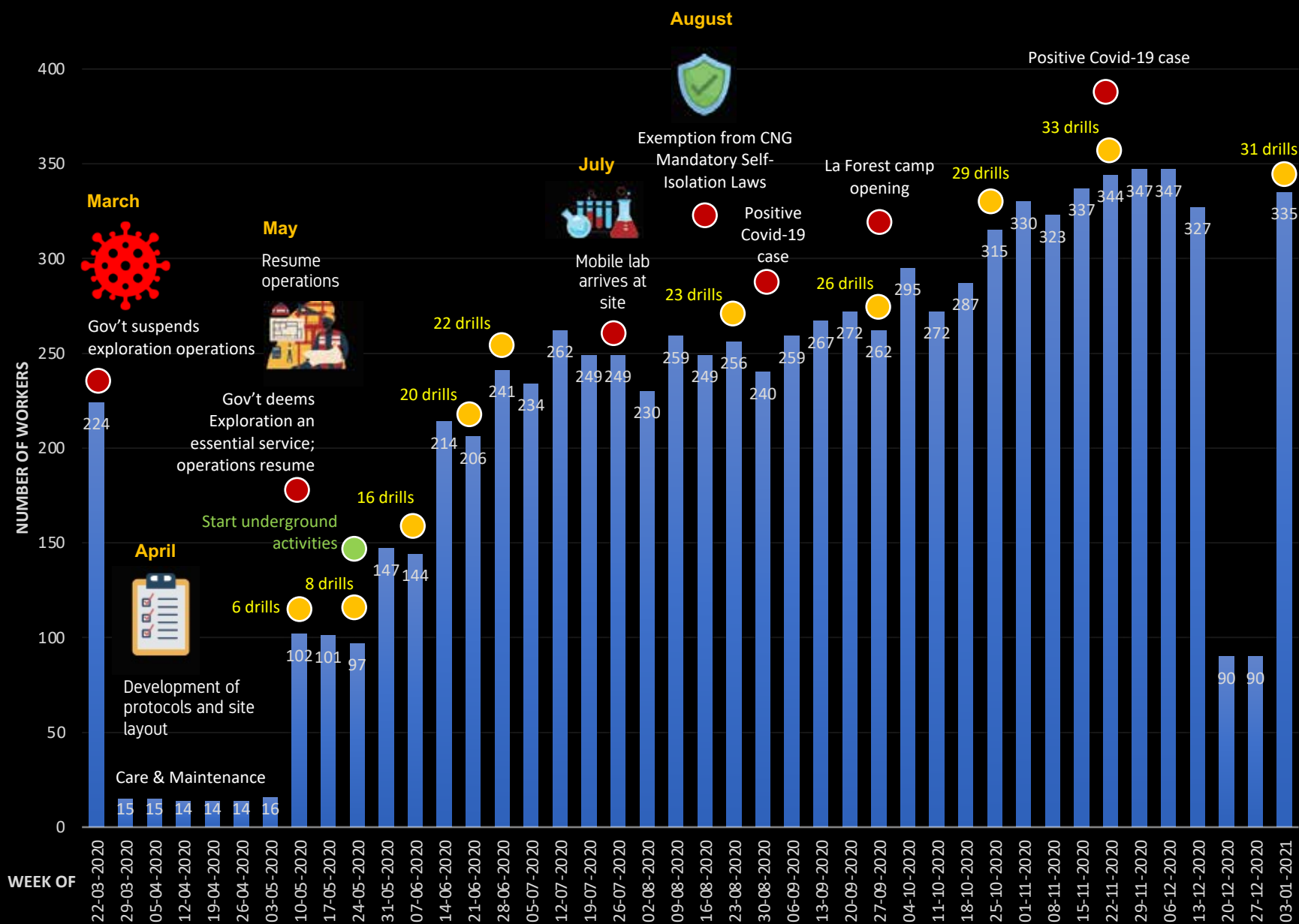
After this successful experience, we wanted to make sure others could benefit from the knowledge we gained. We therefore shared our experience with communities/municipalities and small and large companies from various industries in the area. We were pleased to answer their questions, to explain the steps leading to the laboratory and the technologies assessed, to direct them to material suppliers, and to share the tips developed to face the inevitable challenges of preventing the spread of COVID-19.

The CNG, with Osisko Mining as an example, then negotiated with other companies on the territory. As a result, two other sites, both operating mines, have been granted exemption from the local self-isolation law so far.

On September 14 and again on November 28, our lab identified workers having a positive test result for COVID-19 at Windfall. In both instances, the workers were immediately quarantined and evacuated from site. Our nursing staff worked with local public health authorities to complete appropriate contact tracing. The contact tracing confirmed that no spreading had occurred in either case. We were proud to know that the site protocols and testing were successful in preventing the spread of the virus.

Osisko Mining's initiative and our cooperation with the Cree was recognized at the Gala Les Mercuriades 2021 organized by the Fédération des chambres du commerce du Québec (Québec Federation of Chamber of Commerce).

COVID-19 MANAGEMENT
WINDFALL SITE



OSISKO MINING
INVESTED MORE
THAN \$19.3M FOR
THE MANAGEMENT OF
COVID-19 AT WINDFALL

COVID-19 MANAGEMENT:
EFFECT ON THE FIRST NATIONS
WORKFORCE OF THE EXEMPTION
TO THE 14-DAY SELF-ISOLATION LAW

| WINDFALL SITE (EMPLOYEES AND CONTRACTORS) | NUMBER OF FIRST NATIONS WORKERS | % WORKFORCE |
|---|---------------------------------------|-------------|
| MARCH (PRE-PANDEMIC) | 70 | ±16% |
| JUNE | 30 | ±6% |
| SEPTEMBER (POST EXEMPTION) | 94 | ±18% |
| DECEMBER | 106 | ±19% |



MAY 2021

More than 15,800 COVID-19 tests carried out

OUR EMPLOYEES

OUR APPROACH

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. Each employee is paid according to the salary range associated with their position. We acknowledge our employees' achievements and provide rewarding opportunities for development. We foster and continuously improve an exemplary organizational culture. Osisko Mining aims to maintain positive labour relations and high workforce satisfaction. To this end, the Human Resources team engages with our employees to understand their values and ensure Osisko Mining is an attractive employer that motivates and keeps employees. This year, we revised our Human Resources Policy to better reflect our values and practices (available at osiskominig.com).

H 2020 HIGHLIGHTS

- 194 employees
- 34% are women
- 100% live in Canada
- 89% live in the province of Québec
- 15% are from First Nations and other communities in Nord-du-Québec
- 9% are First Nations employees
- 66% are professional and technical positions
- \$219,300 invested in training
- 17 training sessions on our core values
- New Human Resources Policy
- Development and coordination of the COVID-19 response
- 12 training sessions on COVID-19 management

C OUR COMMITMENTS

- Respecting human rights
- Promoting a respectful, diverse and inclusive workplace
- Providing equal opportunities to individuals
- Ensuring a healthy and positive working climate
- Providing training to employees
- Promoting local hiring

S OUR STANDARDS

- Human Resources Policy ^{(1), (2)}
- 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 ⁽³⁾
- 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 ⁽¹⁾

NOTES:

(1) Osisko Mining 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.

LOOKING BACK AT 2020

In 2020, we continued the rollout of our human resources information system. This gives employees access to instructions, internal protocols and other documents in French and English. This tool helps us track statistics and strategic information on our workforce and address training needs. During the year, we developed a career centre on the platform to facilitate job postings and our recruitment process. Due to the large number of temporary positions open and the few specialized workers available, we focused a lot of energy again this year on selecting and interviewing candidates. The team continued to participate in the regional committee addressing the workforce scarcity. We also conducted exit interviews with all employees who resigned to help us develop an action plan to increase retention. At the end of the year, we hired someone to help integrate First Nation workers and to support supervisors in their team management.

Employee commitment to our values is of great importance. In 2020, the Human Resources team organized 17 training sessions to discuss our values and expected behaviours. During the year, we also conducted 10 training sessions on workplace violence and harassment prevention. Our human resources team also received training in ethics, strategy, leadership and COVID-19 management.

From March 23 to May 15, 2020, exploration activities were suspended by the Québec government. During this period, field employees who could not perform their duties from home were paid their full salary. In addition, we signed up for a telemedicine program to support the well-being of all our employees and their families.

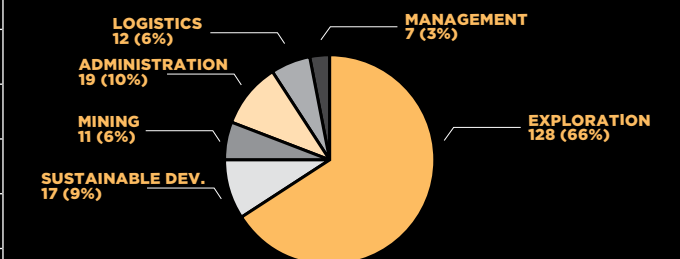


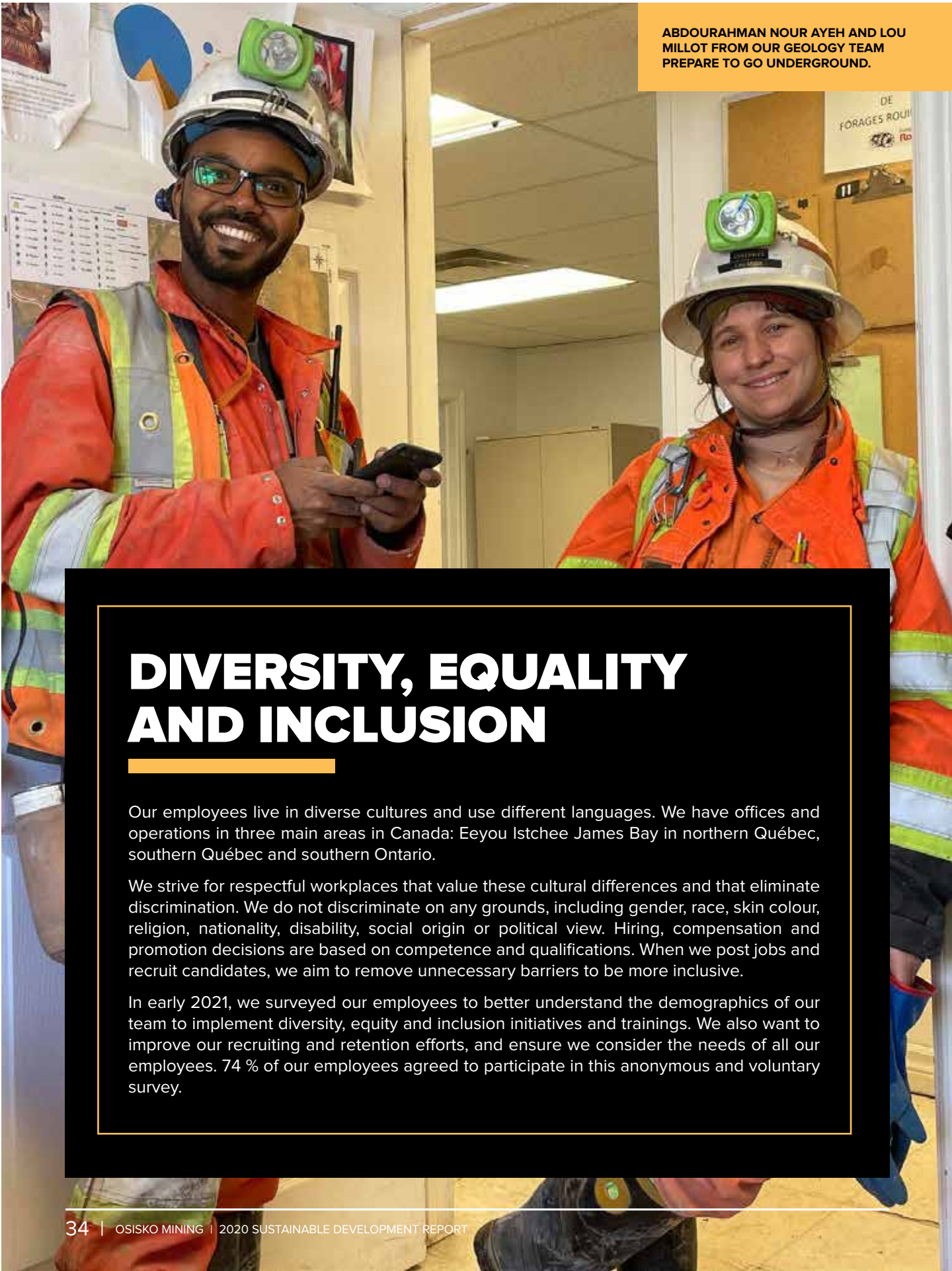
EMPLOYEES BY AGE 2020

| | | | |
|-------------|-------|-----|------|
| MANAGEMENT | <30 | 0 | 0% |
| | 30-50 | 3 | 43% |
| | >50 | 4 | 57% |
| | Total | 7 | 100% |
| SUPERVISORS | <30 | 0 | 0% |
| | 30-50 | 19 | 73% |
| | >50 | 7 | 27% |
| | Total | 26 | 100% |
| OTHERS | <30 | 68 | 42% |
| | 30-50 | 71 | 44% |
| | >50 | 22 | 14% |
| | Total | 161 | 100% |
| TOTAL | <30 | 68 | 35% |
| | 30-50 | 93 | 48% |
| | >50 | 33 | 17% |
| | Total | 194 | 100% |

A PORTRAIT OF OUR WORKFORCE

EMPLOYEES BY SECTOR OF EMPLOYMENT





ABDOURAHMAN NOUR AYEH AND LOU MILLOT FROM OUR GEOLOGY TEAM PREPARE TO GO UNDERGROUND.

DIVERSITY, EQUALITY AND INCLUSION

Our employees live in diverse cultures and use different languages. We have offices and operations in three main areas in Canada: Eeyou Istchee James Bay in northern Québec, southern Québec and southern Ontario.

We strive for respectful workplaces that value these cultural differences and that eliminate discrimination. We do not discriminate on any grounds, including gender, race, skin colour, religion, nationality, disability, social origin or political view. Hiring, compensation and promotion decisions are based on competence and qualifications. When we post jobs and recruit candidates, we aim to remove unnecessary barriers to be more inclusive.

In early 2021, we surveyed our employees to better understand the demographics of our team to implement diversity, equity and inclusion initiatives and trainings. We also want to improve our recruiting and retention efforts, and ensure we consider the needs of all our employees. 74 % of our employees agreed to participate in this anonymous and voluntary survey.

EMPLOYEE DIVERSITY – 2021 SURVEY

| | MANAGEMENT | SUPERVISORS | EMPLOYEES | TOTAL |
|----------------------------------|------------|-------------|-----------|-------|
| FIRST NATION, MÉTIS OR INUIT | 0% | 3% | 9% | 7% |
| RACIALIZED | 14% | 6% | 16% | 14% |
| LIVING WITH A DISABILITY | 14% | 9% | 9% | 9% |
| FRENCH AS MOTHER TONGUE | 43% | 97% | 81% | 82% |
| ENGLISH AS MOTHER TONGUE | 43% | 13% | 26% | 25% |
| CREE AS MOTHER TONGUE | 0% | 0% | 7% | 5% |
| OTHER MOTHER TONGUE | 29% | 3% | 14% | 11% |
| MEN | 43% | 66% | 64% | 65% |
| WOMEN | 43% | 34% | 36% | 33% |
| OTHER GENDER | 14% | 0% | 0% | 1% |
| MEMBER OF THE LGBTQ2S+ COMMUNITY | 29% | 0% | 4% | 4% |



We are an employer affiliate of the Canadian Centre for Diversity and Inclusion, which provides support to businesses in addressing these important issues.

NOTES: Anonymous and voluntary web survey. Data collection conducted between May 26 and June 17, 2021 by Léger. Sample: 147 Osisko Mining employees. Since respondents had the option of giving multiple answers or not answering, the total may not equal 100%. LGBTQ2S+: Lesbian, Gay, Bi-sexual, Transgender, Queer, Two-spirited.

MEET JONATHAN LIKENG

Originally from Bafia, Cameroon, Jonathan immigrated to Canada in 2012 and settled in Québec City to study geological engineering at Laval University. He quickly became interested in mining exploration and joined the team for a summer job.

In 2017, he joined the Windfall team on a permanent basis. "The professionalism, commitment, diversity, availability and team spirit of the entire staff has fostered my personal and professional development. I have evolved from a junior engineer in geology to an underground engineer in geology. Our working environment is harmonious, which is a strength and contributes to the success of the project. I am happy to be part of this great adventure! "

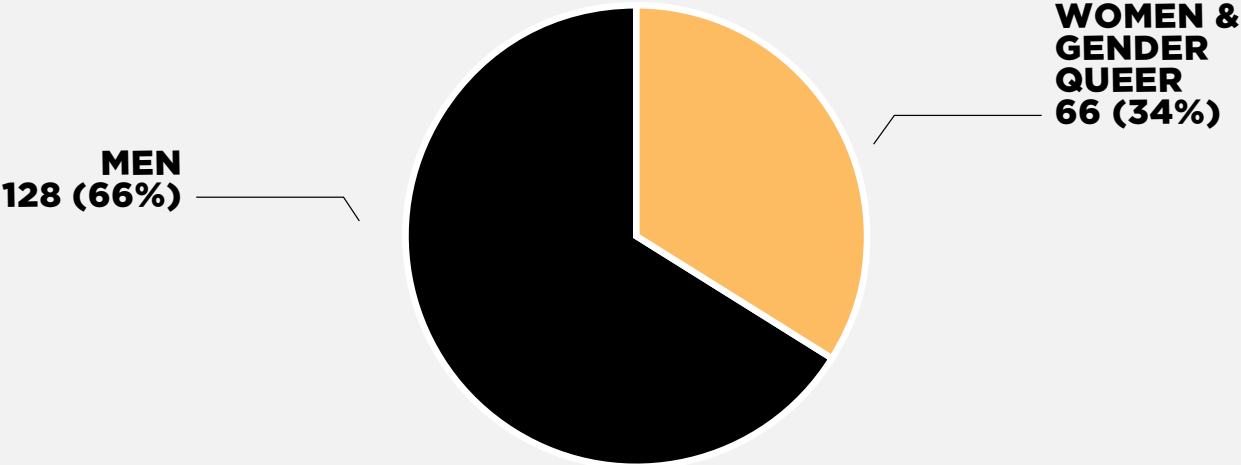


JONATHAN LIKENG STARTED WITH US IN 2017 AS A JUNIOR ENGINEER IN GEOLOGY AND HAS BEEN AN UNDERGROUND ENGINEER IN GEOLOGY SINCE 2020.

WOMEN IN MINING

The mining industry is still very male-dominated. At Osisko Mining, we are committed to including women at all levels. So far, women and gender queer are on our executive team (43%), among our supervisors (35%) and make up 34% of the company. To support our vision of inclusion, our hiring process includes interviewing at least one qualified female candidate for each new open position.

EMPLOYEES BY GENDER 2020



EMPLOYEES BY GENDER 2020

| | | | |
|-------------|----------------------|-----|------|
| MANAGEMENT | Women & Gender Queer | 3 | 43% |
| | Men | 4 | 57% |
| | Total | 7 | 100% |
| SUPERVISORS | Women | 9 | 35% |
| | Men | 17 | 65% |
| | Total | 26 | 100% |
| OTHERS | Women | 66 | 34% |
| | Men | 107 | 66% |
| | Total | 161 | 100% |
| TOTAL | Women & Gender Queer | 66 | 34% |
| | Men | 128 | 66% |
| | Total | 194 | 100% |

ADDRESSING OUR UNCONSCIOUS BIASES FOR BETTER INCLUSION

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 post job openings for core cutters in this community and are happy to hire their members. However, when we read the report and the calls to action, we realized we had an unconscious bias of hiring only First Nation males for the roles. An unconscious bias was also present on the side of the community, who didn’t see the role as a natural fit for women. This led us to review our posting and selection criteria when hiring new core cutters.

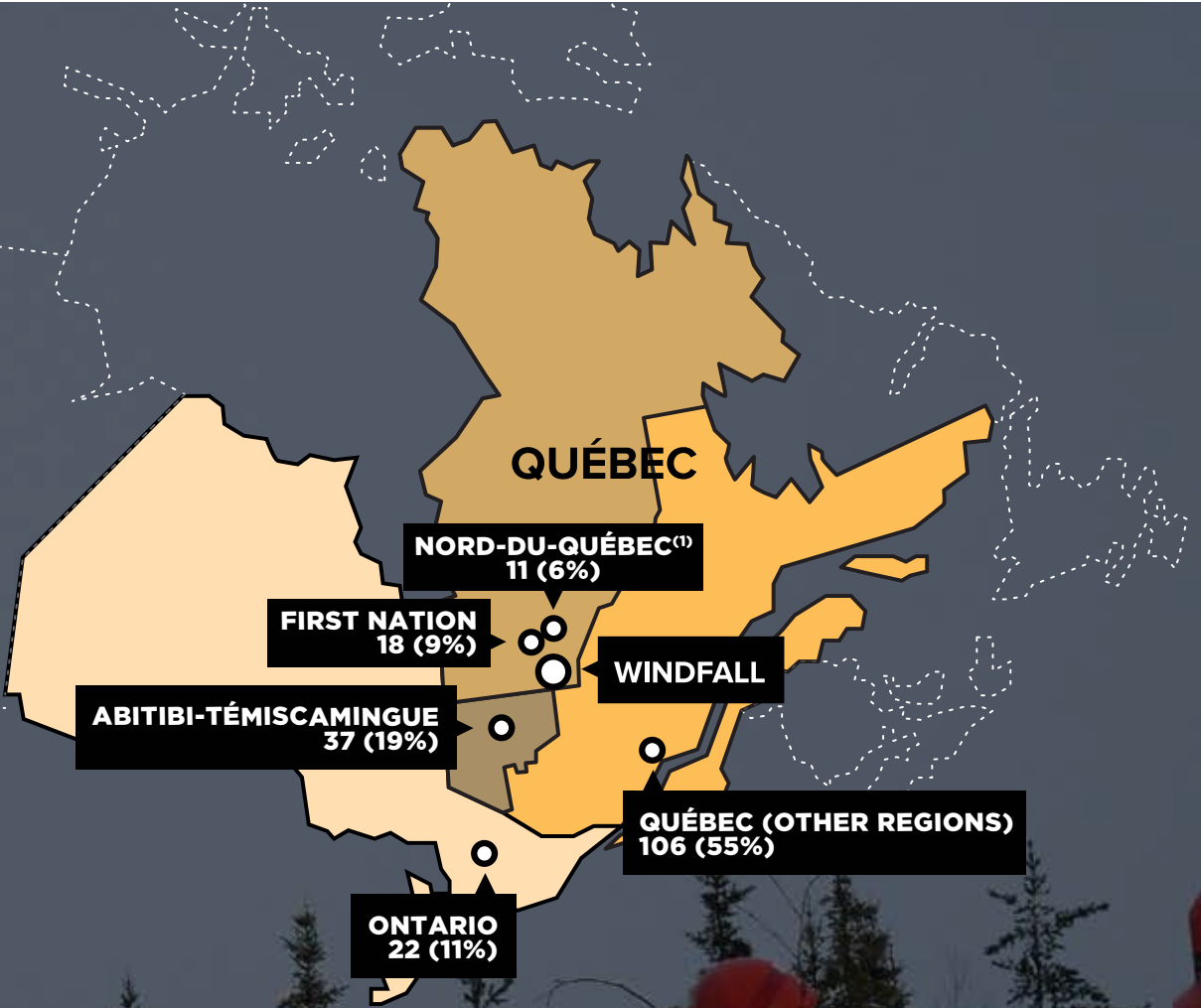
We recognized the need to hire First Nation women at our site, put together a plan to address the concerns and deliberately recruited our first female First Nation core cutter. This had a snowball effect, encouraging many female applicants for subsequent postings.

Our approach with COVID-19 is another demonstration of our commitment to inclusion and to our First Nation women workers. Our actions enabled them to maintain meaningful employment, financial security and self-sufficiency while staying connected to their families. Maintaining a high number of First Nation workers at the site sends a strong message on diversity, reinforces inclusion, and reduces racist incidents.



WELCOME TO DAWN SAGANASH FROM THE WASWANAPI COMMUNITY. SHE HAS BEEN SAMPLING DRILLING CORE AT THE WINDFALL SITE SINCE DECEMBER 2020.

EMPLOYEES BY PLACE OF RESIDENCE 2020



EMPLOYEES BY PLACE OF RESIDENCE – WINDFALL PROJECT 2020

| | | | | |
|-------------------------------|-----|------|---------------------|-------------|
| FIRST NATION COMMUNITIES | 18 | 12% | 97% Québec Province | 100% Canada |
| NORD-DU-QUÉBEC ⁽¹⁾ | 9 | 6% | | |
| ABITIBI-TÉMISCAMINGUE | 31 | 21% | | |
| QUÉBEC (OTHER REGIONS) | 88 | 58% | | |
| ONTARIO | 5 | 3% | | |
| TOTAL | 151 | 100% | | |

NOTE:
(1) First Nation employees living in Nord-du-Québec region are classified as coming from First Nation communities.

LOCAL EMPLOYMENT AND HIRING PROCESS – FOCUS ON FIRST NATIONS EMPLOYEES AND THE NORD-DU-QUÉBEC REGION

One aspect of building long-term positive relationships with our First Nations partners and local communities is ensuring local jobs for their members. We believe the Windfall Project should benefit the people living in the region, so have developed a process to support hiring local people, targeting specific positions for local and First Nations posting.

We use a variety of channels to reach the local workforce, including the Place aux Jeunes en région platform, which targets young people between the ages of 18 and 35 and helps them settle in the region; Attraction Nord, which promotes jobs in the James Bay region; and CSMO-Mines Explore les mines, which helps attract candidates for the mining industry. We also post our open positions on social media and in Cree communities. In 2020, our Human Resources Director participated in the activities of the Comité régional des partenaires du Marché du travail (CRPMT) - Nord-du-Québec and the Comité sectoriel de main-d'oeuvre de l'industrie des mines, as well as in the Rendez-vous des employeurs du Nord-du-Québec, addressing the workforce scarcity.

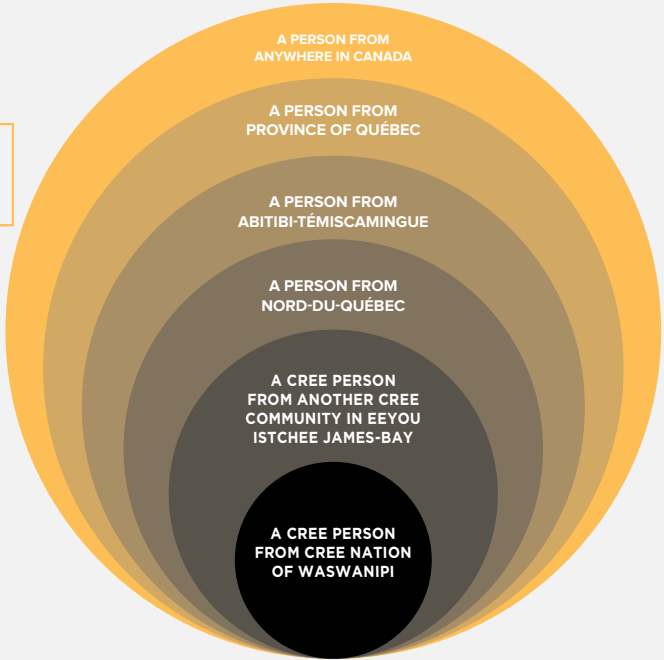
In 2020, 151 of our 194 employees were working at the Windfall site. The remaining team members worked in our Toronto, Québec City, Montreal, Waswanipi and Lebel-sur-Quévillon offices. Due to COVID-19, many of our employees have been working from home and some are continuing to telework in 2021.

In 2020, 29 (15%) of Osisko Mining's employees came from one of the First Nation or Jamesian communities in Nord-du-Québec; 37 (19%) lived in the neighbouring region (Abitibi-Témiscamingue); and 106 (55%) lived elsewhere in the province of Québec. In all, 89% of our employees live in Québec and 11% in the adjacent province of Ontario. Due to the scarcity of skilled labour and the relatively small population living in northern communities, we must expand our recruitment pool in the province of Quebec and transport employees to site using fly-in and fly-out. Due to the short-term nature of mining exploration activities, Osisko Mining hires numerous people in temporary positions.

1

THE PERSON MUST FIT THE QUALIFICATIONS NEEDED FOR THE POSITION.

2



FIRST NATION EMPLOYEES

In 2020, 9% of all Osisko Mining employees came from First Nation communities, particularly the Cree First Nation of Waswanipi. This number increases to 12% if only the Windfall Project is considered.

The participation of First Nation 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, Human Resource Facilitator, Water Treatment Operator, Nurse, General Labourer, Core Shack Technician and Core Cutter. Offering a flexible schedule during traditional hunting seasons and other efforts help make the workplace attractive to this segment of our workforce.

We have had an Osisko Mining liaison officer in the Waswanipi Band Council offices since 2017. His contribution is invaluable in recruiting Cree workers. He works in conjunction with the Human Resources Facilitator based at Windfall Camp to ensure the integration of First Nation employees.

We also work with the Cree School Board, Apatisiwin Skills Development and Emploi Québec to recruit First Nation employees.



DION MIANSUM
IS CORE SHACK TECHNICIAN AT THE WINDFALL SITE, HIRED IN 2020 AFTER HIS INTERNSHIP.

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. We also provide coaching and leadership training to enhance the skills of our supervisors. We allow our employees to broaden their horizons by attending seminars related to their field of work. We have organized internal information sessions on cybersecurity, and employees have access to language classes and courses on technical software specialized in geology and mining. Access to special subsidy programs from the Québec government during the early days of COVID-19 contributed to lower training expenses in 2020.

EMPLOYEE TRAINING 2020

| | |
|---------------------------|-----------|
| TOTAL HOURS OF TRAINING | 2,736 |
| HOURS OF TRAINING (MEN) | 1,901 |
| HOURS OF TRAINING (WOMEN) | 835 |
| PAYROLL EXPENSES | 1.56% |
| INVESTMENT | \$219,331 |

TOTAL EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS 2020

| | |
|--|-----|
| TOTAL NUMBER OF EMPLOYEES | 194 |
| NUMBER PARTICIPATING IN A PERFORMANCE REVIEW | 150 |
| % PARTICIPATING IN A PERFORMANCE REVIEW | 77% |

To make 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. In 2020, 77% of our employees had a performance review. We did not evaluate new employees (working for less than three months), or inactive employees. The Compensation Committee evaluated the performance of the management team. Due to the COVID-19 situation, we had higher absenteeism and turnover at year-end; however, we were able to assess 100% of eligible employees.



OUR NEW WATER TREATMENT OPERATOR, NICHOLAS RATTÉ, IN TRAINING. NICHOLAS IS A MEMBER OF THE CREE FIRST NATION OF WASWANIPI.

In 2019, we provided 23 paid internships for students pursuing careers in the mining industry, among them five (22%) from First Nation communities. In 2020, due to the pandemic situation and the need to reduce the number of workers at the Windfall site, we provided five paid internships, four of which (80%) went to First Nation students. Osisko Mining also provided financial support for research and school activities promoting science and education. We have also begun discussions with the Centre de formation professionnelle de la Baie-James and the Sabtuan Regional Vocational Training Centre of the Cree School Board to develop a partnership for the integration and training of First Nation workers.



HEALTH AND SAFETY

OUR APPROACH

The health and safety of our employees and partners is our priority. We constantly work to improve our protocols and strengthen our Health and Safety team to ensure the health, safety and well-being of our workers and contractors. Creating a positive safety culture requires visible leadership that demonstrates concern for workers' safety, so our contractors and Osisko Mining supervisors conduct regular joint surface and underground inspections. We have ongoing mandatory inspections for Vice Presidents and will extend the program to directors and project managers next year.

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. This year, we revised our Health and Safety Policy to better reflect our values and practices (available at osiskomining.com).

| H2020 HIGHLIGHTS | COUR COMMITMENTS | SOUR STANDARDS |
|---|--|---|
| <p>New Health and Safety policy</p> <p>Developed and coordinated the COVID-19 response</p> <p>9,405 COVID-19 tests performed</p> <p>0 fatalities</p> <p>915,249 hours worked (employees and contractors)</p> <p>6.56 total recordable injury frequency rate (employees and contractors)</p> <p>0.44 lost time injury frequency rate</p> | <p>Protecting the health and safety of our workers, partners and the general population</p> <p>Implementing our Occupational Health and Safety Management System</p> <p>Developing emergency action plans</p> <p>Conducting prevention activities</p> <p>Providing employees with an education program</p> | <p>Health and Safety Policy^{(1),(2)}</p> <p>Occupational Health & Safety Management System</p> <p>Emergency Response Plan and Procedures⁽¹⁾</p> <p>Accident and Incident Reporting and Investigation⁽¹⁾</p> <p>Management of Personal Protective Equipment⁽¹⁾</p> <p>Risk Assessments by Job Description⁽³⁾</p> <p>Working procedures⁽¹⁾</p> <p>COVID-19 procedures and prevention measures⁽¹⁾</p> |

NOTES:

(1) Osisko Mining employees have access to these standards through our internal portal (in English and French).

(2) These standards are publicly available at osiskomining.com.

(3) Mandatory annual review by Osisko Mining employees.

2020 KEY ELEMENTS

Without a doubt, the major challenge of the year was managing the pandemic. To do so, all departments, under the leadership of the Human Resources and Health and Safety departments, put their shoulders to the wheel:

- Identifying key positions for site care and maintenance at Windfall.
- Developing COVID-19 prevention measures for our exploration sites and administrative offices.
- Collaborating with Regional Public Health and the Cree Board of Health and Social Services of James Bay.
- Rearranging work schedules and identifying positions for teleworking.
- Reviewing transportation and access protocols to exploration sites.
- Reviewing working procedures.
- Adapting emergency plans and response procedures.
- Acquiring necessary materials, products, and protective equipment.
- Reorganizing workspaces and common areas.
- Strengthening hygiene, cleaning and disinfection standards.
- Information sharing and staff training (12 sessions, including two in English).
- Collaborating with contractors on the Windfall site.
- Information sharing with land users and other stakeholders.
- Regularly monitoring government and Public Health recommendations.
- Monitoring the implementation and compliance of the different protection measures.

In early September, the Commission des normes de l'équité de la santé et de la sécurité du travail (CNESST)⁽¹⁾ came to inspect the Windfall site, paying particular attention to the management of COVID-19. The inspector noted zero non-conformities.



THE WINDFALL COVID-19 TESTING LABORATORY CONTRIBUTES TO THE SAFETY AND PEACE OF MIND OF ALL OUR WORKERS AND CONTRACTORS. OUR TEAM OF NURSING ASSISTANTS AND LAB TECHNICIANS PERFORMED OVER 9,400 COVID-19 SAMPLES AND ANALYSES ON-SITE IN 2020.

NOTE:

(1)The CNESST is the organization to which the Québec government has entrusted the promotion of rights and obligations in the workplace. It ensures that these rights and obligations are respected by workers and employers. This commission deals with matters related to labour standards, pay equity or occupational health and safety.



We also strengthened supportive tools for our *Occupational Health & Safety Management System*, including:

- Updated site-specific emergency plans.
- Updated the accident and incident declaration program.
- Created risk assessments for non-routine tasks.

We have also maintained or continued:

- Risk assessments for each job description (annual review).
- Risk assessments for new tasks.
- A program that positively reinforces safe behaviour, called R+.
- Surface and underground working cards.
- A daily bonus for workers who are members of the fire, first response and mine rescue brigades.

To ensure our workforce is ready to respond to emergencies, training for our Health & Safety team and other employees included:

- COVID-19 management and protocols.
- Health & Safety leadership.
- Occupational risk prevention.
- Mental health management.
- Health & Safety committee.
- Training in first aid and CPR.
- Mining modules.
- Workplace Hazardous Materials Information System.
- Simulations and training for our first response team, mine rescue team, fire brigade, nurses and security agents.
- Fire truck use and maintenance.
- Various safety procedures: equipment, machinery, vehicles, handling, signage, working at heights, lock out and tag out, confined spaces, communication, etc.



**OUR FIRST RESPONDERS
KEEP THEIR REFLEXES SHARP!
THEY HAVE ADDED COVID-19
PROTECTIVE MEASURES TO THEIR
RESPONSE PROTOCOLS.**

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

Our *Occupational Health & Safety Management System* (OHSMS) is a systematic, organized approach to reducing risks and preventing harm. It helps identify and control workplace hazards to provide a healthy and safe workplace for everyone who interacts with our operations.

Our approach is to effectively manage health and safety by identifying risks, planning and implementing proper controls. We follow strict health and safety standards and have processes in place for continuous improvement. We developed the standards, procedures and our OHSMS documents to meet applicable Québec laws and industry best practices. We regularly update our OHSMS to maintain the proper controls, meet any legislative changes and adapt to any new activities.

We investigate each major incident to find the root causes and take immediate action to prevent a reoccurrence. We take ongoing preventive action and corrective measures.

At our Windfall Project, we have regular audits conducted by the CNESST. In 2020, we had two audits by the CNESST and all non-conformities were promptly corrected



EMPOWERING OUR EMPLOYEES AND CONTRACTORS

We strengthen our safety performance by engaging our employees and contractors. We remind people of their power to ensure their own safety and the safety of others. We expect contractors' workers to meet the same expectations as our employees, and require everyone coming on our sites to undergo our introduction safety training.

Our safety communication strategy includes daily health and safety meetings on site, monthly distribution of a dashboard focused on prevention and statistics, the R+ (positive reinforcement) program to reward improvement and initiatives, working cards, and visual communications in common and working areas. This year we included the "5 rules to save lives" in our site introduction training. Our introduction training will be available online in 2021.

In 2020, we conducted more than 375 health and safety inspections, including both surface and underground activities. We ask our workforce to report all injuries, incidents or near misses, no matter how seemingly trivial. Analysis of this data allows us to identify trends and improve our practices.



DAILY MEETINGS TAKE PLACE WITH PHYSICAL DISTANCING.

PROVIDE A HEALTHY WORKPLACE

We offer employees a healthy workplace by providing on-site nurses, maintaining high hygiene standards, and giving access to fitness facilities and healthy food. Our logistics team conducted a survey to understand workers' food preferences and improve the cafeteria menus. In addition, we offer a private health insurance plan and a telemedicine service to our permanent workers. All Windfall workers also have access to the flu shot.

In response to COVID-19, we enhanced our nursing services with a testing facility at the Windfall site, reorganized spaces, increased our cleaning standards, modified our protocols for all workers, updated the emergency response plans of the various brigades, and introduced organizational changes to help prevent the spread of the virus.



THE MIYUUKAA - ADC MANAGEMENT TEAM HAS A TEAM TO DISINFECT FREQUENTLY TOUCHED SURFACES IN COMMON AREAS AND HAS UPDATED ITS CLEANING PROTOCOLS THROUGHOUT THE WINDFALL SITE.

SAFETY PERFORMANCE

In 2020, our employees and contractors worked 915,249 hours. This is down from 1,059,621 hours in 2019 due to the temporary shutdown of the Windfall site during the pandemic. Our lost time injury frequency rate decreased in 2020 and there were no work-related fatalities at our exploration sites. We have a light duty and restricted work program in place to help our workers get back to work sooner. This program has a direct impact on our lost time injury frequency rate.

Our challenge is to ensure that new workers have the proper skills to work safely in our environment. As a result, we provide a large number of site introduction training sessions to all our employees, contractors and visitors. During the pandemic, we supplemented these sessions with training and frequent reminders on COVID-19 protocols and prevention measures

In 2020, most reported injuries were related to hands, and the people most affected were drillers (contractors). Drillers make up the largest proportion of workers on our sites and perform a lot of material handling in their daily tasks.

Investigations are undertaken to determine the underlying causes of injuries. Our health and safety team promotes removing the cause at source, compliance with existing procedures and good ergonomic practices. They ensure the development of new procedures, the acquisition of adequate work tools, and the modification of problematic work areas. To maintain a high level of prevention, our team also carries out daily inspections and prompt interventions to reinforce instructions and put corrective measures in place.

EXPLORATION PROJECT HEALTH AND SAFETY STATISTICS - EMPLOYEES AND CONTRACTORS

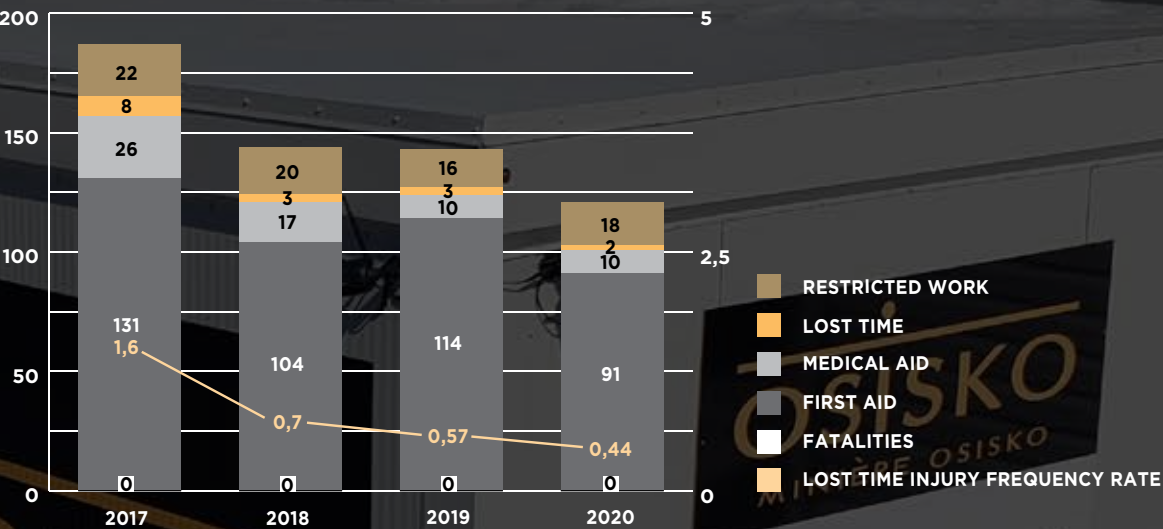
| | 2020 | 2019 | 2018 |
|---|-------------------------------|---------------------------------|-------------------------------|
| FIRST AID | 91 (15) (76) | 114 (38) (76) | 104 (30) (74) |
| MEDICAL AID | 10 (2) (8) | 10 (0) (10) | 17 (3) (14) |
| LOST TIME | 2 (1) (1) | 3 (1) (2) | 3 (1) (2) |
| RESTRICTED WORK | 18 (2) (16) | 16 (1) (15) | 20 (3) (17) |
| FATALITIES | 0 (0) (0) | 0 (0) (0) | 0 (0) (0) |
| WORKING HOURS | 915,249 240,309 674,940 | 1,059,621 306,225 753,396 | 851,304 266,307 584,997 |
| LOST TIME INJURY FREQUENCY RATE | 0.44 (0.83) (0.30) | 0.57 (0.65) (0.53) | 0.7 (0.75) (0.68) |
| CUMULATIVE FREQUENCY RATE | 4.37 (2.50) (5.04) | 3.59 (1.31) (4.51) | 5.4 (3.0) (6.5) |
| TOTAL RECORDABLE INJURY FREQUENCY RATE | 6.56 (4.16) (7.41) | 5.47 (1.31) (7.17) | 9.4 (6.0) (10.94) |

- Total (employees and contractors)
- Osisko Mining employees
- Contractors

| | |
|--|--|
| Lost Time Injury Frequency Rate (LTIFR) | $\frac{\text{Number of Lost Time Accidents} \times 200,000 \text{ Hours}}{\text{Hours Worked}}$ |
| Cumulative Frequency Rate (CFR) | $\frac{(\text{Number of Lost Time} + \text{Restricted Work Injuries}) \times 200,000 \text{ Hours}}{\text{Hours Worked}}$ |
| Total Recordable Injury Frequency Rate (TRIFR) | $\frac{(\text{Total Medical Aid Injuries} + \text{Restricted Work Assignments} + \text{Lost Time Accidents}) \times 200,000 \text{ Hours}}{\text{Hours Worked}}$ |

NOTES: In 2019, Osisko Mining transferred assets to O3 Mining: Marban deposit, Garrison deposit, certain other exploration properties and earn-in rights and a portfolio of selected marketable securities. Since 2020, the statistics include our activities on Windfall, Quévillon and Urban Barry projects.

EMPLOYEES AND CONTRACTORS



COMMUNITY RELATIONS AND SOCIO-ECONOMIC DEVELOPMENT

OUR APPROACH

Good relations with our host communities are an important part of having the Windfall Project accepted in the Waswanipi traditional territory. This importance is underlined in all our policies, and this year, we revised our Community Relations Policy to better reflect our values and practices (see osiskomining.com). We work 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. We strive to create wealth and healthy relationships for our host communities.

Over the years, we have built a relationship of trust with the Crees by developing communication protocols with them, implementing a joint environmental monitoring committee, hiring members of their communities and doing business with their companies and joint ventures.

| H2020 HIGHLIGHTS | COUR COMMITMENTS | SOUR STANDARDS |
|---|---|---|
| <p>New Community Relations Policy</p> <p>45 meetings with the Cree First Nation of Waswanipi representatives and community members</p> <p>19% of our workforce at Windfall are First Nation</p> <p>82% of our purchases were in Québec and Ontario</p> <p>\$35M spent with First Nation-owned companies or joint ventures</p> <p>\$262K contributed to various events and organizations</p> <p>\$106M spent on exploration and related activities</p> | <p>Establishing and maintaining respectful relationships with host communities.</p> <p>Ensuring that host communities thoroughly understand the nature of the activities carried out.</p> <p>Managing operations in a responsible way that minimizes the effects of our activities.</p> <p>Ensuring that employees and subcontractors demonstrate respect and integrity in their interactions with the communities, First Nations, organizations, groups and individuals.</p> <p>Contributing to the socio-economic development of host communities through investments in community-based sustainable development projects.</p> <p>Contributing to the economic development of host communities by creating employment opportunities and promoting local purchasing.</p> | <p>Community Relations Policy^{(1), (2)}</p> <p>Community Relations Protocol</p> <p>Sponsorship and Donations Guidelines – Project Level</p> <p>Waswanipi Consultation Protocol on Exploration Activities</p> |

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 osiskomining.com.
(3) Mandatory annual review by Osisko Mining employees

2020 KEY ELEMENTS

This year, we continued to meet with members of the Waswanipi Cree First Nation as part of the Windfall Environmental Monitoring Committee and following the consultation protocol on our exploration activities. We also continued our work to include Cree traditional knowledge in the environmental assessment of the Windfall Project.

A key challenge of 2020 was managing the communication around COVID-19. Osisko Mining has built a reputation as a good corporate citizen, particularly with the Cree of the James Bay Eeyou Istchee territory in Northern Québec, by taking concrete action through our sustainable development strategy and policies. That reputation was helpful during the pandemic, leading to the Cree Nation Government selecting Osisko Mining as the first company with which it wanted to negotiate the management protocols of COVID-19. We formed a follow-up committee with Waswanipi and the Cree Nation Government. This committee met twice a week at the beginning of the pandemic, and now that we have earned confidence in the protocols, it meets as needed.

A positive effect of the COVID-19 testing laboratory at the Windfall site has been to provide better access for Cree workers to rewarding and well-paying jobs at Osisko Mining, First Nation companies and joint ventures. These companies also faced a reduction in their First Nation workforce prior to the 14-day exemption from the local self-isolation law. The lab also contributes to the psychological well-being of the workers by increasing their sense of security and enabling our Cree workers to be in contact with their families after their work rotation.

In December, a few months after the lab was set up and the local self-isolation law was waived, we met with the main First Nation joint venture companies working on the Windfall project to review the year. They all emphasized the competitive advantage of the lab at the Windfall site during this pandemic time. The peace of mind offered by the lab's testing, in concert with the numerous other Covid-19 safety protocols, helped in recruiting First Nation and other employees. When given two contract opportunities, they invariably choose the Windfall site.



WINDFALL ENVIRONMENTAL MONITORING COMMITTEE OBJECTIVE IS TO ENSURE EFFECTIVE CONSULTATION WITH THE TALLYMAN'S FAMILY AND THE CREE FIRST NATION OF WASWANIPI.

OSISKO MINING SEEN AS A ROLE MODEL

On August 12, 2020, the Cree Nation Government identified Osisko Mining in a press release as a role model for natural resource development during COVID-19:

“I will always be grateful to Osisko for standing with the Cree First Nation of Waswanipi during our time of need. Their help is not a handout but rather an investment in my people so that we can build a strong and sustainable project allowing Cree workers to be proud providers for their families without having to risk their health.”

– Chief Marcel Happyjack, Cree First Nation of Waswanipi



“Actions like those of Osisko demonstrate that natural resource development doesn’t have to be just about taking or extracting but rather contributing to community life and helping to make us all stronger. If all developers in our territory behaved like this, our region and the Cree Nation could be even greater contributors to what will need to be the greatest economic recovery in the history of Quebec.”

– Grand Chief Dr. Abel Bosum, Cree Nation Government

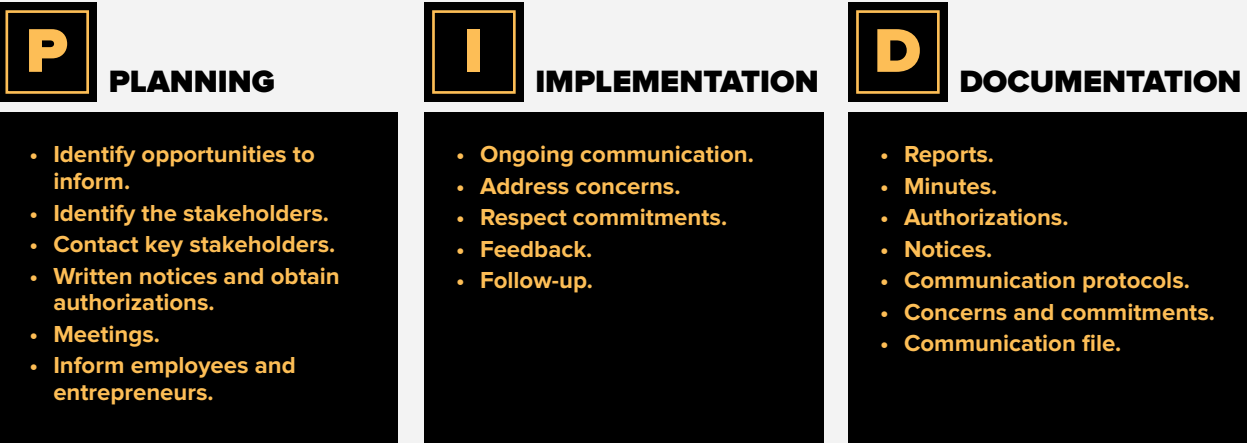
Solid relationship at the highest levels: Grand Chief of the Cree Nation, Dr. Abel Bosum, left, and our CEO, John F. Burzynski.

2020 MAIN COMMUNITY EVENTS

| | |
|-----------|--|
| JANUARY | <ul style="list-style-type: none">• Environmental Monitoring Committee meeting.• Meeting with Cree Nation Government. |
| FEBRUARY | <ul style="list-style-type: none">• Presentation to Cree First Nation of Waswanipi Band Council.• Waswanipi community and Vocational Centre visit with Chief Operating Officer.• Windfall Environmental Monitoring Committee meeting.• Attended Pipun Festival in Waswanipi. |
| MARCH | <ul style="list-style-type: none">• Meeting with Cree Nation Government and Cree First Nation of Waswanipi.• Presentation to the Waswanipi Vocational Centre.• Ongoing emails and communication to keep the communities updated on COVID-19 situation. |
| APRIL | <ul style="list-style-type: none">• Presentation of our COVID-19 protocols to Cree Health Board and Cree Nation Government. |
| MAY | <ul style="list-style-type: none">• COVID-19 follow-up meetings with the Cree First Nation of Waswanipi and the Cree Nation Government (5). |
| JUNE | <ul style="list-style-type: none">• COVID-19 follow-up meetings with the Cree First Nation of Waswanipi and the Cree Nation Government (5). |
| JULY | <ul style="list-style-type: none">• COVID-19 follow-up meetings with the Cree First Nation of Waswanipi and the Cree Nation Government (4).• Windfall Environmental Committee meeting.• Meetings on Urban-Barry exploration activities – Trapline W25B (2). |
| AUGUST | <ul style="list-style-type: none">• COVID-19 follow-up meetings with the Cree First Nation of Waswanipi and the Cree Nation Government (2).• Presentation to Cree Health Board on the exemption to the local mandatory self-isolation law.• Presentation to Cree First Nation of Waswanipi Band Council.• Windfall Environmental Committee meeting.• Consultation on Cree land use and permanent infrastructure plan (Traplines W25A&B). |
| SEPTEMBER | <ul style="list-style-type: none">• Meeting on the Impact & Benefit Agreement with the Cree First Nation of Waswanipi and the Cree Nation Government.• Presentation of the Windfall project to La Grande Alliance.• Windfall Environmental Committee meeting.• Meetings with Miyuu Kaa joint ventures.• Presentation to Cree First Nation of Waswanipi General Assembly.• Collaboration Committee meeting with Lebel-sur-Quévillon and ARBJ.• Meetings on Urban-Barry exploration activities – Traplines W25A&B (2). |
| OCTOBER | <ul style="list-style-type: none">• Windfall Environmental Monitoring Committee meeting.• Regional Interministerial Table meeting.• Tallyman’s son represented the Cree community in the fishing survey – Trapline W25B. |
| NOVEMBER | <ul style="list-style-type: none">• Windfall Environmental Monitoring Committee meeting.• Update meeting with Anishnabe First Nation of Lac Simon.• Update meeting with Attikamek First Nation of Obediwan. |
| DECEMBER | <ul style="list-style-type: none">• COVID-19 follow-up meetings with the Cree First Nation of Waswanipi and the Cree Nation Government (2).• Meetings on Urban-Barry exploration activities – Traplines W25A&B (2).• Meetings with Miyuu Kaa joint ventures. |

ENGAGEMENT WITH OUR COMMUNITIES

We have a Community Relations protocol to help identify stakeholders and engage with our communities.



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. The team builds relationships with our host communities and stakeholders, First Nation and non-First Nation, who have an interest in our activities. We do this using multiple 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 negative effects and maximize the positive impacts of our projects on their traditional activities, cultural sites and the environment. In 2020, we held more than 50 meetings, in person or virtually, 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 Atikamewks from Obedjiwan and the Algonquins from Lac Simon.

As the Windfall Project progresses, we will adjust the communication and consultation plans to engage both the Indigenous and non-Indigenous communities based on input from stakeholders. Our aim is to inform and consult with the First Nations and the public on the project’s activities, to collect their comments and to address their concerns through action.

Osisko Mining recognizes the unique views of the First Nation 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.

CREE FIRST NATION OF WASWANIPi

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.

Over the years, we have 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 their use of the land.

In 2020, we held about 45 face-to-face or virtual meetings with the Cree First Nation of Waswanipi representatives and community members. These included monthly meetings of the Windfall Environmental Monitoring Committee, which were replaced from March to July by weekly meetings to monitor the COVID-19 protocols on Windfall site.



Andrée Drolet, Director of Environment (left), and Èva Roy-Vigneault, Director Community Relations & ESG, learn about Waswanipi culture at the Pipun Festival.



Our COO, Don Njegovan, discusses the training available at the Waswanipi Vocational Centre.



The organizers of the general assembly of Waswanipi go virtual due to COVID-19 as we continue to inform the community.

FIRST NATIONS OF LAC SIMON AND OBEDJIWAN

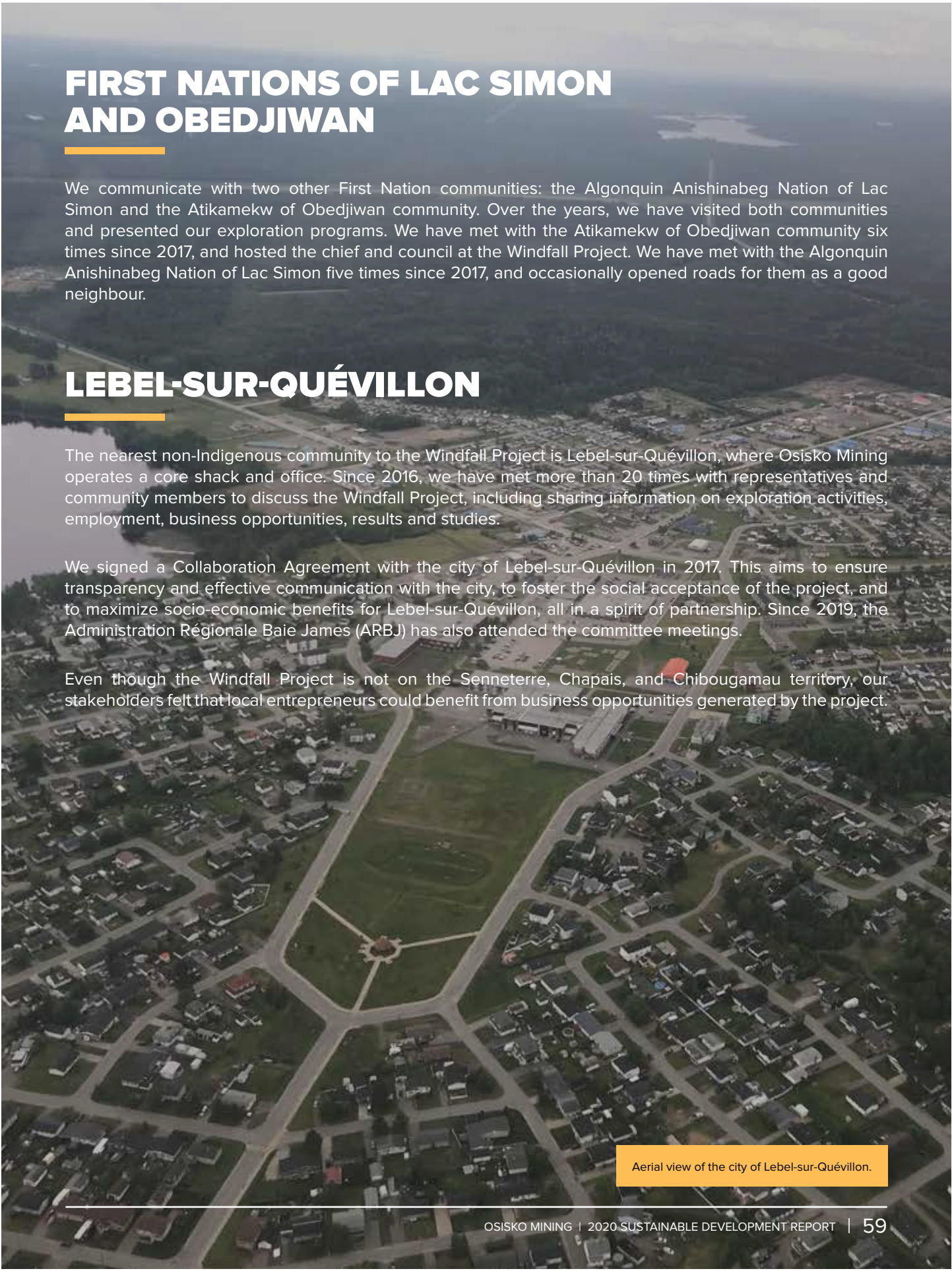
We communicate with two other First Nation communities: the Algonquin Anishinabeg Nation of Lac Simon and the Atikamekw of Obedjiwan community. Over the years, we have visited both communities and presented our exploration programs. We have met with the Atikamekw of Obedjiwan community six times since 2017, and hosted the chief and council at the Windfall Project. We have met with the Algonquin Anishinabeg Nation of Lac Simon five times since 2017, and occasionally opened roads for them as a good neighbour.

LEBEL-SUR-QUÉVILLON

The nearest non-Indigenous community to the Windfall Project is Lebel-sur-Quévillon, where Osisko Mining operates a core shack and office. Since 2016, we have met more than 20 times with representatives and community members to discuss the Windfall Project, including sharing information on exploration activities, employment, business opportunities, results and studies.

We signed a Collaboration Agreement with the city of Lebel-sur-Quévillon in 2017. This aims to ensure transparency and effective communication with the city, to foster the social acceptance of the project, and to maximize socio-economic benefits for Lebel-sur-Quévillon, all in a spirit of partnership. Since 2019, the Administration Régionale Baie James (ARBJ) has also attended the committee meetings.

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.



Aerial view of the city of Lebel-sur-Quévillon.

LOCAL ECONOMIC DEVELOPMENT AND INCLUSIVE PROCUREMENT

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

In 2020, Osisko Mining spent about \$106 million on exploration and related activities, mostly on the Windfall, Quévillon Osborne-Bell and Urban Barry projects.

We strive to find business opportunities for our local entrepreneurs and First Nations partners. In 2020, 82% of our purchases were in Québec and Ontario, including \$35 million with First Nation-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 Nation company to bid when a company offering the service is available.

A committee within Osisko Mining is working to develop a local procurement program to formalize the good practices we already have in place. The program will include a Responsible Procurement Policy, a Supplier Code of Conduct and internal guidelines. Implementation of the program is scheduled to begin in 2021; see the documents on [osiskomining.com](#).

SPENDING & LOCAL FOOTPRINT

| | 2020 | 2019 | 2018 | 2017 |
|--|---------|---------|---------|--------|
| EXPLORATION AND RELATED ACTIVITIES EXPENSES | \$106M | \$111M | \$113M | \$121M |
| GENERAL AND ADMINISTRATION EXPENSES (INCLUDING SALARIES, BENEFITS AND SEVERANCE) | \$9.81M | \$12.4M | \$13.8M | \$11M |
| EMPLOYEE-PAID TAXES | \$11.3M | \$11.5M | \$10M | \$6M |
| PAYMENTS TO GOVERNMENT | \$1M | \$1M | \$1.5M | \$1.3M |
| PURCHASES IN QUÉBEC AND ONTARIO | 82% | 83% | 85% | 81% |
| CONTRACTS AND PURCHASES FROM INDIGENOUS BUSINESSES | \$35M | \$40M | \$21M | \$23M |

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 [osiskomining.com](#).

In 2020, 19% of the Windfall Project workforce (employees and entrepreneurs) came from First Nation communities, particularly Waswanipi. Since 2017, we have over 60 First Nation workers at the Windfall site, with 92 in 2017, 61 in 2018, 62 in 2019 and 106 in 2020. They represent between 12 and 20% of the workforce.

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

FIRST NATION WORKERS (EMPLOYEES AND CONTRACTORS)

| PROJECT | 2020 | 2019 | 2018 | 2017 |
|------------------------|------|------|------|------|
| WINDFALL & URBAN BARRY | 106 | 62 | 55 | 80 |
| QUÉVILLON | - | - | 2 | - |
| GARRISON | - | - | 1 | 6 |
| KAN | - | - | 3 | 6 |
| TOTAL | 106 | 62 | 61 | 92 |

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



INVESTING IN OUR COMMUNITIES

Through our Community Relations policy, Osisko Mining has committed to developing our host communities through community-focused sustainability projects. In 2020, we invested more than \$262,000 in two levels, corporate and project-related.

SPONSORSHIP & DONATIONS

| CATEGORY | 2020 | 2019 | 2018 |
|-----------------|-----------|-----------|-----------|
| PROJECT LEVEL | \$42,748 | \$100,896 | \$95,109 |
| CORPORATE LEVEL | \$219,677 | \$303,863 | \$392,550 |
| TOTAL | \$252,425 | \$404,759 | \$487,659 |

PROJECT-LEVEL SPONSORSHIP PROGRAM – A LINK WITH THE NORTHERN REGIONS

Osisko Mining’s project-level sponsorship and donations focus on support for:

| FIELD OF INTEREST | CONTRIBUTION EXAMPLES |
|-----------------------------------|---|
| SCIENCE AND EDUCATION | Initiative with the University of Ottawa on Indigenous leadership and the Fondation of Université du Québec en Abitibi-Témiscamingue. Actions related to perseverance and academic success in Waswanipi and Val d’Or Vocational Centre. |
| ENVIRONMENT | Contribution to the Restor-Action Cri fund for the cleanup of orphaned exploration sites on Eeyou Istchee James Bay territory. |
| HEALTH AND SPORT | 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 people with disabilities in Lebel-sur-Quévillon. Contributed to Leucan Abitibi-Témiscamingue which helps families with a child suffering from cancer. |
| COMMUNITY AND CULTURAL ACTIVITIES | Community events in Waswanipi and in Lebel-sur-Quévillon, including fishing derbies and the Rencontre des aînés Nord-du-Québec (Nord-du-Québec Seniors’ Meeting). |
| SOCIO-ECONOMIC PARTNERS | Supported our socio-economic and business partners, including the Cree Nation Abitibi-Témiscamingue Economic Alliance. |
| SECTOR ASSOCIATIONS | Activities and projects that improve public awareness of the mining industry. |

CORPORATE SPONSORSHIP

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

In 2020, in partnership with the Faculty of Social Sciences at the University of Ottawa, we established the Osisko Mining Inc. Decolonization and Indigenization Initiative Fund to:

- Support the integration of Indigenous histories, methodologies, and worldviews into the curriculum.
- Better acknowledge Indigenous learners and improve the retention of Indigenous students.
- Help develop shared understanding between Indigenous and non-Indigenous students.
- Foster greater appreciation for the complexity of the social landscape and a greater collaboration between diverse people.



OUR LIAISON OFFICER, DANNY HAPPYJACK, IS READY TO REEL ONE IN AT THE WASWANIPi FISHING DERBY.

We also contribute to the University of Ottawa’s Bled Future Achievers Leadership Forum, aimed at youth between the ages of 14 and 18 who hail from Inuit, Métis, First Nation and Caribbean communities across Canada. The Forum fosters the leadership skills and knowledge these youth need to achieve academic success and become agents of change in their communities and beyond. We have a five-year commitment for a total of \$125,000 to support both initiatives.



We are continuing contributions to the *Osisko Field Education Fund*, created in 2018 in collaboration with the University of New Brunswick’s Earth Sciences Department. Together, Osisko Mining, Osisko Gold Royalties and Osisko Metals have collectively committed a total of \$250,000 to the program over five years.



We also support the Canadian Museum’s Nature Foundation. It aims to inspire Canadians to invest in nature through projects that support a better understanding of the natural world and sustainable future for our planet. Our Vice President of Project Coordination, Alexandria Marcotte, is passionate about nature and serves on the board of directors of the Foundation.

We also support *Mining4Life* and the *SickKids Foundation*. *Mining4Life* is an industry-wide initiative helping create and support programs that treat and prevent disease, build healthy living and advance education for children in need. The *SickKids Foundation* supports the highest priority needs, such as research, clinical advances and compassionate care.

ENVIRONMENT

OUR APPROACH

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 Environmental 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, while minimizing waste. We have environmental strategies to manage accidental spills, waste and water. When drilling activities are completed, we will reclaim the land. As per the Mining Act, Osisko Mining has filed a closure plan and its related financial commitment to the Québec government for the Windfall Project.

We monitor our activities and report our performance to the Board of Directors. We also 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 clear and showing respect in our actions and interactions with the communities.

H 2020 HIGHLIGHTS

New Environmental Policy
Partial reclamation o 17,800 m² of impacted areas
376,844 m³ of water treated and returned to environment
Construction of a new collecting pond to improve management of contact and mine water
0 non-compliance for effluent
29,115 kg of food waste composted
11,625 kg of cardboard composted
Removal (reclamation) of the unlined stockpile (45,500 tonnes)
19,459 t CO₂ eq. produced by Windfall
Comissionning the domestic waste compactor
Receiving the ECOTHOR unit to reduce ammoniacal nitrogen concentration in effluent

C OUR COMMITMENTS

Evaluate the potential effects of our activities
Minimize risk to the environment
Provide tools and training to our workforce
Ensure the conservation and reasonable consumption of natural resources and consumable goods
Reduce waste
Properly manage accidental spills, waste and water
Continously improve our environmental management

S OUR STANDARDS

Environmental Policy ^{(1),(2)}
Spill Management Plan ⁽¹⁾
Water Treatment Procedures
Effluent quality monitoring (Dir. 019 and MDMER)
Groundwater quality monitoring
Environmental Effects Monitoring (MDMER)
Residual and Hazardous Material Management Procedures
Drill and site inspections

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



The new collecting pond to improve management of contact and mine water.

2020 KEY ELEMENTS

Our environmental monitoring activities continued at the Windfall site throughout the COVID-19 pandemic and during the pause in operations. We complied with applicable health measures, adapted our working protocols and advised other departments on how to prevent disinfecting products from affecting our water and septic system treatment processes. We have also ensured the proper disposal of biomedical waste.

Water management is core to our work. One of the challenges of the last few years has been to control the levels of ammoniacal nitrogen in the ramp water and in the contact water from the stockpile. As part of the federal Clean Growth Program, Osisko Mining and E2Metrix are working together to commission the ECOTHOR™ technology. The treatment unit is composed of reactors that were configured for the electro-oxidation technology. The unit is now installed à Windfall, it will be commissioned in 2021 and will allow ammoniacal nitrogen removal.

In 2020, we obtained new authorizations to collect a third bulk sample in the Triple Lynx Zone and to conduct additional characterization work in the Lynx Zone. These new authorizations included the construction of a new water collection pond and the expansion of the lined waste rock stockpile. This expansion improved the environmental balance of the site by settling a legacy from the previous operator; the footprint of the unlined stockpile was included in the expansion of the lined waste rock stockpile and the rock material was transferred on the lined stockpile and will be re-used. We are also continuing our participation in a pilot project with the Québec government, called the regional interministerial table, to share project information with various ministries to increase permitting efficiency.

We are working to rehabilitate areas affected by drilling activities. We used the overburden collected during the stockpile expansion to begin restoring drilling areas and part of a multi-users borrow pit. One issue is that with more infill drilling taking place in previously disturbed sectors at Windfall, it's difficult for our geologists to identify areas ready for rehabilitation.

Our team is 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 formed with the Cree First Nation of Waswanipi.



INSPECTIONS, INTERNAL AND EXTERNAL

The Environmental team performed surface and underground inspections, visiting all drill rigs every second day. In 2020, Québec’s Ministère de l'Environnement et Lutte contre les changements climatiques (Ministry of Environment and Climate Change) conducted its annual inspection on the Windfall site, finding no non-compliances.



WATER MANAGEMENT

Ensuring conservation and reasonable consumption of natural resources, including water, is important to Osisko Mining. Although our activities are concentrated in Québec, and this province of Canada is not a region of water stress, our operations rely on water. We therefore estimate, calculate and measure the water consumption of our exploration activities on our projects. Water consumption is one of the environmental statistics we share with the Board of Directors and the Windfall Environmental Monitoring Committee created with the Cree First Nation of Waswanipi. At the Windfall project, we use water for exploration drilling, underground equipment and at the camp.

The following table shows water consumption for Osisko Mining’s exploration activities in 2020.

WATER USAGE - EXPLORATION ACTIVITIES

| PROJECT | ACTIVITY | SOURCE | QUANTITY 2020 (m³) | TREATMENT UNITS |
|-------------|----------------------|--------------------------|------------------------|---------------------------|
| WINDFALL | Exploration drilling | Surface water | 331,830 ⁽¹⁾ | Natural settlement |
| | Exploration ramp | Groundwater infiltration | 336,935 ⁽²⁾ | Effluent treatment system |
| | | Runoff stockpile | 39,909 ⁽³⁾ | Effluent treatment system |
| | Exploration camp | Surface water | 12,175 ⁽²⁾ | Septic system |
| URBAN BARRY | Exploration drilling | Surface water | 15,150 ⁽¹⁾ | Natural settlement |
| Total | | | 735,999 | |

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

DRINKING WATER AND DOMESTIC WATER

In 2020, the camp used 12,175 m³ of drinking water. The camp facilities are permitted to accommodate 300 workers; three groundwater wells provide drinking water and three septic installations receive wastewater. Each year, the flowmeters at Windfall are validated to ensure the accuracy of measured volumes. There were two non-compliances, but the water remained potable. A UV lamp system was installed to facilitate the water quality management.

SURFACE WATER AND DRILLING ACTIVITIES

The surface drill rigs use surface water from water bodies or nearby existing drill holes. We ensure 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 finish.

The environmental team ensures compliance with standards by conducting inspections and by educating and raising awareness among workers. In 2020, we created special training for the technicians, so they fully understand the regulation and the challenges related to drill hole setup and closure. They must ensure that drill holes are kept at a mandatory distance from riparian zones. We also introduced a process to comply with new regulations addressing drilling in wetlands.

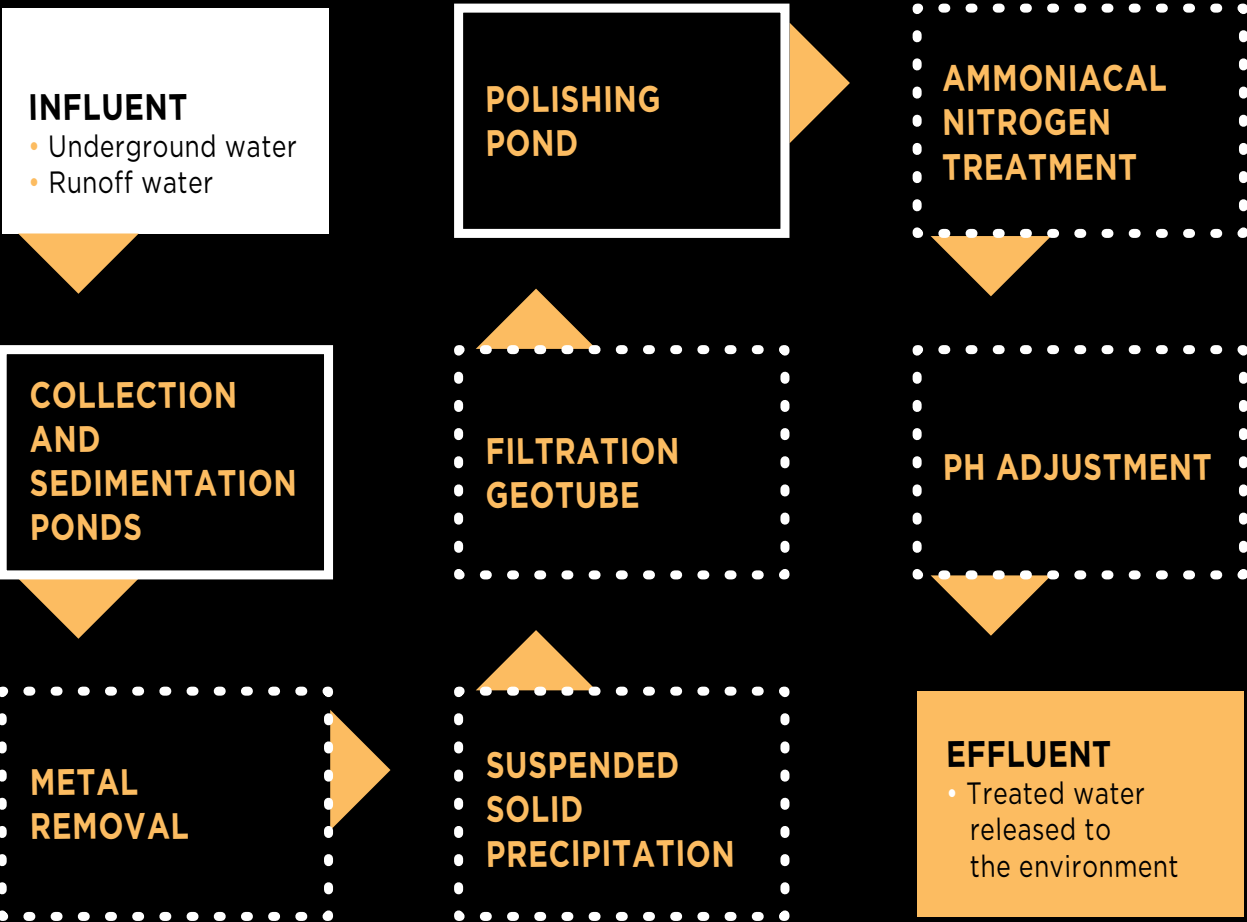
To reduce water consumption, we use a chemical dust suppressant rather than water to manage the dust on the roads at the Windfall site

MINE WATER AND RUNOFF WATER

In a collection pond and sedimentation pond, we collect groundwater pumped from the exploration ramp and runoff water from the lined waste rock stockpile channelled through ditches. This water is treated including metal removal, suspended solid precipitation, reduction of ammoniacal nitrogen concentration and pH adjustment.

A water cleaning system removes suspended solids from groundwater collected in the ramp before we recycle it for underground equipment. This avoids using fresh water for underground machinery. An oil separator installed in 2019 ensures that underground hydrocarbon spills are managed and don't impair treatment on surface.

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



A zeolite adsorption system reduces the ammoniacal nitrogen concentration caused by underground blasting activities. 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 disposition costs, we have an ammonia air stripping system. Using this system reduced the amount of contaminated zeolite from 78 tons in 2019 to 33 tons in 2020.

In 2020, Osisko Mining acquired an electrooxidation unit whose technology called ECOTHOR™ allows the reduction of ammoniacal nitrogen levels; the system will be commissioned and optimized in 2021. The project is done in collaboration with E2Metrix and through the participation in the federal Clean Growth Program, which aims to support clean technology research, development and demonstration projects.

In 2020, we validated all flowmeters on Windfall site to ensure the accuracy of measured volumes. We then compared infiltration rates to our hydrogeological model and took fixed-date flow readings to improve the reliability of our data. We also identified water inflows in the underground exploration ramp and sealed some drill holes.

We closely monitor the quality of water returned to the environment. In 2020, we pumped about 336,935 m³ of water from the exploration ramp and collected 39,909 m³ of contact water from the lined waste rock stockpile. We treated and returned 376,844 m³ of water to the environment, with no non-compliances for effluent.

The results of the effluent are reported ed to the Ministère de l'Environnement et de la Lutte contre les changements climatiques du Québec (MELCC - Ministry of Environment and Climate Change) and to Environment and Climate Change Canada (ECCC). The Windfall effluent is subjected to the Directive 019 of the MELCC and to 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.



OUR ENVIRONMENTAL SUPERVISOR, CHRISTIAN BONHOMME (LEFT), TRAINS ON THE NEW ECOTHOR™ UNIT.



HARRY GRANT TAKING CARE OF THE EFFLUENT AS WATER TREATMENT OPERATOR.

Water treatment operations work 24 hours a day to ensure the effluent complies with regulations. Operator training includes simulating a non-compliant effluent in order to evaluate the effectiveness of the response. The results of the simulation are used to improve our systems and update our Emergency Response Plan to improve our management of a non-compliant effluent. Two of our four water treatment operators are community members from the Cree First Nation of Waswanipi. Water quality has been identified by the community as a concern and by employing members from the community, we are able to show our commitment to transparency.



ENVIROCREE TECHNICIANS KEEP A CLOSE EYE ON THE RECEIVING ENVIRONMENT.

SPILL MANAGEMENT

Our employees and contractors work to prevent accidental spills and ensure a promptly and safe management. The main tools for this include the spill management plan, training new workers, regular inspections and enforcing on-site rules. We share spill statistics and causes with new employees to encourage awareness and prevention.

All new Osisko Mining and contractor workers must attend a presentation on spill management. Our spill management plan aims to:

- Provide readily accessible prevention and management information to workers.
- Comply with federal and provincial regulations.
- Comply with our Health & Safety and Environment policies.
- 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, including at the camp site, ramp sector, underground, exploration drills sites and maintenance facilities.

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

There were 87 spills in 2020. All were reported and cleaned up. 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 Lutte aux changements climatiques* (Ministry of Environment and Climate Change), to the Board of Directors and to the *Windfall Environmental Monitoring Committee*.

SPILLS

| PROJECT | 2020 | | 2019 | | 2018 | |
|---------------------------|--------|--------|--------|--------|--------|--------|
| | < 20 L | 20 L < | < 20 L | 20 L < | < 20 L | 20 L < |
| WINDFALL | 84 | 12 | 72 | 14 | 81 | 13 |
| URBAN BARRY | 3 | 0 | 12 | 0 | 1 | 0 |
| QUÉVILLON OSBORNE-BELL | 0 | 0 | 15 | 0 | 5 | 1 |
| TOTAL | 87 | 12 | 99 | 14 | 87 | 14 |



WASTE MANAGEMENT

DOMESTIC WASTE

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

The composter collects food, hand paper towels and recycled cardboard, at a rate of roughly 640 kg of food waste and 250 kg of recycled cardboard per week. Composting activities reduce garbage transportation from site to Lebel-sur-Quévillon by 35%. We store the compost on the overburden stockpile for use in the progressive restoration of the site.

Any remaining domestic non-compostable waste is bulky light material. At the end of 2019, we commissioned a garbage compactor for this waste to significantly reduce the number of trips to landfill. Windfall is a remote site and the garbage compactor reduces transportation costs and greenhouse gas emissions. We estimate that the compactor reduces trips to landfill by 65%.

To reduce single-use products, we give reusable water bottles and coffee mugs. Due to the health guidelines related to COVID-19, we postponed our plan to significantly reduce single-use products in the cafeteria by one year.

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

WASTE MANAGEMENT - WINDFALL PROJECT

| DESCRIPTION | 2020 | 2019 | DISPOSAL |
|-----------------|--------|--------|---------------------|
| FOOD WASTE (kg) | 29,115 | 35,424 | Composter on site |
| CARDBOARD (kg) | 11,625 | 12,315 | Composter on site |
| METAL (t) | 108 | 120 | Recycling |
| WOOD (m³) | 990 | 900 | Authorized landfill |
| OTHER (m³) | 775 | 1,800 | Authorized landfill |



ROUGHLY 640 KG OF FOOD WASTE AND 250 KG OF RECYCLED CARDBOARD PER WEEK ARE COMPOSTED AT WINDFALL.

HAZARDOUS WASTE

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 by authorized companies.

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 ammonia air stripping system reduced the use of zeolite by approximately 60%.

The Environmental team ensures that contractors also properly manage their hazardous waste. 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 track the quantities of hazardous waste that leave site and report this to the Board of Directors and the *Windfall Environmental Monitoring Committee*.

HAZARDOUS WASTE MANAGEMENT - WINDFALL PROJECT

| DESCRIPTION | 2020 | 2019 | DISPOSAL |
|---------------------------|------|------|-----------------|
| HAZARDOUS WASTE (PICKUPS) | 10 | 12 | Authorized site |
| CONTAMINATED SOIL (T) | 140 | 360 | Authorized site |
| CONTAMINATED ZEOLITE (T) | 33 | 78 | Authorized site |

WASTE ROCK

As of 2020, the Windfall site has a single waste rock stockpile. The footprint of that stockpile was expanded a second time in 2020 to include that of the historic unlined waste rock stockpile stored by the previous operator.

When Osisko Mining acquired the project, the lined stockpile contained 18,500 tonnes. Since then, we’ve advanced the ramp to take bulk samples in Zones 27 and Lynx. Excavation also continues towards the Triple Lynx Zone and additional characterization work in the Lynx Zone. The following table shows the evolution of waste rock tonnage on the lined stockpile.

WINDFALL LINED WASTE ROCK STOCKPILE

| YEAR | TONNES | SURFACE (M²) |
|-------------|---------|--------------|
| BEFORE 2016 | 18,500 | 23,000 |
| 2017 | 29,166 | 23,000 |
| 2018 | 225,914 | 39,000 |
| 2019 | 419,197 | 39,000 |
| 2020 | 604,256 | 85,900 |

WINDFALL UNLINED WASTE ROCK STOCKPILE

| YEAR | TONNES | SURFACE (M²) |
|-------------|--------|--------------|
| BEFORE 2016 | 79,000 | 19,000 |
| 2017 | 78,000 | 19,000 |
| 2018 | 52,500 | 19,000 |
| 2019 | 45,500 | 19,000 |
| 2020 | 0 | 0 |

The active stockpile is lined, and ditches direct the water to the water treatment system.

The historical unlined stockpile contained waste rock. This originally held 79,000 tonnes, which Osisko Mining crushed to reuse it as a protection layer to expand the lined stockpile and as a road base in the underground ramp. The remaining material is stored on the lined stockpile. The following table shows the evolution of waste rock tonnage on the unlined stockpile.



The evolution of the lined waste rock stockpile and the water management system (2015, 2019, 2020).

CLIMATE CHANGE, ENERGY AND AIR QUALITY

Climate change is a challenge that requires foresight and adaptation. Osisko Mining recognizes the need to be innovative in our approach to energy use and greenhouse gas (GHG) emissions. Based on the information contained in a Windfall Feasibility Study and Environmental Assessment expected in 2022, we will develop GHG reduction targets and an action plan.

We will consider GHG emissions during the project design, looking at options for the mill location and tailings technologies, transportation routes and truck fleet composition, mining techniques and energy sources. So far, we have ruled out installing an off-site ore processing plant. Instead, Osisko Mining plans to concentrate all future Windfall mine infrastructure at the current site, thereby minimizing ore transportation. To replace the diesel generators and reduce the site's reliance on fossil fuels, we are considering the construction of a 120 kV power line connected to the provincial hydroelectric grid.

The current Windfall operations consist of exploration drilling and advancement of an exploration ramp to collect bulk samples and to completed characterisation work. Our total energy consumption can vary widely due to the pace of the surface and underground exploration activities. The factors influencing air quality therefore mainly relate to dust

and the emission of greenhouse gases through fuel consumption.

DUST

Osisko Mining has measures in place to limit dust emitted by vehicle movement. During summer and dry periods, a tanker puts a dust suppressant on the roads in busy sectors to keep dust levels down. In addition, slower speeds reduce dust, so we limit the speed to 30 km/h on most road segments on site.

FUEL

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

| FUEL TYPE | 2020 (KL) | 2019 (KL) |
|-------------------|-----------|-----------|
| DIESEL - COLOURED | 6,332 | 6,730 |
| PROPANE | 813 | 931 |
| DIESEL - CLEAR | 669 | 562 |
| GASOLINE | 306 | 426 |
| JET- A | 0 | 39 |

WINDFALL GREENHOUSE GAS EMISSIONS

| CATEGORY | 2020 T CO ₂ EQ. | 2019 T CO ₂ EQ. |
|-----------------------------------|----------------------------|----------------------------|
| CO ₂ (CARBON DIOXIDE) | 19,337 | 22,043 |
| CH ₄ (METHANE) | 52 | 69 |
| N ₂ O (NITROUS OXIDES) | 71 | 82 |
| TOTAL (SCOPE 1) | 19,459 | 22,194 |

According to GHGRP methodology GHG releases from the project are estimated under the Environment and Climate Change Canada (ECCC) GHG Emission Reporting Program (GHGRP) and the Québec regulation respecting mandatory reporting 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.



BIODIVERSITY MANAGEMENT

We avoid operating in protected areas, identified biological refuges and known archaeological sites, and we respect land that has special value for First Nations people. We strive to minimize the footprint of our operations and we reclaim the land once we have finished working in areas. When designing and operating our facilities, we look for the most efficient technologies and techniques to minimize environmental risks.

At Windfall, we are in the early stages of the mining project. We're currently collecting baseline data to assess the effects on biodiversity through an Environmental Impact Assessment, which includes stakeholder engagement. Since 2016, Osisko Mining has been collecting environmental information on the Windfall site, including data on climate, aquatics, benthic organisms in water, vegetation, terrestrial fauna, caribou and other species, surface water and air quality. We also study sediment, noise, traffic and archeology. In 2020, we completed two groundwater quality campaigns, and environmental geochemical characterization of ore, tailings and waste rock continues.

The data helps us understand the existing ecosystem so that we can consider the effects of future mine development at the site. By working with stakeholders, we can address concerns during the project design and commit to mitigation measures. We are working with the Cree First Nation of Waswanipi and the Tallymen to include Cree context and Cree traditional knowledge in each sectorial report of the Environmental Assessment.

EMBEDDING BIODIVERSITY AT ALL STAGES OF THE MINING PROCESS



EXPLORATION

Assessment of biodiversity risks, including location of protected areas, presence of protected species and areas valued by First Nations



DESIGN AND CONSTRUCTION

Environmental impact assessment, including the collection of baseline data and the determination of avoidance, mitigation or remediation measures. This assessment is carried out in collaboration with scientific experts and local stakeholders, in full compliance with legislation and is followed by public hearings. This assessment is part of the project design and government approval is required before proceeding to the construction phase.



OPERATION

An action plan will be developed with monitoring programs. The monitoring programs will include input from our host communities and the on-going sharing of data.



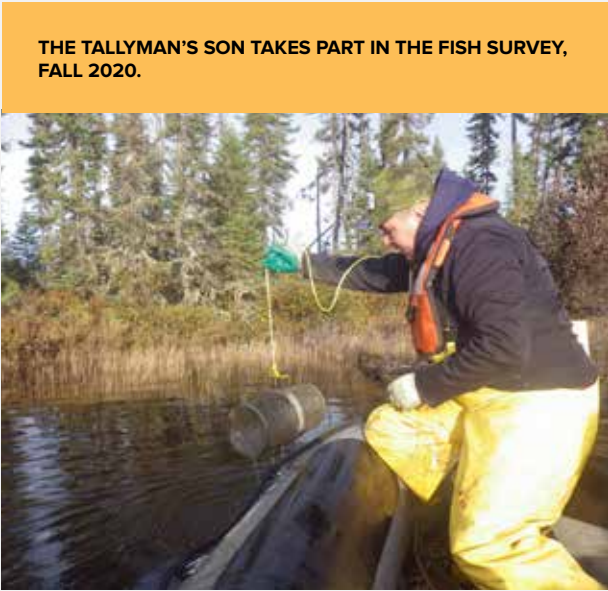
CLOSURE

The closure plan will ensure the environmental safety of the site and its infrastructure. Progressive restoration solutions will be in place.

Our main potential impacts on biodiversity include land disturbance and deforestation; habitat fragmentation from roads; dust; and negative impacts to animals from our infrastructure. We closely monitor the quality of water returned to the environment and have started a three-year Environmental Effects Monitoring study including receiving environment characterization and monitoring.

We favour preventive measures (avoid and minimize) over compensatory measures (restore and offset). Our biodiversity protection measures include:

- Do not conduct activities in areas protected by legislation.
- Respect areas valued by First Nations.
- Reuse previous site footprints where possible to avoid unaffected areas.
- Adopt safe and clean technologies (e.g. a filtered tailings technology is currently being considered in the design of the future Windfall mine site).
- Avoid wetlands and respect protective corridors around streams and bodies of water.
- Develop emergency plans for unplanned events.
- Restore sites to ensure physical and chemical stability through progressive rehabilitation measures.
- Regularly update closure and rehabilitation plans.
- Raise environmental awareness by providing employees with the appropriate training and tools.



INVASIVE ALIEN SPECIES MANAGEMENT

The Windfall site was the subject of a characterization study to better understand the surrounding plant species. One of the results of this baseline was that we identified no invasive alien species (IAS) in the study area. Although invasive alien species are less widespread in Northern Québec, we pay special attention to preventing their occurrence and spread. This includes introducing measures to limit the risks of introducing IAS during our work. For example, gatekeepers inspect all machinery entering the Windfall site, ensuring the equipment meets our health and safety standards and that it is clean and free of debris or dirt.

SPECIAL-STATUS SPECIES MANAGEMENT

We know that some special-status animal species may inhabit areas near our operations. Special-status species likely to be observed in the vicinity of the Windfall site include:

SPECIAL-STATUS SPECIES AT WINDFALL

| CATEGORY | WILDLIFE SPECIES |
|--|--|
| ENDANGERED ⁽¹⁾ | Northern long-eared bat ⁽³⁾ Little brown bat ⁽⁴⁾ |
| THREATENED ⁽¹⁾ | Canada warbler ⁽⁵⁾ Woodland caribou |
| SPECIAL CONCERN ⁽¹⁾ | Common nighthawk ⁽⁵⁾ Olive-sided flycatcher ⁽³⁾ Rusty blackbird ⁽⁶⁾ |
| VULNERABLE ⁽²⁾ | Bald Eagle ⁽⁵⁾ Woodland caribou |
| LIKELY TO BE DESIGNATED THREATENED OR VULNERABLE ⁽²⁾ | Silver-haired bat ⁽⁵⁾ Red bat ⁽⁵⁾ Hoary bat ⁽⁵⁾ |

- NOTES:
- (1) As per the Government of Canada's Species at Risk Act
 - (2) As per the Québec government's act respecting threatened or vulnerable species
 - (3) Near Threatened as per the International Union for Conservation of Nature (IUCN) Red List of Threatened Species
 - (4) Endangered as per IUCN Red List of Threatened Species
 - (5) Least concern as per IUCN Red List of Threatened Species
 - (6) Vulnerable as per IUCN Red List of Threatened Species

No plant species with a particular status have been listed.

We have incorporated information about woodland caribou into the mandatory introductory training for all Windfall workers and are in the process of developing awareness and sighting reporting tools for other special-status species.

WINDFALL ENVIRONMENTAL MONITORING COMMITTEE

The *Windfall Environmental Monitoring Committee* was created in 2019. Its objective is to ensure effective consultation with the Tallyman's family and the Cree First Nation of Waswanipi. The Tallyman's family acts as an environmental monitor and is invited to perform site inspections, make suggestions and raise concerns.

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 Supervisor and the Osisko Mining Director of Community Relations and ESG. Other community members may also participate, including the Deputy Chief, the Cree Trappers' Association representatives, the Waswanipi Forestry Consultant Expert or Osisko Mining experts.

Each month, we share information about our exploration and construction activities and environmental performance and protocols. We organize surface and underground site visits. 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. In 2020, we discussed the Cree context, the fish habitat and vegetation. We also discussed more precise land use within a 10 km radius of the Windfall site to prepare for planning the permanent infrastructure of the future mine site.



PLANNING FOR 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 | 2020 | | 2019 | | 2018 | |
|---------------------------|-----------|------------|-----------|------------|-----------|------------|
| | Disturbed | Remediated | Disturbed | Remediated | Disturbed | Remediated |
| WINDFALL | 48,050 | 11,800 | 111,000 | 49,000 | 96,000 | 4,500 |
| URBAN BARRY | 95,850 | 95,850 | 25,600 | 25,600 | 37,000 | 37,000 |
| QUÉVILLON OSBORNE-BELL | - | - | 66,665 | 66,665 | 41,100 | 41,100 |
| TOTAL | 143,900 | 107,650 | 203,265 | 141,265 | 174,100 | 82,600 |



WE USED THE OVERBURDEN COLLECTED DURING THE EXPANSION OF THE LINED STOCKPILE TO BEGIN RESTORING DRILLING AREAS AND A MULTI-USERS BORROW PIT.



CLOSURE PLAN AND FINANCIAL ASSURANCE

Certain exploration activities specified in the Québec Mining Act require us to submit a closure plan and associated financial assurance. These 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; measures for protection, rehabilitation and closure; 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 latest update of the Windfall closure plan includes the lined waste rock stockpile second extension and the new pond.

The following table shows the updates to 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 \$ 5,601,294 to the Québec government as financial assurance for the Windfall Project.

WINDFALL CLOSURE PLAN AND FINANCIAL ASSURANCE

| YEAR | OWNER | CLOSURE 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 |
| 2020 | Osisko Mining | Addendum - major change | \$ 5,601,294 |

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 2020 | 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). | Sent community notification letters before initiating exploration (First Nation communities and municipalities). |
| | | Attend community meetings and events to discuss exploration activities. | The usual activities were modified due to the COVID-19 pandemic. Organization of virtual meetings with the communities of Waswanipi, Obedjiwan and Lac Simon. | 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. | The usual activities were modified due to the COVID-19 pandemic. | 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). | Employed Waswanipi community liaison adviser (Windfall). | Hired Waswanipi community liaison adviser (Windfall). |

SOCIETY

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | 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. | Shared information on Mineral Resources Estimate. | Shared information on Preliminary Economic Assessment. | <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>Shared information on Preliminary Economic Assessment and Mineral Resources Estimate.</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. | <p>Visit of the Waswanipi community by Chief Operations Officer with the Community Relations Department.</p> <p>Participation to the Waswanipi Pipun Festival.</p> <p>From March, the usual activities were modified because of the COVID-19pandemic.</p> <p>Virtual participation in Waswanipi General Assembly.</p> <p>Established COVID-19 follow-up committee with the Cree Nation of Waswanipi and the Cree Nation Government communicate concerns with the community.</p> | 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. |

SOCIETY

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | PROGRESS 2019 | PROGRESS 2018 | PROGRESS 2017 |
|---|--|---|---|--|---|--|
| Build longterm positive relationships with our Aboriginal partners and local communities. | Gain knowledge of community values 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. | Maintained records of community concerns. | 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. | Windfall Environmental Monitoring Committee with the Cree First Nation of Waswanipi. Meeting on traditional knowledge with the Tallymen. Meeting with the Cree Nation Government. | Created the Windfall Environmental Monitoring Committee. Meeting on traditional knowledge with the Tallymen. | | |
| | | Improve the workforce’s awareness of cultural diversity. | Prepared and displayed posters on the Cree way of life. The usual activities were modified due to the COVID-19 pandemic. | 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). |
| | | Maintain sponsorships and donations. | In-kind donations to Tallymen. Local and regional sponsorships. | Sponsored Tallymen to QMEA conference. In-kind donations to Tallymen. Local and regional sponsorships. | Sponsored Tallymen and invited IBA team to QMEA conference. In-kind donations to Tallymen (Windfall) and communities (Kan). Local and regional sponsorships. | Sponsored Tallymen to attend QMEA conference. In-kind donations to Tallymen (James Bay and Windfall). Developed donation and sponsorship guidelines based on Osisko Mining values. Local and regional sponsorships. |
| | | | | | | |
| | | | | | | |
| | | | | | | |

SOCIETY

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | PROGRESS 2019 | PROGRESS 2018 | PROGRESS 2017 |
|---|-------------------------------------|--|--|---|--|--|
| Build longterm positive relationships with our Aboriginal partners and local communities. | Work to address community concerns. | Support programs promoting health, well-being and education in Aboriginal communities. | <p>4 paid internships for Cree students.</p> <p>The usual activities were modified due to the COVID-19 pandemic.</p> <p>Actions related to perseverance and academic success (Waswanipi Educators in Native Childcare Services Program graduation).</p> <p>Sporting events and projects, especially for families and young people (Waswanipi Hockey Club).</p> <p>Supporting community events (Waswanipi Fishing derbies).</p> | <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 / C  GEP 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 / Kuujjuaq 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 2020 | 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>The usual activities were modified due to the COVID-19 pandemic.</p> <p>Member of the « Comité régional des partenaires du Marché du travail (CRPMT) - Nord du Québec ».</p> <p>Collaboration committee with Lebel-sur-Quévillon.</p> <p>Windfall Environmental Monitoring Committee with the Cree First Nation of Waswanipi.</p> <p>COVID-19 follow-up committee with the Cree Nation of Waswanipi and the Cree Nation Government.</p> <p>Quebec Mining Association Committees (COVID-19, Human Resources, Community Relations, Communications).</p> <p>Continue volunteered participation in the regional interministerial committee, “Table interministérielle régionale” (pilot project).</p> | <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 with the Cree First Nation of Waswanipi.</p> <p>Volunteered participation in the regional interministerial committee, “Table interministérielle régionale” (pilot project).</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. | 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>Implementation of the Dialogue telemedicine service.</p> <p>Presentation of values to all Osisko Mining employees.</p> <p>Policy on teleworking.</p> <p>Participation in benchmarking of industry working conditions.</p> <p>Virtual and small group meetings by the President to thank employees for their contribution.</p> | <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 2020 | 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 106 workers from First Nations communities on Windfall Project (employees and contractors). <p>Osisko Internship Program for Summer 2020.</p> <p>Note: Most of the usual activities taking place in the communities have been suspended due to COVID-19.</p> | <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 (employees and contractors). <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 ProjectMore than 55 workers from First Nations communities on Windfall, Urban Barry and Quévillon Projects1 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 ProjectMore than 92 workers from Cree First Nations communities on Windfall and Urban Barry ProjectsSix 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: 34 %</p> <p>Employees from First Nation communities at the Windfall Project: 12 %</p> | <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>Policy on COVID-19 management and training for all employees.</p> <p>New human resources policy.</p> <p>Training on the prevention of workplace violence and harassment.</p> | <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. | Completed annual performance reviews. | Completed annual performance reviews. | Completed annual performance reviews. | Completed annual performance reviews. |

SOCIETY

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | 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">17 % general12 % for permanent positions27 % for temporary positions | Measured workforce turnover: <ul style="list-style-type: none">21 % general11 % for permanent positions35 % for temporary positions | Measured workforce turnover: <ul style="list-style-type: none">17.5 % general9 % for permanent positions28 % for temporary positions | |
| | | Track workforce training by hours/year and gender. | Track workforce training: <ul style="list-style-type: none">2,736 hours of trainingExpenses equivalent to 1.56 % of payroll\$219,331 of investment See 2020 SD Report Supplement – ESG Tables: Workforce. | Track workforce training: <ul style="list-style-type: none">2,547 hours of trainingExpenses equivalent to 2.1 % of payroll\$283,724 of investment See 2019 SD Report Supplement – ESG Tables: Workforce. | Track workforce training: <ul style="list-style-type: none">4,935 hours of trainingExpenses equivalent to 2.2 % of payroll | |
| | | Continue to recruit and provide research opportunities for students. | Student internships (5) including 4 First Nation interns. Participation in the CEGEP de l'Abitibi-Témiscamingue career fairs. Note: the challenges of social distancing due to COVID-19 led us to make the decision to decrease the number of people on site. | Student internships (23) including 5 First Nation 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 2020 | 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>Monthly distribution of a dashboard focused on prevention and health and safety statistics to the various departments.</p> <p>Maintained the R+ (positive reinforcement) program for all employees to promote health and safety efforts.</p> <p>Inclusion of the "5 Rules that Save Lives" in the induction program for new employees and contractors.</p> <p>Lockout and working at height procedures ready for approval and deployment.</p> <p>Energy focused on COVID-19 management.</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> |
| | Continuous improvement of Occupational Health & Safety Management System (OHSMS). | <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>Developed an action plan for the health and safety committee. Implementation postponed to 2021 due to pandemic.</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> |
| | | Add mandatory risk assessment for each new task. | Risk assessments were performed for unusual and non-routine tasks. | Preparation of the procedure and necessary tools. | | |
| | | Implement working cards for surface employees. | <p>Surface working card launched for civil work and drilling.</p> <p>Underground working card maintained.</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. | | |

HEALTH AND SAFETY

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | PROGRESS 2019 | PROGRESS 2018 | PROGRESS 2017 |
|--|---|---|--|--|---|---|
| Provide a safe working environment. | Continuous improvement of Occupational Health & Safety Management System (OHSMS). | Provide a risk assessment for every job description. | 100 % completed for all jobs at Windfall. Communicated with existing workers and included in the new employee orientation. | 100 % completed for all jobs at Windfall. Communicated with existing workers. Added to new employee orientation. | | |
| 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. | Developed online onboarding and induction training. Scheduled for rollout in 2021. Site safety training for employees, contractors and visitors. | Online orientation has been initiated, to be launched in 2020. Site safety training for employees, contractors and visitors. Health and Safety leadership training for the Health and Safety team. | Site safety training for employees, contractors and visitors. Daily H&S meetings. | Site safety training for employees, contractors and visitors. Introduced daily H&S meetings. |
| | | Maintain site-specific emergency plans. | Updated site-specific emergency plans, including COVID-19 management. Biannual underground evacuation practises canceled due to the pandemic situation. | Updated site-specific emergency plans. Biannual underground evacuation practises. | Updated site-specific emergency plans. Awarded security contract (Windfall). Purchased an ambulance. | Updated site-specific emergency plans. |
| | | Expand Windfall fire protection equipment and protocol. | Training on fire truck. | Purchased a fire truck Training on fire truck. Updated Fire Emergency Plans | Preparation of the Emergency Plan and Fire Emergency Plan (Windfall). | |
| | | Ongoing emergency practises for response teams. | Conducted emergency simulations – surface and underground (Windfall). Weekly training for first responders (Windfall). Maintained and trained a mine rescue team and fire brigade (Windfall). Continued a daily bonus for members of fire brigade, first responders and mine rescue team. | Conducted emergency simulations – surface and underground (Windfall). Weekly training for first responders (Windfall). Maintained and trained a mine rescue team and fire brigade (Windfall). Initiated a daily bonus for members of fire brigade, first responders and mine rescue team. | Conducted emergency simulations – surface and underground (Windfall). Weekly training for first responders (Windfall). Maintained and trained a mine rescue team and fire brigade (Windfall). | Conducted emergency simulations (Windfall). Weekly training for first responders (Windfall). |

HEALTH AND SAFETY

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | 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 needs assessment for H&S training. | Standard training for our new mine rescue team (CNESST regulations). Recruitment for firefighters and mine rescue team. | Maintain our first responder team to make sure we are up to date. Fire brigade is complete and full. | Completed needs assessment on mine rescue, fire brigade and first responders. Continued recruitment to fill mine rescue, fire brigade and first responders' positions. | |
| | | Ongoing tracking H&S training. | Maintain and update records for the H&S team and other employees. Keep records on contractor skills. | 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). | Involvement of managers during inspections, investigations, risk analysis and follow-up of corrective measures. | Launched H&S inspections by executive team members. | | |
| | | Ongoing reporting of H&S statistics. | Collected data for the full year on H&S incidents. 2020 lost time incident frequency rate (LTIFR) of 0.44 overall. No work related fatalities. | 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. No work related fatalities. | 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. No work related fatalities. | Collected data for the full year on H&S incidents. 2017 lost time incident frequency rate (LTIFR) of 1.6. No work related fatalities. |
| | | Ongoing audits of on-site practices. | More than 375 H&S field inspections (surface and underground). 2 inspections by CNESST. | More than 425 H&S field inspections (surface and underground). 2 inspections by CNESST. | More than 400 H&S field inspections (surface and underground). 6 inspections by CNESST. | More than 250 H&S field inspections. 3 inspections by CNESST. |

HEALTH AND SAFETY

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | PROGRESS 2019 | PROGRESS 2018 | PROGRESS 2017 |
|--|-------------------------------|--|--|---|--|---|
| Monitor, analyze and audit our safety performance. | Report and analyze incidents. | Analyze trends and develop corrective actions to reduce incidents. | <p>Training on accident report and investigation forms.</p> <p>Performed incident investigations on major events.</p> <p>Applied corrective measures and rigorously maintained the corrective actions register.</p> <p>Analyzed incident trends.</p> | <p>Training on accident report and investigation forms.</p> <p>Performed incident investigations. Increasing the investigation numbers by twice.</p> <p>Applied corrective measures and rigorously maintained the corrective actions register.</p> <p>Analyzed incident trends.</p> | <p>Implemented the new accident report and investigation forms. Other sites send accident reports to H&S Windfall Lake department to standardize.</p> <p>Encouraged workers to report every incident. Added a new area for reporting “Services.”</p> <p>Performed incident investigations and applied corrective measures.</p> <p>Analyzed incident trends and developed safety talks aimed at reducing problem areas.</p> | <p>Established a risk register by workstations.</p> <p>Improved accident reporting procedures.</p> <p>Developed and implemented corrective measures process.</p> <p>Initiated the incident investigation process.</p> <p>Analyzed incident trends and developed safety talks aimed at reducing problem areas.</p> |

ENVIRONMENT

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | 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>Comparison of infiltration rates to the hydrogeological model and taking flow readings on a fixed date to improve data reliability.</p> <p>Identification of groundwater occurrences and sealing of boreholes.</p> <p>Measure and estimate site-wide water use (drilling, drinking water, dewatering) and report to the Board of Directors.</p> <p>Apply dust suppressant as a replacement for water.</p> <p>Calculation of fuel consumption at the site, calculation and declaration of GHG and report to the Board of Directors.</p> <p>Beginning of studies and steps for the construction of a power line.</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> |

ENVIRONMENT

| OBJECTIVES | GOALS | ACTION PLAN 2019-2021 | PROGRESS 2020 | PROGRESS 2019 | PROGRESS 2018 | PROGRESS 2017 |
|---|--|---|---|---|---|--|
| 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. 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>Update of the baseline data collection plan for the impact study.</p> <p>Continued geochemical characterization of ore, tailings and waste rock (Windfall).</p> <p>Sharing baseline data with the Windfall Environmental Monitoring Committee formed with the Cree First Nation of Waswanipi.</p> <p>Planning the new camp on already disturbed area.</p> <p>EXPLORATION ACTIVITES:</p> <p>Updated all site anthropogenic areas.</p> <p>Updated areas impacted by exploration drilling activities.</p> <p>Use of overburden excavated during construction activities for the restoration of an old drilling area and a portion of the borrow pit.</p> <p>Used the unlined stockpile footprint for the expansion of the lined waste rock stockpile (using an already impacted area)</p> <p>Restored the unlined waste rock stockpile (removed the material and repurposed to cover the geomembrane).</p> <p>Installation of an old 25,000 liter tank near the generators for oil changes (end of the use and handling of "cubic meter" tanks)</p> <p>Reported (MELCC) and cleaned all spills. Also reported spills to the Board.</p> <p>Produced statistics on 2019 spills and presented main conclusions in the new employee introduction meeting.</p> <p>Implemented training to respect riparian areas when planning drill holes.</p> <p>Calculation of GHG emissions from the Windfall site.</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>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>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>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>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> <p>Prepared the 5-year closure plan update (Windfall).</p> <p>Reported and cleaned all spills.</p> <p>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 2020 | PROGRESS 2019 | PROGRESS 2018 | PROGRESS 2017 |
|----------------------------|---|--|--|---|--|---|
| Minimize waste production. | Understand solid waste generation and ensure proper management. | <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>Reused material from the unlined waste rock stockpile as a rolling surface underground.</p> <p>Reused waste rock for the construction of the expansion of the lined waste rock stockpile and for the new pond.</p> <p>Assessment of a woodchipper to reduce landfill and for use of the chips as restoration material.</p> <p>Testing for the regeneration of the zeolite to extend its life.</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>Ordered 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 2020 | PROGRESS 2019 | PROGRESS 2018 | PROGRESS 2017 |
|-----------------------------|--|--|---|--|---|--|
| Meet regulatory compliance. | Understand requirements for all sites and ensure compliance. | <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>Added an environmental technician position to support the Environmental Supervisors.</p> <p>Continued water treatment operators’ training and simulated a non-compliant effluent as a learning exercise.</p> <p>Participation in the federal Clean Growth Program for the eventual commissioning of an electro-oxidation treatment unit for ammoniacal nitrogen.</p> <p>Annual inspection by MELCC. No non-compliances.</p> <p>Maintaining up-to-date knowledge of legislation and regulations through participation in the QMA's environmental committee.</p> <p>Reported effluent results to MELCC and ECCC.</p> <p>Continued the Environmental Effects Monitoring study (MDMER) with receiving environment characterization and monitoring.</p> <p>Submission of the necessary applications for additional characterization work.</p> <p>Submission of a remediation plan addendum.</p> <p>Continued participation in the regional interministerial committee, “Table interministérielle régionale” (pilot project).</p> <p>Provincial and federal GHG reporting.</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 2020 | 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>\$11.3M in employee taxes and \$1M in payments to government.</p> <p>Reported workforce by employment categories, gender and full- or part-time status. See 2020 SD Report Supplement – ESG Tables: Workforce.</p> <p>Beginning of discussions with the Centre de formation professionnelle de la Baie-James and the Sabtuan Regional Vocational Training Centre of the Cree School Board.</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>82 % of purchases in Québec and Ontario.</p> <p>\$35M 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>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>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 KEY SUSTAINABILITY TABLES

| COMPANY | UNITS | 2020 | 2019 |
|---|--------|-----------|-----------|
| Shares outstanding | Number | ± 334 M | ± 290 M |
| Fully diluted shares | Number | ± 385 M | ± 312 M |
| Fully diluted cash | \$CAD | ± 466 M | ± 216 M |
| Market capitalization | \$CAD | ± 1,237 M | ± 1,175 M |
| Debt | \$CAD | 0 | 0 |
| Equity | \$CAD | ± 687 M | ± 609 M |
| Net revenues | \$CAD | 0 | 0 |
| Cash and investment | \$CAD | ± 269 M | ± 138 M |
| Exploration and related activities spending | \$CAD | 106 M | 111 M |
| General and administration expenses (including salaries, benefits and severance) | \$CAD | 9.81 M | 12.4 M |

| GOVERNANCE | UNITS | 2020 | 2019 |
|---|--------|------|------|
| BOARD OF DIRECTORS | | | |
| Women | Number | 3 | 1 |
| Men | Number | 7 | 7 |
| Independent Directors | Number | 7 | 7 |
| Non-Independent Directors | Number | 3 | 1 |
| Breakdown by age groups | | | |
| Percentage under 30 years old | % | 0 | 0 |
| Percentage between 30-50 years old | % | 30 | 30 |
| Percentage over 50 years old | % | 70 | 70 |
| Breakdown by Self-Identification | | | |
| First Nation / Métis or Inuit | % | 0 | |
| Racialized person | % | 10 | |
| Person living with a disability | % | 0 | |
| Person having French as mother tongue | % | 30 | |
| Person having English as mother tongue | % | 60 | |
| Person having Spanish as mother tongue | % | 20 | |
| Gender women | % | 30 | |
| Gender men | % | 70 | |
| Other gender | % | 0 | |
| Person member of the LGBTQ2S+ community | % | 0 | |

NOTES:
 LGBTQ2S+: Lesbian, Gay, Bi-sexual, Transgender, Queer, Two-spirited.
 Since respondents had the option of giving multiple answers or not answering, the total may not equal 100%

| WORKFORCE | UNITS | 2020 | 2019 |
|---|--------|------|------|
| EMPLOYEES | | | |
| Total Workforce as December 31 | Number | 194 | 166 |
| Breakdown by gender | | | |
| Percentage of women | % | 34 | 35 |
| Percentage of women / gender queer - management | % | 43 | 43 |
| Percentage of women - supervision | % | 35 | 39 |
| Breakdown by age groups | | | |
| Percentage of employees under 30 years old | % | 35 | 41 |
| Management | Number | 0 | 0 |
| Supervision | Number | 0 | 5 |
| Others | Number | 68 | 63 |
| Percentage of employees between 30-50 years old | % | 48 | 46 |
| Management | Number | 3 | 5 |
| Supervision | Number | 19 | 19 |
| Others | Number | 93 | 52 |
| Percentage of employees over 50 years old | % | 17 | 13 |
| Management | Number | 4 | 2 |
| Supervision | Number | 7 | 4 |
| Others | Number | 22 | 16 |
| Breakdown by place of residence | | | |
| First Nation | Number | 18 | 23 |
| Nord-du-Québec | Number | 9 | 7 |
| Abitibi-Témiscamingue | Number | 31 | 31 |
| Québec - (Other) | Number | 88 | 85 |
| Ontario | Number | 5 | 20 |
| Breakdown by sector | | | |
| Exploration | Number | 128 | 108 |
| Human Resources & Health and Safety | Number | 8 | 8 |
| Mining | Number | 11 | 7 |
| Sustainable Development & Environment | Number | 9 | 9 |
| Administration | Number | 19 | 16 |
| Logistics | Number | 12 | 11 |
| Management | Number | 7 | 7 |
| Breakdown by type | | | |
| Temporary | Number | 93 | 71 |
| Permanent | Number | 101 | 95 |
| Voluntary Turnover Rate | | | |
| Temporary | % | 27 | 35 |
| Permanent | % | 12 | 11 |
| New Hires | | | |
| Temporary | Number | 54 | 64 |
| Intern | Number | 5 | 23 |
| Permanent | Number | 14 | 28 |

| EMPLOYEE DIVERSITY - 2021 SURVEY | UNITS | 2021 |
|---|-------|------|
| Breakdown by Self-Identification – Voluntary and anonymous survey | | |
| First Nation / Métis or Inuit - Total | % | 7 |
| Management | % | 0 |
| Supervision | % | 3 |
| Employees | % | 9 |
| Racialized person - Total | % | 14 |
| Management | % | 14 |
| Supervision | % | 6 |
| Employees | % | 16 |
| Person living with a disability - Total | % | 9 |
| Management | % | 14 |
| Supervision | % | 9 |
| Employees | % | 9 |
| Person having French as mother tongue - Total | % | 82 |
| Management | % | 43 |
| Supervision | % | 97 |
| Employees | % | 81 |
| Person having English as mother tongue - Total | % | 25 |
| Management | % | 43 |
| Supervision | % | 13 |
| Employees | % | 26 |
| Person having Cree as mother tongue - Total | % | 5 |
| Management | % | 0 |
| Supervision | % | 0 |
| Employees | % | 7 |
| Person member of the LGBTQ2S+ community - Total | % | 4 |
| Management | % | 29 |
| Supervision | % | 0 |
| Employees | % | 4 |
| Gender men - Total | % | 65 |
| Management | % | 43 |
| Supervision | % | 66 |
| Employees | % | 64 |
| Gender women - Total | % | 33 |
| Management | % | 43 |
| Supervision | % | 34 |
| Employees | % | 36 |
| Other gender - Total | % | 1 |
| Management | % | 14 |
| Supervision | % | 0 |
| Employees | % | 0 |

NOTES:
 Anonymous and voluntary web survey.
 Data collection conducted between May 26 and June 17, 2021 by Leger.
 Sample: 147 Osisko Mining employees (74%).
 Since respondents had the option of giving multiple answers or not answering, the total may not equal 100%.
 LGBTQ2S+: Lesbian, Gay, Bi-sexual, Transgender, Queer, Twospirited.

| TRAINING | UNITS | 2020 | 2019 |
|---------------------------|--------|---------|---------|
| Total Hours of training | Number | 2,736 | 2,547 |
| Hours of training – Men | Number | 1,901 | 1,438 |
| Hours of training – Women | Number | 835 | 1,108 |
| Payroll Expenses | % | 1.6 | 2.1 |
| Investments | \$CAN | 219,331 | 283,724 |

| HEALTH AND SAFETY | UNITS | 2020 | 2019 |
|---|--------|---------|-----------|
| EMPLOYEES AND ENTREPRENEURS | | | |
| First aid | Number | 91 | 114 |
| Medical aid | Number | 10 | 10 |
| Lost time | Number | 2 | 3 |
| Restricted work | Number | 18 | 16 |
| Working hours | Number | 915,249 | 1,059,621 |
| Lost time injury frequency rate (per 200,000 hours worked) | Rate | 0.44 | 0.57 |
| Cumulative frequency rate (per 200,000 hours worked) | Rate | 4.37 | 3.59 |
| Total recordable injury frequency rate (per 200,000 hours worked) | Rate | 6.56 | 5.47 |

| COMMUNITY RELATIONS | UNITS | 2020 | 2019 |
|--|--------|---------|---------|
| First Nation Workers | Number | 106 | 62 |
| Stakeholders meetings | Number | 51 | 42 |
| SPONSORSHIPS AND DONATIONS | | | |
| Project Level | \$CAN | 42,748 | 100,896 |
| Corporate Level | \$CAN | 219,677 | 303,863 |
| LOCAL SPENDING | | | |
| Employee taxes | \$CAN | 11.3 | 11.5 M |
| Payments to government | \$CAN | 1 M | 1 M |
| Purchases in Quebec and Ontario | % | 82 | 83 |
| Contracts and purchases from aboriginal businesses | \$CAN | 35 M | 40 M |

| ENVIRONMENT | UNITS | 2020 | 2019 |
|---|-----------------------|-----------|-----------|
| SPILLS MANAGEMENT | | | |
| Spills | Number | 99 | 113 |
| Contaminated soil (sent to authorized site) | t | 140 | 360 |
| AREAS DISTURBED – DRILL PADS | m ² | 143,900 | 92,265 |
| AREAS REMEDIATED (1ST STAGE) – DRILL PADS | m ² | 107,650 | 141,265 |
| WATER | | | |
| Surface water (used for drilling activities (estimated value) and camp facilities (measured value)) | m ³ | 359,155 | 476,093 |
| Groundwater infiltration (treated) | m ³ | 336,935 | 204,952 |
| Runoff water (treated) | m ³ | 39,909 | 17,534 |
| WASTE (WINDFALL SITE ONLY) | | | |
| Breakdown by type | | | |
| Non-hazardous waste | | | |
| Food waste (composted) | kg | 29,115 | 35,424 |
| Cardboard (composted) | kg | 11,625 | 12,315 |
| Metal (recycled) | t | 108 | 120 |
| Wood (sent to authorized landfill) | m ³ | 990 | 900 |
| Other (sent to authorized landfill) | m ³ | 775 | 1,800 |
| Hazardous waste | | | |
| Contaminated soil (sent to authorized site) | t | 140 | 360 |
| Contaminated zeolite (sent to authorized site) | t | 33 | 78 |
| Other (pickups - sent to authorized site) | Number | 10 | 12 |
| Waste rock | | | |
| Produced waste rock (stored on the lined stockpile) | t | 185,059 | 193,283 |
| Reused waste rock (took from the unlined stockpile) | t | 45,500 | 7,000 |
| FUEL CONSUMPTION AND GREEN HOUSE GAS EMISSIONS (WINDFALL SITE ONLY) | | | |
| Environment and Climate Change Canada GHG Emission Reporting Program | | | |
| Diesel (coloured) | kL | 6,330 | 6,730 |
| Propane | kL | 813 | 930 |
| Diesel (clear) | kL | 669 | 562 |
| Gasoline | kL | 309 | 426 |
| Jet –A | kL | 0 | 39 |
| CO ₂ (Carbon Dioxide) | t CO ₂ eq. | 19,337 | 22,043 |
| CH ₄ (Methane) | t CO ₂ eq. | 52 | 69 |
| N ₂ O (Nitrous Oxides) | t CO ₂ eq. | 71 | 82 |
| Total GHG Emissions (Scope 1) | t CO ₂ eq. | 19,459 | 22,194 |
| FINANCIAL ASSURANCE (WINDFALL SITE ONLY) | \$CAN | 5,601,294 | 3,512,850 |



THE IMPACT OF OUR COMMITMENTS

2020 SUSTAINABLE DEVELOPMENT REPORT

osiskomining.com