



# PREPARING FOR THE FUTURE

2022 SUSTAINABLE DEVELOPMENT REPORT

•  
OSISKO  
MINING





# OUR 2022 SUSTAINABLE DEVELOPMENT REPORT

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

It describes our performance from January 1 to December 31, 2022, and gives comparative data for previous years.

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

This report does not include the activities of our subsidiaries or partners.

## SUMMARY

A MESSAGE FROM OUR LEADERSHIP.....	4
OUR COMPANY .....	8
CORPORATE GOVERNANCE .....	14
OUR EMPLOYEES .....	22
SAFETY AND INDUSTRIAL SECURITY .....	40
COMMUNITY RELATIONS AND SOCIO-ECONOMIC DEVELOPMENT .....	52
ENVIRONMENT.....	66

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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)

## VISIT OUR DATA CENTER

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

- 2016 to 2021 Sustainable Development Reports
- Corporate policies and public documents
- Exploration and technical report results





# A MESSAGE FROM OUR LEADERSHIP

As a committed mineral exploration company, we are pleased to present our 2022 Sustainable Development Report, highlighting Osisko Mining’s remarkable progress and achievements. We are committed to promoting sustainable practices that encourage environmental protection, strong community relations, and the well-being of our employees. This report provides a comprehensive overview of our efforts in these key areas, and demonstrates our commitment to transparent communication with our external partners.

In 2022, Osisko Mining achieved several milestones and made significant organizational progress. We were honoured to receive the prestigious 2022 Entrepreneur of the Year award from the Québec Mineral Exploration Association, which recognizes our dedication and significant progress in the development of the Windfall Project. In addition, we strengthened our support for renewable energies by entering into a binding agreement with MiyuuKaa for the transmission of hydroelectric power to our Windfall site. This landmark collaboration underlines our commitment to reducing our impact on the environment and seeking clean energy alternatives.

We have also expanded our team with the appointment of three new Vice-Presidents—Pascal Simard, Andréanne Boisvert, and Ronald Bougie and three new directors, Sandra Bolduc, Sylvain Drolet, and Vanessa Millette. Their in-depth expertise and leadership further strengthen our ability to promote sustainable development in our operations. In addition, the integration of a construction team ensures our ability to build and operate responsibly. We are also proud to announce that Osisko Mining has received an AA rating in MSCI’s ESG index evaluation. This recognition confirms our approach to sound environmental, social, and governance practices and is testimony to our sustainable business vision.

Preserving and protecting the environment is at the heart of our business. In 2022, we focused on carrying out detailed environmental studies to fully understand and mitigate any potential impact caused by our activities. We also hosted the Interdepartmental Regional Table at our site, encouraging collaboration and knowledge-sharing with government authorities to develop a permitting roadmap that will accelerate the approval process for the Windfall Project. We have maintained a regular and constructive

dialogue with the Environmental Monitoring.

Committee, working closely with the Waswanipi community. These regular meetings have enabled us to take concerns into account and ensure, as far as possible, that our operations are adapted to the needs of the local community. In addition, we obtained the necessary authorizations to pursue the development of the fourth bulk sample, demonstrating that compliant and responsible mining practices are central to our operations.

For us, building strong and meaningful relationships with the communities in which we operate is of paramount importance. In 2022, we undertook efforts to encourage dialogue, further understanding, and promote collaboration, including with the newly elected Waswanipi Chief and Council. These relationships are essential to ensure that the development of our projects matches the aspirations and interests of local communities. Furthermore, we have begun consultations for the environmental impact study, to gather opinions and ideas from stakeholders. Our inclusive decision-making approach ensures that the voices of all stakeholders are heard and considered. We actively participated with the citizens, contractors, and elected members of Lebel-sur-Quévillon in public events and site visits, fostering transparency and cooperation. In recognition of the importance of First Nations, we celebrated Indigenous Peoples Day on our site, for the first time since the pandemic. The event showcased the rich culture, traditions, and contributions of First Nation communities, reinforcing our commitment to reconciliation and collaboration.

The well-being and professional development of our employees remain a top priority for us. In 2022, we took major steps towards ensuring an inclusive working environment that advances the development of our workforce. To improve employment opportunities for local communities, we have moved the mine school to the Windfall site. This strategic decision has enabled us to provide practical training and hands-on experience to future miners, giving them the skills they need for a successful career in the industry. As part of our commitment to Cree workers, we launched the Mining Essentials Program. This program provides the knowledge and skills needed to excel in various roles in the mining

industry. By creating opportunities for members of First Nations communities, we help build local capacity and promote a more diverse and inclusive workforce. As part of our ongoing commitment to equity, we have carried out an assessment to ensure fair compensation practices at all levels of our organization. This determination to ensure pay equity reinforces our belief in creating a work environment that values and recognizes the contributions of every employee.

In addition, we have made the health and safety of our employees a priority through various initiatives. We have implemented comprehensive health and safety protocols, promoting a culture of prevention and encouraging a safe working environment. As a result, we have developed and launched our new Occupational Health and Safety Vision 2025, which sets out our strategic roadmap for continuously improving safety practices and strengthening the well-being of our employees. By investing in the professional growth, well-being, and safety of our staff, we strive to create a workplace that not only meets high industry standards, but also reinforces a sense of belonging and enables individuals to reach their full potential.

We’re proud of the progress we’ve made in sustainable development in 2022, and we’ll continue to work diligently to improve our performance and achieve our goals. We firmly believe that our commitment to sustainability, the environment, our communities, and our employees is essential to ensuring a prosperous and responsible future for our company. We would like to thank our employees, First Nations, host communities, financial and government partners, as well as our shareholders, for their continued trust and support in our drive towards sustainable development. By collaborating with our external stakeholders, we will continue to move towards a future where mining activities and economic development can coexist harmoniously with the preservation of the environment and the improvement of the quality of life of local communities.

Yours sincerely,


**John F. Burzynski**  
Chairman of the Board  
and Chief Executive Officer


**Andréanne Boisvert**  
Vice-President, Environment  
and Community Relations








# 2022 HIGHLIGHTS

 **388,620 m<sup>3</sup>**  
of water treated and returned  
to the environment

 **0**  
final effluent non-compliance


 **34,795 kg**  
of composted food  
and cardboard waste


 **27,081 t CO<sub>2</sub> éq.**  
produced by the Windfall Project

 **177 employees**  
(27% women or gender queer)

 **74 First Nations  
members**  
have worked at Windfall

 **\$70 million spent**  
in First Nation businesses  
or joint ventures

 **\$381,000**  
in donations and  
sponsorships

 **0 fatal accidents**

In 2022, Osisko Mining received a rating  
of AA (on a scale of AAA-CCC) from MSCI  
ESG Ratings.

MSCI  
ESG RATINGS

AA

CCC

B

BB

BBB

A

AA

AAA

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Osisko Mining was awarded  
2022 Entrepreneur of the  
Year by the Québec Mineral  
Exploration Association  
(QMEA).







# OUR COMPANY

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 of our stakeholders, including our shareholders, employees, and host communities.



## RESPECT

Display respect in all our actions and interactions.



## PASSION

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



## INTEGRITY

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



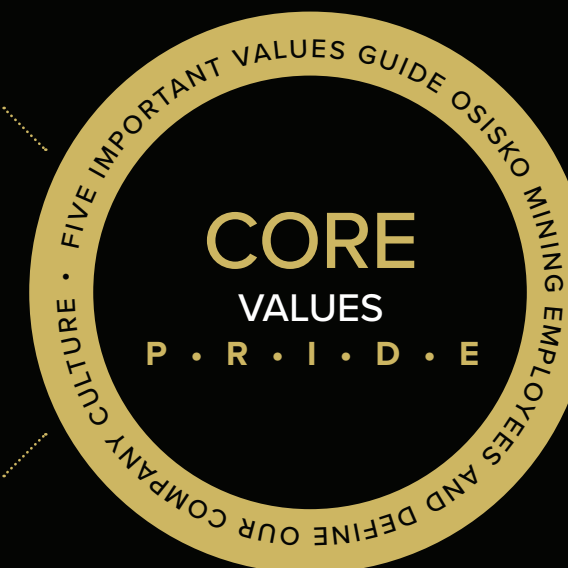
## DIVERSITY

Hire and nurture a diverse and inclusive team.



## EFFICIENCY

Be efficient and creative in our use of resources.





# WE EXPLORE IN QUÉBEC

Windfall is our flagship project, a world-class high-grade gold deposit. Windfall is located in the Eeyou Istchee James Bay region, between the towns of Val-d'Or and Chibougamau, Québec. We also hold a 50% interest in a large group of claims (over 2,300 km²) in the Urban Barry and Lebel-sur-Quévillon areas of Québec. All our exploration projects are in Québec, Canada.\*

Tous nos projets d'exploration sont au Québec, Canada.



**Note:**  
\* Reflects the transaction between Osisko Mining and Gold Fields concluded on May 1, 2023.

## OSISKO MINING PROJECTS

PROJECT	LOCATION	STATUS	ACTIVITIES IN 2022
WINDFALL	Québec	50% owned <sup>3</sup>	Drilling, definition drilling, underground exploration, updated mineral resource estimate, and progress towards feasibility study
QUÉVILLON OSBORNE-BELL	Québec	50% owned <sup>3</sup>	Geophysical survey
URBAN BARRY	Québec	50% owned <sup>3</sup>	Prospecting, mapping, geochemical soil surveys, and geophysical surveys
BLONDEAU-GUILLET	Québec	50% owned <sup>2</sup>	Prospecting and mapping by Vior
URBAN DUKE	Québec	50% owned <sup>1</sup>	No activities

**Notes:**  
1. Bonterra Resources Inc. has a right to acquire 70% of the property, which was executed on July 12, 2021.  
2. Vior Inc. has agreed to acquire a right of acquisition of 75% of the property on July 25, 2021.  
3. Reflects the transaction between Osisko Mining and Gold Fields concluded on May 1, 2023.

## DRILLING ACTIVITIES

PROJECT	UNIT	2022	2021	2020	2019	2018	2017	2016
WINDFALL	m	132,852	412,485	281,618	298,196	179,870	386,596	106,000
URBAN BARRY	m	0	20,205	12,738	16,234	7,302	7,595	-
QUÉVILLON OSBORNE-BELL	m	0	0	0	32,878	33,976	1,575	-
TOTAL	m	132,852	432,690	294,356	347,308	221,148	395,766	106,000





# WINDFALL: A WORLD-CLASS DEPOSIT

The Windfall Project is located in the Eeyou Istchee James Bay region of Québec, 425 km north-northwest of Montreal, 200 km northeast of Val-d'Or, and 115 km east of Lebel-sur-Quévillon. The Windfall Project falls within the traditional territories of the Cree First Nation of Waswanipi.

The site has an exploration ramp that allows for underground mapping work, characterization works, and exploration drilling from underground stations. The 2022 surface and underground drilling program is designed to define the mineralized zones in the Main and Lynx Zones.

The underground exploration ramp continues to advance and has reached the Triple Lynx Zone. A third bulk sample was collected from this zone in the second half of 2022. 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. The study is due to be published in early 2023.

To support our activities, our Windfall camp provides dormitories, a cafeteria, a gym, and other amenities for our workers. The main camp also includes offices, waste management facilities, drinking water wells, and septic fields. We also rented the facilities of the LaForest camp, located about 30 km from the Windfall site, in addition to using the Windfall camp.

## WINDFALL PROJECT

	UNIT	2022	2021	2020	2019	2018	2017	2016
MINING CLAIMS	ha	12,523	12,523	12,523	12,400	12,400	12,400	12,400
TOTAL DRILLED	m	132,852	412,485	281,618	298,196	179,870	386,596	106,000
EXPLORATION RAMP ADVANCEMENT	m	12,029	9,862	6,289	4,626	2,330	-	-
INVESTED	\$CAD	96.3 M	150.6 M	92.7 M	105.6 M	92 M	104 M	22 M



**OVER 1.7 MILLION METERS OF DRILLING COMPLETED SINCE 2015**



**POSITIVE RESULTS FROM THE 2022 FEASIBILITY STUDY**



**AN EXPLORATION RAMP REACHING A VERTICAL DEPTH OF 670 M**



**POSITIVE RECONCILIATION OF THE LYNX 600 BULK SAMPLE**



**2022 UPDATED MINERAL RESOURCE ESTIMATE**

For more information on the Windfall Project, please visit [osiskominer.com](https://www.osiskominer.com). To read the recent technical reports compliant with National Instrument 43-101 Standards of Disclosure for Mineral Projects, please visit Osisko Mining's issuer profile on SEDAR ([www.sedar.com](https://www.sedar.com)): the technical reports entitled "An Updated Mineral Resource Estimate for the Windfall Lake Project, Eeyou Istchee James Bay, Québec, Canada" (dated September 14, 2022, with an effective date of June 7, 2022) and "Feasibility Study for the Windfall Project, Eeyou Istchee James Bay, Québec, Canada" (dated January 10, 2023, with an effective date of November 28, 2022) were prepared for Osisko Mining by BBA Inc.





# CORPORATE 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 English

and French 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 fraud and corruption, as set out in our 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, and 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 that meet the legal requirements for each department. Please visit [osiskominer.com](https://osiskominer.com) to learn more.





# BOARD OF DIRECTORS

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.

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. For further skill disclosures for each Board member, refer to the Board skills matrix in the Management Information Circular available at osiskomining.com. 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.

**AC**  
 Audit Committee

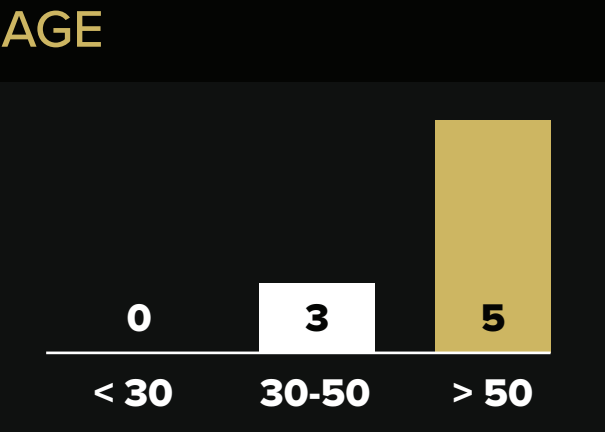
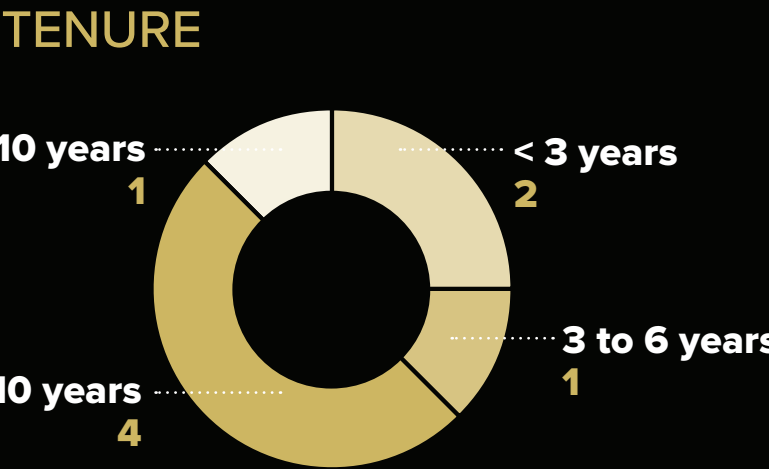
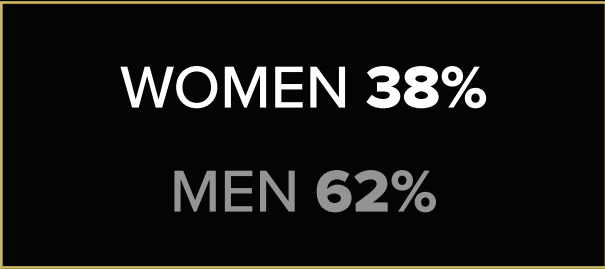
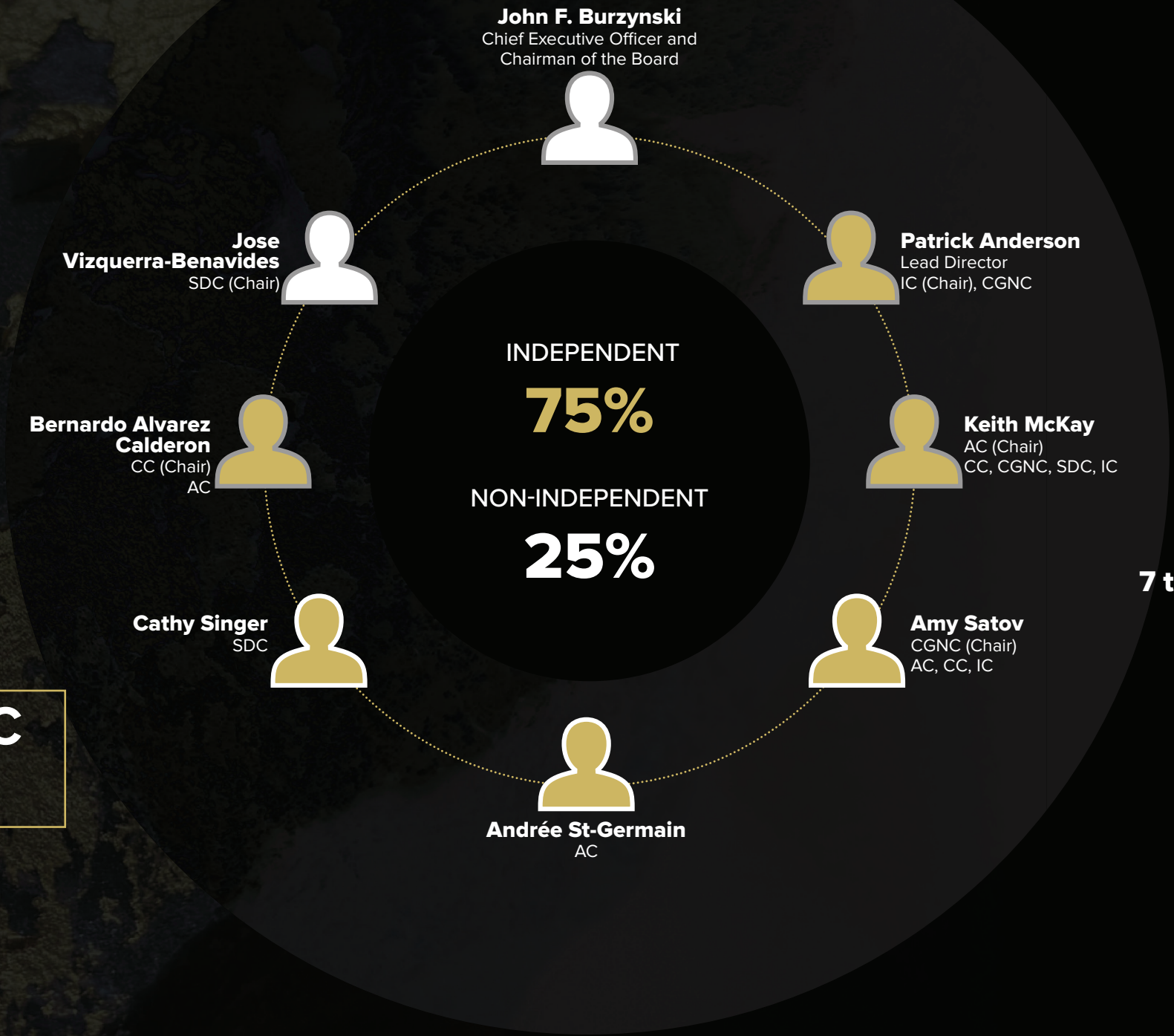
**CGNC**  
 Corporate Governance and Nominating Committee

**SDC**  
 Sustainable Development Committee

**CC**  
 Compensation Committee

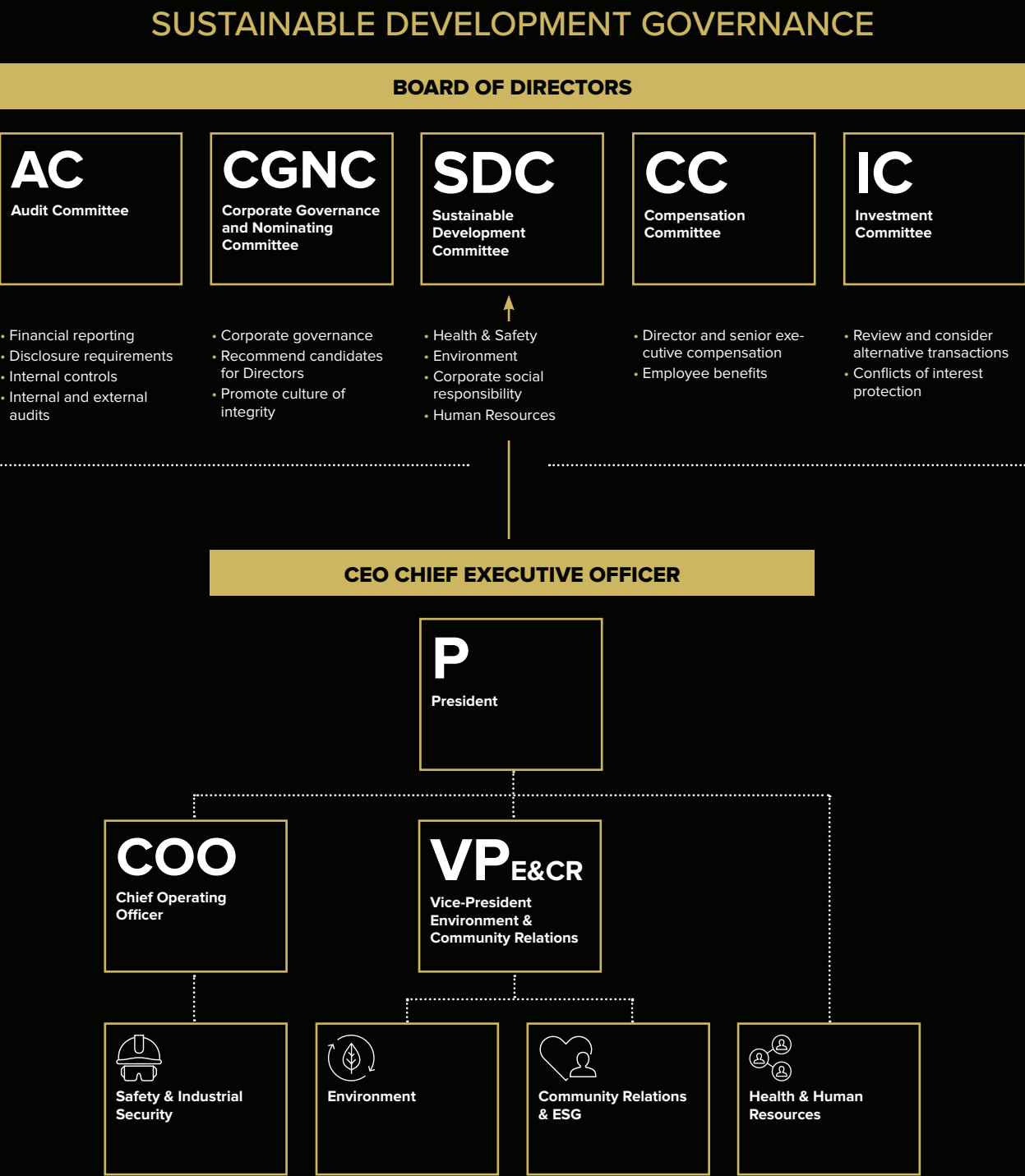
**IC**  
 Investment Committee

# BOARD INDEPENDENCE AND DIVERSITY AS OF DECEMBER 31, 2022





# OUR GOVERNANCE FRAMEWORK





# 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. Our management team has reached the parity zone with 40% women or gender queer people.

## MANAGEMENT TEAM MEMBERS

**JFB**  
John F. Burzynski  
Chief Executive Officer and Chairman of the Board

**MS**  
Mathieu Savard  
President

**DN**  
Don Njegovan  
Chief Operating Officer

**BZ**  
Blair Zaritsky  
Chief Financial Officer

**AM**  
Alexandria Marcotte  
Vice-President, Project Coordination

**LM**  
Lili Mance  
Vice-President and Corporate Secretary

**MJ**  
Mandy Johnston  
Vice-President, Finance

**PS**  
Pascal Simard  
Vice-President Exploration<sup>1</sup>

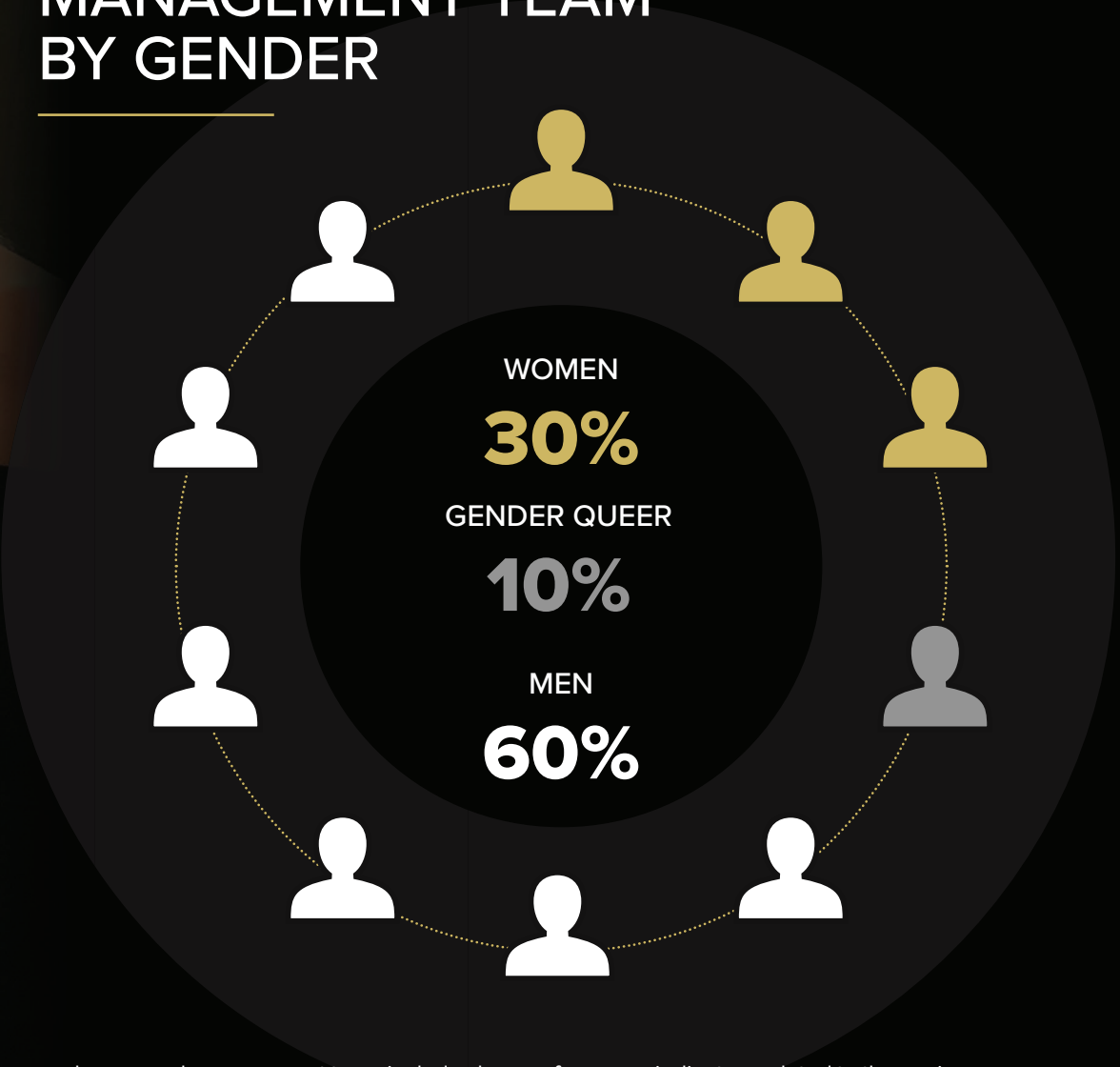
**RB**  
Ronald Bougie  
Vice-President, Engineering and Construction<sup>1</sup>

**AB**  
Andréanne Boisvert  
Vice-President, Environment and Community Relations<sup>1</sup>

**Note:**  
1. Nominated in 2022

Our President, Mathieu Savard, surrounded by part of the senior management team, proud to have won the Entrepreneur of the Year award at the AEMQ's XPLOR 2022 Gala.

# MANAGEMENT TEAM BY GENDER



The assessment of our employees and management team includes key performance indicators related to the environment, health and safety, society, and the economy. The annual incentive program for members of upper management is based on their performance as a team in achieving corporate objectives approved by the Board at the beginning of each year. Members of upper management receive half of their annual salary as a set amount, and the other half is conditional and prorated on achieving our corporate objectives. Our key objectives for 2022 were:

- Asset development (10%)
- Shareholder returns (50%)
- Financial performance (20%)
- Sustainability (20%)

In 2022, we earned a score of 20% out of a possible 20% for the sustainability objective. 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 licence to operate and preserves the trust of our shareholders and stakeholders in our activities. For further details concerning the 20% result, please refer to the Management Information Circular available at [osiskominig.com](#).





# OUR EMPLOYEES



## OUR APPROACH

Osisko Mining's success relies on a committed workforce that supports our values and shares our corporate culture. We strive to offer a dynamic, welcoming, safe, and inclusive environment. We offer our employees a fair salary and competitive benefits. We acknowledge our employees' achievements and provide rewarding opportunities for development. We foster and continuously improve an exemplary organizational culture.

Osisko Mining also 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.

Our Human Resources Policy reflects our values and practices and was approved by the Chief Executive Officer (available at [osiskominer.com](https://osiskominer.com)). The Sustainable Development Committee of the Board of Directors provides oversight, and the President is responsible for managing its implementation. We also have a Human Rights Policy that reports to the Osisko Mining Audit Committee. Our approach is inspired by the International Bill of Human Rights, the United Nations Guiding Principles, and the fundamental principles of the International Labour Organization.

## 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



# THE HEALTH AND HUMAN RESOURCES DEPARTMENT’S CHALLENGES FOR THE YEAR

The management of the COVID-19 pandemic remains a highlight of 2022. We have maintained our prevention protocols for our exploration sites and administrative offices, while adapting them to the evolution of government and Public Health recommendations. The team also monitored the implementation and compliance of the different protective measures. Towards the end of 2022, the testing laboratory was removed from service and sanitary measures were gradually scaled back. We are now following Public Health recommendations to manage COVID-19 like all other respiratory infections.

Another major milestone reached in 2022 was bringing the mine school from Matagami to our Windfall site. In partnership with the Centre de formation professionnelle de la Baie James (CFPBJ), two cohorts of students completed their vocational training in ore extraction (DVS) at our facilities this year. A third cohort will start at the end of 2022.

In collaboration with the Comité sectoriel de la main-d’œuvre de l’industrie des mines (CSMO mines), we launched the Mining Essentials Program, with participants from Waswanipi.

Another highlight of 2022 is the integration of a highly qualified construction team, who will accompany us through the next stages of the project.

Finally, the initial pay equity exercise was launched to comply with the Pay Equity Act. The purpose of the pay equity exercise is to ensure that workers in typically female jobs receive a wage equal to that of a person in a typically male job of equivalent value. The exercise will be completed in early 2023.

We continued the rollout of our human resources information system, which 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. A module of this system facilitates the posting of our job offers directly on our website, allows interested people to apply online, and facilitates the management of applications. In addition, with our new platform, our employees can apply to positions via internal posting.

## 2022 HIGHLIGHTS



## COVID-19 MANAGEMENT

SCREENING ACTIVITIES	2022	2021	2020
NUMBER OF TESTS	21,000	21,042	9,405
NUMBER OF POSITIVE CASES	190	9	2



# A PORTRAIT OF OUR WORKFORCE

## NUMBER OF EMPLOYEES BY AGE

LEVEL	AGE	2022	2021	2020	2019
UPPER MANAGEMENT	< 30	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	30-50	6 (60%)	4 (50%)	3 (43%)	5 (7%)
	> 50	4 (40%)	4 (50%)	4 (57%)	2 (29%)
	<b>TOTAL</b>	<b>10 (100%)</b>	8 (100%)	7 (100%)	7 (100%)
SUPERVISORS	< 30	2 (6%)	1 (4%)	0 (0%)	5 (18%)
	30-50	26 (74%)	18 (69%)	19 (73%)	19 (68%)
	> 50	7 (20%)	7 (27%)	7 (27%)	4 (14%)
	<b>TOTAL</b>	<b>35 (100%)</b>	26 (100%)	26 (100%)	28 (100%)
OTHER	< 30	38 (29%)	56 (40%)	68 (42%)	63 (48%)
	30-50	67 (51%)	64 (45%)	71 (44%)	52 (40%)
	> 50	27 (20%)	21 (15%)	22 (14%)	16 (12%)
	<b>TOTAL</b>	<b>132 (100%)</b>	141 (100%)	161 (100%)	131 (100%)
TOTAL	< 30	40 (23%)	57 (33%)	68 (35%)	68 (41%)
	30-50	99 (56%)	86 (49%)	93 (48%)	76 (46%)
	> 50	38 (21%)	32 (18%)	33 (17%)	22 (13%)
	<b>TOTAL</b>	<b>177 (100%)</b>	175 (100%)	194 (100%)	166 (100%)

## NUMBER OF EMPLOYEES BY EMPLOYMENT SECTOR

EMPLOYMENT SECTOR	2022	2021	2020	2019
UPPER MANAGEMENT	10 (6%)	8 (5%)	7 (4%)	7 (4%)
EXPLORATION	75 (42%)	94 (53%)	128 (66%)	108 (65%)
EXPLORATION RAMP ADVANCEMENT	42 (24%)	21 (12%)	11 (6%)	7 (4%)
SUPPORT SERVICES AND ADMINISTRATION	50 (28%)	52 (30%)	48 (24%)	44 (27%)
<b>TOTAL</b>	<b>177 (100%)</b>	175 (100%)	194 (100%)	166 (100%)



# DIVERSITY, EQUALITY AND INCLUSION

We are committed to promoting a respectful, diverse, and inclusive workplace and implementing practices to ensure every individual has an equal opportunity to evolve according to their skills. The diversity of our workforce is a strength and helps us succeed by bringing together varied experiences, backgrounds, skills, and viewpoints. We strive to create the conditions for greater inclusion within our leadership and workforce, and to eliminate barriers that impact First Nations workers.

As a result, our employees live among different cultures and speak different languages fluently. We have offices and operations in three main areas of Canada: Eeyou Istchee James Bay in northern Québec, southern Québec, and southern Ontario.

We strive for respectful workplaces that value cultural differences and eliminate discrimination. Hiring, compensation and promotion decisions are based on competence and qualifications, in compliance with the principles of employment equity. When we post jobs and recruit candidates, we aim to remove unnecessary barriers to be more inclusive. In keeping with the principles of the Charter of Human Rights, we encourage the hiring of women and members of local communities with equivalent skills.



**CLAUDIA TREMBLAY,**  
IT SERVICES COORDINATOR

Claudia is an excellent ambassador for our corporate values. She is passionate about her work, respectful in her dealings, and is honest with her personal values and those of the company. She values diversity in her work team and is efficient in carrying out her projects. Claudia takes customer satisfaction to heart, and no matter what the time or situation, she’s always available to provide solutions. Her contagious good humour spreads throughout the Osisko family. She challenges us to name one person who has never had to talk to her during her time at Osisko Mining!



**HOSSEIN MOSLEMI,**  
TELECOMMUNICATIONS TECHNICIAN

Hossein was born in a small mountain village west of the province of Isfahan in central Iran. He worked in his native region in the IT field for 17 years, before moving to Montréal with his family. According to him, Osisko Mining offers the opportunity to work in the northern wilderness and in a friendly atmosphere. In addition to swimming and mountaineering, Hossein likes shopping in the stores of downtown Montréal. Attentive, determined, self-reliant, honest, and thoughtful, Hossein helps Osisko Mining to shine.



# WOMEN IN MINING

At Osisko Mining, we are committed to the inclusion of women at all levels; women and gender queer people are on our management team (40%), among our supervisors (24%), and make up 27% of the company's workforce. To support our vision of inclusion, our hiring process includes interviewing at least one qualified female candidate for each new open position.



« The contribution of women in the mining industry, and even more so at Osisko Mining, is significant. We are very proud of the fact that we have almost achieved parity (60-40) in upper management. Despite all the stereotypes that persist in the industry, the presence of women at Osisko Mining represents an invaluable talent pool, and brings balance to management and work execution. Empathy, a sense of belonging and diversity of viewpoints, mutual support, resilience, and the need to adapt management styles and work-life balance are just a few of the elements that emerge from the male-female diversity that we have here. As Director of Human Resources, I consider the impact of the HR team to be a determining factor in the integration of women into our workplace. As well as providing information on the different professions and the prerequisites required, the team plays an essential role in ensuring that our hiring policies are understood and applied. It helps promote diversity and inclusion, respect, and civility in the workplace. In addition, it works on partnerships with the education sector and with various mining industry associations. All these initiatives are part of the action plan to continue integrating women at all levels at Osisko Mining.

Sandra Bolduc,  
Director of Human Resources



## NUMBER OF EMPLOYEES BY LEVEL AND BY GENDER

LEVEL	GENDER	2022	2021	2020	2019	2018	2017	2016
UPPER MANAGEMENT	Women and gender queer	4 (40%)	4 (50%)	3 (43%)	3 (43%)	3 (33%)	3 (27%)	1 (11%)
	Men	6 (60%)	4 (50%)	4 (57%)	4 (57%)	6 (67%)	8 (73%)	8 (89%)
	Total	10 (100%)	8 (100%)	7 (100%)	7 (100%)	9 (100%)	11 (100%)	9 (100%)
SUPERVISORS	Women	11 (24%)	9 (35%)	9 (35%)	11 (39%)			
	Men	35 (76%)	17 (65%)	17 (65%)	17 (61%)	-	-	-
	Total	46 (100%)	26 (100%)	26 (100%)	28 (100%)			
OTHERS	Women	37 (28%)	40 (28%)	54 (34%)	44 (34%)	47 (32%)	59 (36%)	25 (39%)
	Men	94 (72%)	101 (72%)	107 (66%)	87 (66%)	102 (68%)	103 (64%)	39 (61%)
	Total	131 (100%)	141 (100%)	161 (100%)	131 (100%)	149 (100%)	162 (100%)	64 (100%)
TOTAL	Women and gender queer	52 (27%)	53 (30%)	66 (34%)	58 (35%)	50 (32%)	62 (36%)	26 (36%)
	Men	135 (72%)	122 (70%)	128 (66%)	108 (65%)	108 (68%)	111 (64%)	47 (64%)
	Total	187 (100%)	175 (100%)	194 (100%)	166 (100%)	158 (100%)	173 (100%)	73 (100%)

We're also involved with the Board of Directors of *Women in Mining – Québec*, which promotes the work of women in the mining sector while encouraging the next generation of students to enter this promising field.



Osisko Mining's delegation at the Québec Mines + Energy conference was predominantly female, and our booth featured the WIM Québec banner (from left to right: Vanessa Millette, Éva Roy-Vigneault, Séverine Blouin, Isabelle Roy, and Andréanne Boisvert).



# 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. We have therefore developed a hiring process to support hiring local people, targeting specific positions to post in local and First Nations communities.

We use social media to reach out to the local workforce, and we use the services of the *Comité sectoriel de main-d'œuvre de l'industrie des mines (CSMO-Mines)*, a consultation structure within which representatives of companies and workers' associations in the mining sector implement strategies to address the common challenges of workforce attraction and development, as well as human resources management issues in the mining industry. In 2022, our Director of Human Resources accepted the mandate of Employer Co-Chair of CSMO-Mines. She participated in the activities of the *Commission des partenaires du marché du travail (CPMT)*, and our human resources team was present at the *Rendez-vous des employeurs du Nord-du-Québec* to address the issue of workforce scarcity. In addition, Osisko Mining participates in the Québec government's consultation activities for the integration of immigrants and the requalification of the workforce, and is involved in the Québec Mining Association's Human Resources

Committee. We participated in a number of local virtual job fairs and at the National Job Fair in Montréal, where we were able to introduce the mining industry to job seekers from major centres.

In 2022, our workforce consisted of 177 employees, 138 of whom worked at the Windfall site. The remaining team members worked in our offices in Toronto, Montréal, Waswanipi, and Lebel-sur-Quévillon, or from home.

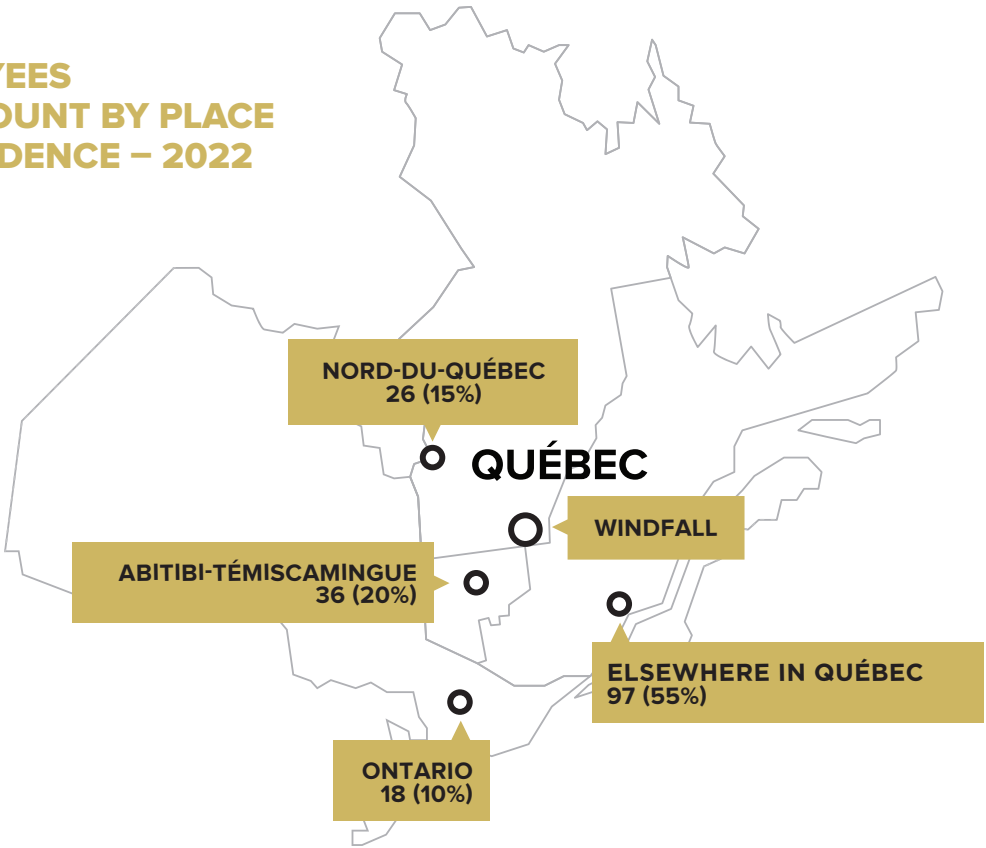
In 2023, 26 (15%) of Osisko Mining's employees came from one of the First Nations or Jamesian communities in Nord-du-Québec; 36 (20%) lived in the neighbouring region (Abitibi-Témiscamingue); and 97 (55%) lived elsewhere in the province of Québec. In all, 90% of our employees live in Québec and 10% in 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 Québec and use shuttle services to transport employees.

Hiring activity at Osisko Mining was high in 2022. As a result of the advancement of the project and feasibility study and the need for specific skills, coupled with ongoing exploration which remains more of a short-term activity, we have hired a total of 77 new employees in 2022. We are gradually moving from the exploration phase to a permanent workforce base for construction and operations.

## NUMBER OF EMPLOYEES BY PLACE OF RESIDENCE

REGIONS	2022		2021		2020		2019		2018
	Total	Windfall	Total	Windfall	Total	Windfall	Total	Windfall	Total
FIRST NATIONS COMMUNITIES IN NORD-DU-QUÉBEC	21 (12%)	20 (15%)	23 (13%)	23 (17%)	18 (9%)	18 (12%)	23 (14%)	23 (20%)	19 (12%)
NON-FIRST NATION COMMUNITIES IN NORD-DU-QUÉBEC	5 (3%)	4 (2%)	9 (5%)	8 (6%)	11 (6%)	9 (6%)	7 (4%)	5 (4%)	8 (5%)
ABITIBI-TÉMISCAMINGUE	36 (20%)	33 (24%)	33 (19%)	31 (23%)	37 (19%)	31 (21%)	31 (19%)	24 (21%)	24 (15%)
QUÉBEC (OTHER REGIONS)	97 (55%)	77 (56%)	90 (51%)	70 (52%)	106 (55%)	88 (58%)	85 (51%)	63 (54%)	85 (54%)
ONTARIO	18 (10%)	3 (3%)	20 (12%)	2 (1%)	22 (11%)	5 (3%)	20 (12%)	2 (2%)	22 (14%)
TOTAL	177 (100%)	137 (100%)	175 (100%)	139 (100%)	194 (100%)	151 (100%)	166 (100%)	117 (100%)	158 (100%)

## EMPLOYEES HEADCOUNT BY PLACE OF RESIDENCE – 2022

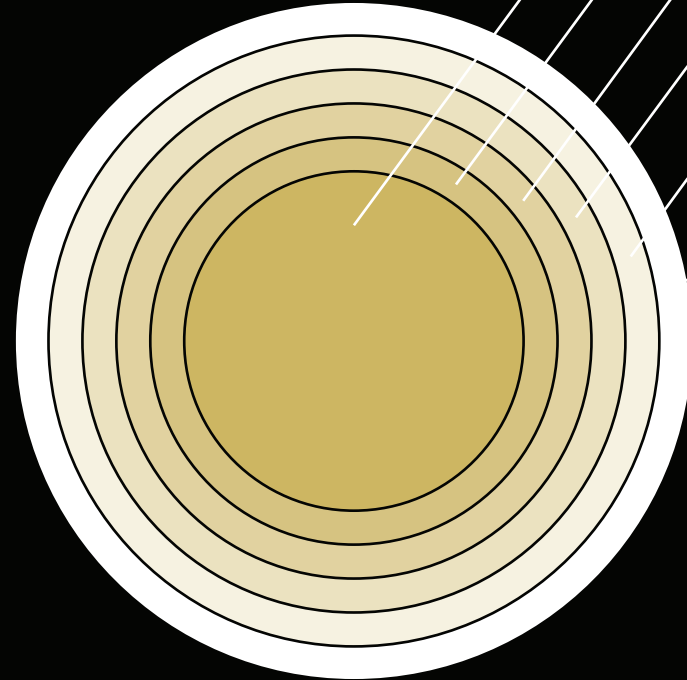




1

THE PERSON  
MUST FIT THE  
QUALIFICATIONS  
NEEDED FOR THE  
POSITION

2



- A Cree person from Cree First Nation of Waswanipi
- A Cree person from another Cree community in Eeyou Istchee James-Bay
- A person from Nord-du-Québec
- A person from Abitibi-Témiscamingue
- A person from province of Québec
- A person from anywhere in Canada



## NUMBER OF EMPLOYEES BY TYPE

STATUS	2022	2021	2020	2019	2018
TEMPORARY	37 (21%)	114 (65%)	93 (48%)	71 (43%)	68 (43%)
PERMANENT	140 (79%)	61 (35%)	101 (52%)	95 (57%)	90 (57%)
TOTAL	177 (100%)	175 (100%)	194 (100%)	166 (100%)	158 (100%)

## EMPLOYEE TURNOVER RATE (VOLUNTARY)

STATUS	2022	2021	2020	2019	2018
PERMANENT	15%	5%	12%	11%	9%

## NUMBER OF NEW HIRES

STATUS	2022	2021	2020	2019
TEMPORARY	7	30	54	64
INTERN	17	18	5	23
PERMANENT	53	28	14	28
TOTAL	77	76	73	115



# FIRST NATION EMPLOYEES

In 2022, 25 (14%) of all Osisko Mining employees identified as members of the First Nations, particularly from the Cree First Nation of Waswanipi. This figure rises to 17% if only Windfall Project employees are considered.

## NUMBER OF FIRST NATION EMPLOYEES

YEAR	2022		2021		2020		2019		2018
	Total	Windfall	Total	Windfall	Total	Windfall	Total	Windfall	Total
FIRST NATION EMPLOYEES	25 (14%)	24 (17%)	30 (17%)	30 (22%)	18 (9%)	18 (12%)	23 (14%)	23 (20%)	19 (12%)
TOTAL NUMBER OF EMPLOYEES	177 (100%)	138 (100%)	175 (100%)	139 (100%)	194 (100%)	151 (100%)	166 (100%)	117 (100%)	158 (100%)

The participation of First Nation workers is a key aspect of the Windfall Project’s success. Cree First Nation community members fill many positions, including Waswanipi Community Liaison Officer, water treatment system operator, general labourer, geology technician, quality control technician, core shack technician, and core cutter. Osisko Mining allows its employees to participate in traditional activities, such as hunting seasons.

Since 2017, an Osisko Mining Liaison Officer has been based in the Waswanipi community. 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 and to support supervisors in their team management. We also work with the Cree School Board, the *Centre de formation professionnelle de la Baie-James*, Apatisiwin Skills Development, and Emploi Québec to recruit First Nation employees. A partnership has also been established with Minipro-Cree to help us with recruitment and to provide tailor-made training for employees.



Underground visit by our core shack employees.



The core shack team with the dancers on Indigenous Peoples Day at Windfall.



The Human Resources Director and a Human Resources Advisor visit Waswanipi with the Community Relations team.



# EMPLOYEE DEVELOPMENT

Investing in employee training not only enhances skills and qualifications, but also strengthens our people’s sense of belonging and motivation. Because of the type of industry in which we operate, we place great emphasis on health and safety training. We also provide coaching and leadership training to enhance the skills of our supervisors. We encourage our employees to take part in ongoing training by attending seminars related to their field of work. Employees have access to language classes and courses on technical software specialized in geology and underground ramp advancement.

## EMPLOYEE TRAINING

HOURS AND INVESTMENT	2022	2021	2020	2019
TOTAL HOURS OF TRAINING	9,426	1329	2,736	2,547
HOURS OF TRAINING (MEN)	8,773	856	1,901	1,438
HOURS OF TRAINING (WOMEN)	654	473	835	1,108
PAYROLL EXPENSES	2.56%	2.80%	1.56%	2.10%
INVESTMENT	\$368,662	\$408,054	\$219,331	\$283,724

To ensure continuous feedback with its employees, Osisko Mining conducts an annual standardized performance review of all employees. This enables a formalized discussion between our employees and their superiors, in a caring, standardized setting, to give and receive feedback. Personalized development plans are also discussed at these annual meetings. In 2022, 90% of our employees had a performance review. We did not evaluate new employees (working for less than three months), or inactive employees, and the performance of the management team is evaluated by the Compensation Committee of the Board of Directors.

## TOTAL EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS

YEARS	2022	2021	2020	2019
TOTAL NUMBER OF EMPLOYEES	177	175	194	166
NUMBER PARTICIPATING IN PERFORMANCE REVIEW	160	162	150	153
% PARTICIPATING IN A PERFORMANCE REVIEW	90%	92%	77%	92%



# TRAINING THE NEXT GENERATION

In 2022, we provided 17 paid internships to students from various centres, at vocational, college, and university levels.

## NUMBER OF INTERNSHIPS AND SUMMER JOBS

LEVEL	2022	2021	2020	2019	2018	2017
TOTAL NUMBER OF INTERNSHIPS AND SUMMER JOBS	17	19	5	23	21	17
PROPORTION OF FIRST NATION STUDENTS	0 (0%)	3 (16%)	4 (80%)	5 (22%)	-	-

## MINING ESSENTIALS PROGRAM

Mining Essentials Program is an employment training program that teaches essential and work readiness skills. Specifically designed for the mining industry, this program aims to familiarize participants with the various jobs that can be found in a mining company (from extraction to processing to the kitchen and rooms, as well as surface services and administration). In the summer of 2022, we welcomed our first cohort of eight candidates from Waswanipi. The students had the opportunity to take part in both the theoretical and practical components directly on the Windfall site. They were able to experience and observe a number of different trades: an introduction to the geology department, working with core shack technicians and drill core samplers, working with underground miners, an introduction to emergency services, a tour of the water treatment facilities, janitorial services, and kitchen. Cultural activities and visits to training facilities were also scheduled. The program ended in August with five graduates. One of the graduates is currently working as a day labourer with the environment department, while another has been hired as a sawyer at the core shack.

## MINE SCHOOL TRANSFER

In partnership with the *Centre de formation professionnelle de la Baie-James (CFPBJ)*, Osisko Mining transferred the mine school from the Matagami mine to its Windfall exploration site in 2022. The theoretical component of the CFPBJ's Diploma of Vocational Studies (DVS) in ore extraction is attended by students in Chibougamau for 6 to 8 weeks. Then, a cohort of eight students, accompanied by two trainers, come to the site on rotations of 7 days on and 7 days off, for practical training in the mine school. This practical component lasts three months. In June, Osisko Mining welcomed its second cohort of DVS students to Windfall. The CFPBJ is also working on setting up a Cree cohort for this DVS. This will be hosted at the Windfall site in 2023.



The proud graduates of the first Mining Essentials cohort in Waswanipi!

# PROVIDING AN ENVIRONMENT THAT PROMOTES HEALTH AND WELL-BEING

Osisko Mining's Health Office plays an essential role in maintaining the physical and mental well-being of our workers. Whether it's preventing illness and psychosocial risks, treating work-related injuries, or providing care in emergency situations, Osisko Mining's healthcare professionals play a crucial role in workers' daily lives by offering medical consultation, first aid, and health advice.

In addition, Osisko Mining offers all its employees a telemedicine service and an employee assistance program, as well as a private group insurance plan for the vast majority of its employees, all through external resources.

The Health Department is also responsible for the redress of files with the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST)<sup>1</sup>, and works in collaboration with the site's Human Resources and Safety and Industrial Security teams.

The Health Office's challenge in 2023 will be to integrate certain elements of industrial hygiene into its role within the company. This includes biological monitoring of exposure (noise, dust, etc.) to assess the effectiveness of existing prevention programs.

By integrating health services, industrial hygiene, and biological exposure monitoring with external resources, our Health Office ensures a safe and healthy working environment for all employees and contractors.

We are also continuing our efforts to prevent the spread of COVID-19 and other respiratory infections by constantly monitoring the recommendations and protocols put in place by Public Health.



Christian Racine, our Health Services Coordinator, and the team of nurses he supervises are committed to the well-being of our workers.

### 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, and occupational health and safety.





# SAFETY AND INDUSTRIAL SECURITY

## OUR APPROACH

The health and safety of our employees and partners is our priority. We constantly work to improve our protocols and strengthen our safety and industrial security team to ensure the health, safety, and well-being of our workers and contractors.

Investigations are undertaken to determine the underlying causes of incident reports. Our 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. Every day, they 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. Our team also carries out inspections and prompt interventions to reinforce instructions and put corrective measures in place. Creating a positive safety culture requires visible leadership that demonstrates concern for workers' safety. Therefore, our contractors and Osisko Mining supervisors regularly conduct joint surface and underground inspections.

Our Health and Safety Policy reflects our values and practices and was approved by our Chief Executive Officer (available at [osiskominer.com](https://www.osiskominer.com)). The Sustainable Development Committee of the Board of Directors provides oversight, and the Chief Operating Officer is responsible for managing the implementation under the guidance of the President.

## OUR COMMITMENTS

- Protecting the health and safety of our workers, partners, and the general population
- Implementing our Occupational Health and Safety Management System
- Developing emergency action plans
- Conducting prevention activities
- Providing employees with an education program

## THIS YEAR'S CHALLENGES FOR THE SAFETY AND INDUSTRIAL SECURITY DEPARTMENT

## OUR COMMITMENTS

**0**

fatalities

**845,556**

hours worked (employees and contractors)

**1.66**

lost time injury frequency rate



There were several changes in the Safety and Industrial Security Department in 2022. We were pleased to welcome a new department director with some 30 years' experience in the mining industry, acquired both internationally and in Canada.

In 2022, our employees and contractors worked 845,556 hours. No work-related fatalities occurred at our exploration sites. Our accidents involving lost time have decreased. As presented in our previous report, 2022 was devoted to introducing online training to prepare our contractors for their arrival on site. As a result, we have revised the content of our site introduction sessions designed for all employees, contractors, and visitors. These sessions were put online in 2022 and must be completed prior to arriving at the site. We have also developed a contractor management and qualification system that will be implemented in 2023.

In 2022, the most severe incident reports came from our underground mining contractor, followed by Osisko Mining employees and the underground drilling contractor. The trends observed in the past continue to be seen on the site, with just under a third of incident reports involving hand injuries. Investigations were carried out to determine the underlying causes of the injuries. The company's vision and its prevention program were reviewed. Performance indicators have been developed and are monitored on a monthly basis to adjust the implemented plan.



« The 2025 health and safety vision aims to make Windfall one of the safest mining sites in the industry. We have developed a strategy and mechanisms to make this vision a reality. »

**Sylvain Drolet,**  
Director, Safety  
and Industrial Security



Launch of the new OHS vision with Windfall site contractors by our President, Mathieu Savard.

SAFETY STATISTICS – EXPLORATION PROJECTS

CATEGORY	2022	2021	2020	2019	2018	2017
FIRST AID	105 (29) (76)	134 (30) (104)	91 (15) (76)	114 (38) (76)	104 (30) (74)	131 (-) (-)
MEDICAL AID	19 (2) (17)	20 (1) (19)	10 (2) (8)	10 (0) (10)	17 (3) (14)	26 (-) (-)
LOST TIME	7 (2) (5)	13 (1) (12)	2 (1) (1)	3 (1) (2)	3 (1) (2)	8 (-) (-)
RESTRICTED WORK	14 (1) (13)	22 (5) (17)	18 (2) (16)	16 (1) (15)	20 (3) (17)	22 (-) (-)
FATALITIES	0 (0) (0)	0 (0) (0)	0 (0) (0)	0 (0) (0)	0 (0) (0)	0 (-) (-)
WORKING HOURS	845,556 243,072 602,484	1,295,832 1,028,928 266,904	915,249 240,309 674,940	1,059,621 306,225 753,396	851,304 266,307 584,997	993,388 (-) (-)
LOST TIME INJURY FREQUENCY RATE	1.66 (1.65) (1.66)	2.01 (0.75) (2.33)	0.44 (0.83) (0.30)	0.57 (0.65) (0.53)	0.7 (0.75) (0.68)	1.6 (-) (-)
CUMULATIVE FREQUENCY RATE	4.97 (2.47) (5.98)	5.40 (4.50) (5.64)	4.37 (2.50) (5.04)	3.59 (1.31) (4.51)	5.4 (3.0) (6.5)	6 (-) (-)
TOTAL RECORDABLE INJURY FREQUENCY RATE	9.46 (4.11) (11.62)	8.49 (5.25) (9.33)	6.56 (4.16) (7.41)	5.47 (1.31) (7.17)	9.4 (6.0) (10.94)	11.27 (-) (-)

- 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) =  $\frac{(\text{Number of Lost Time} + \text{Restricted Work Injuries}) \times 200,000 \text{ Hours}}{\text{Hours Worked}}$

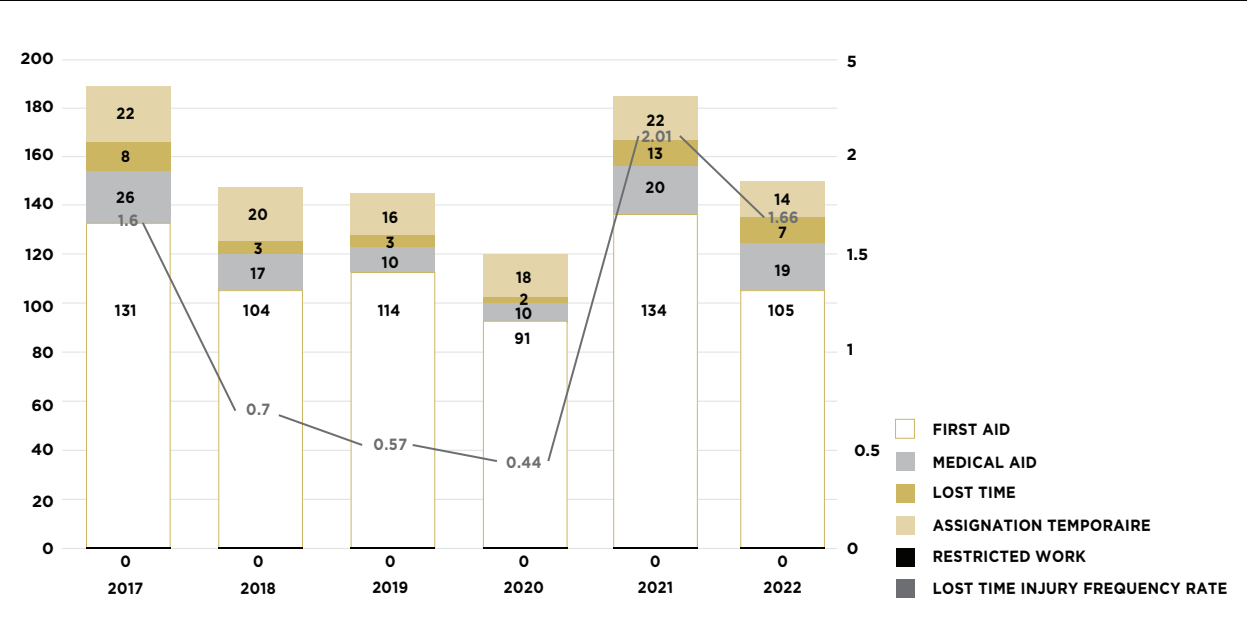
Total Recordable Injury Frequency Rate (TRIFR) =  $\frac{(\text{Total Medical Aid Injuries} + \text{Restricted Work Assignments} + \text{Lost Time Accidents}) \times 200,000 \text{ Hours}}{\text{Hours Worked}}$

Note:

In 2019, Osisko Mining transferred assets to O3 Mining: the Marban deposit, the 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 the Windfall, Quévillon, and Urban Barry projects.



# SAFETY STATISTICS – EXPLORATION PROJECTS – OSISKO MINING EMPLOYEES & CONTRACTORS

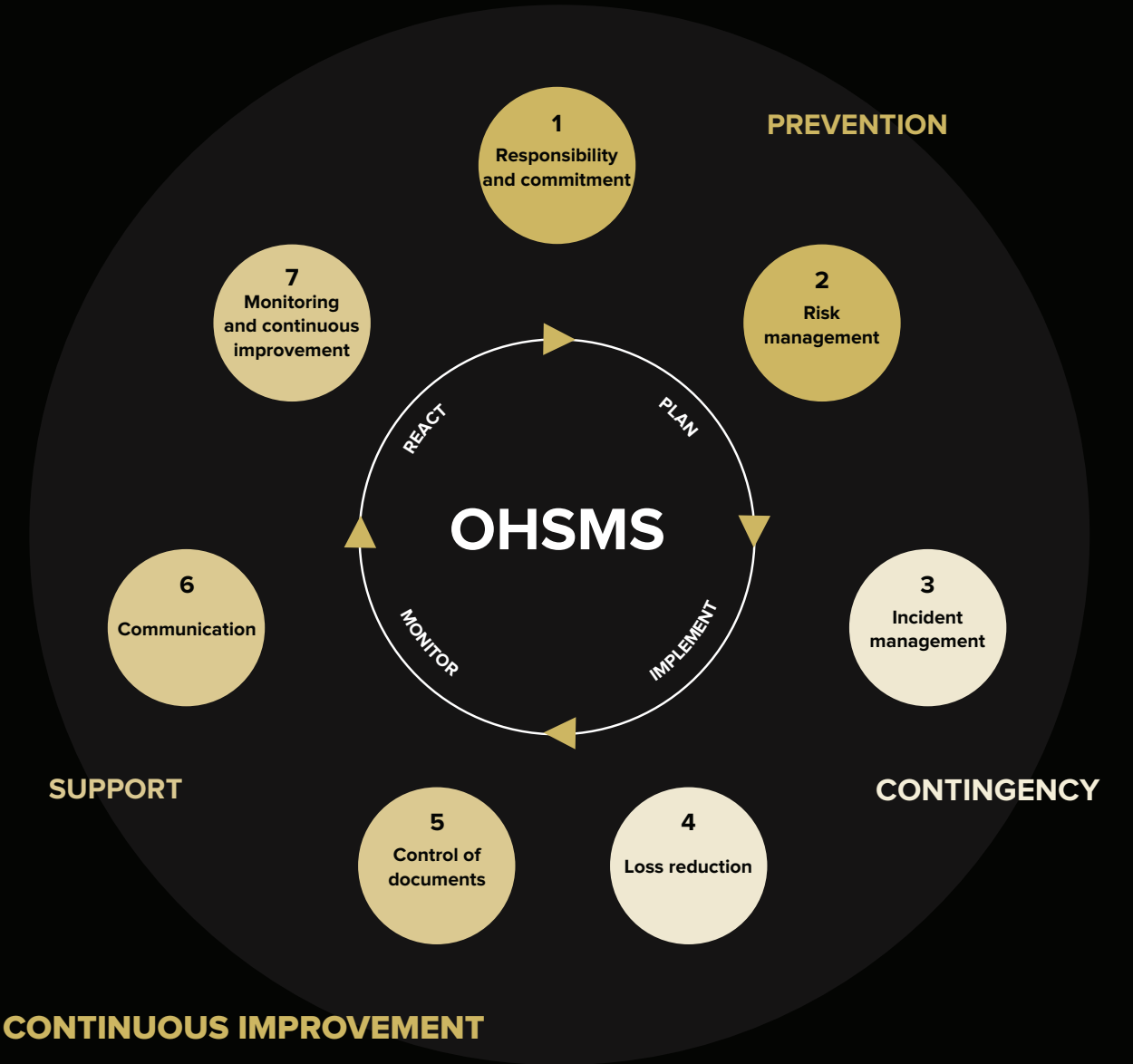


## OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

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 comply with applicable Québec laws and industry best practices. We regularly review our OHSMS to maintain adequate controls, reflect changes in legislation, and adapt it to our new activities.

We investigate each major incident to find the root causes and take immediate action to prevent a reoccurrence. We conduct ongoing prevention activities and take corrective action when necessary.



### CONTINUOUS IMPROVEMENT

- This year, we strengthened supportive tools for our OHSMS, including:
- Defining a new vision for health and safety
  - Revising our OHSMS program
  - Initiating the development process for new programs included in our management system
  - Purchasing a scanner to check incoming and outgoing baggage
- We have also continued:
- Risk assessments for each job description (annual review)
  - Risk assessments for new tasks and non-routine tasks
  - A program that positively reinforces safe behaviour, called R+
  - Underground working cards
  - A daily bonus for workers who are members of the fire brigade, workplace first aiders, and mine rescue brigades



# HEALTH AND SAFETY TRAINING

To ensure our workforce is ready to respond to emergencies, our Health & Safety team and other employees have received and will keep up-to-date training on:

- **Health and safety strategic management**
- **Workplace first aid and CPR**
- **Mining modules**
- **The Workplace Hazardous Materials Information System (WHMIS)**
- **Simulations and training for our workplace first aiders and mine rescue brigades**

# EMPOWERING OUR EMPLOYEES AND CONTRACTORS

We remind our workers of their power to ensure their own safety and that of others. Our Responsible Procurement Policy and our Supplier Code of Conduct require our contractors to protect the health and safety of workers and the general public. We expect contractors’ employees to meet the same requirements as our own, and we require all those who come to work on our sites to undergo our introductory health and safety training. In 2022, we offered training sessions to our contractors to optimize incident reporting and the implementation of corrective measures.

## TOTAL NUMBER OF PARTICIPANTS IN ON-SITE INTRODUCTORY HEALTH AND SAFETY TRAINING SESSIONS

PROJECT	CATEGORY	2022	2021	2020	2019
WINDFALL ET URBAN-BARRY	Employees	94 (100%)	39 (100%)	80 (100%)	58 (100%)
	Contractor	561 (100%)	728 (100%)	662 (100%)	443 (100%)
	Visitors	50 (100%)	28 (100%)	3 (100%)	334 (100%)
QUÉVILLON	Employees	0 (100%)	0 (100%)	0 (100%)	9 (100%)
	Contractors	0 (100%)	0 (100%)	0 (100%)	93 (100%)
	Visitors	0 (100%)	0 (100%)	0 (100%)	0 (100%)

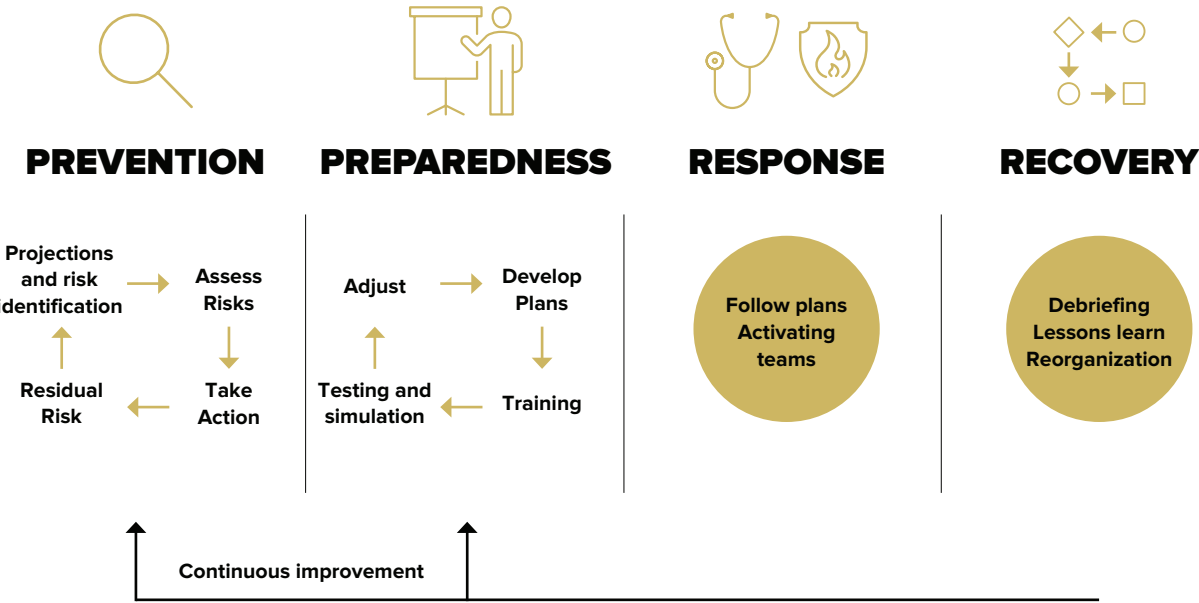


# MANAGING COMMUNICATION

The new introductory platform for the site has been online since the beginning of 2022 and includes, in addition to training follow-up, qualification elements for contractors. We organized information sessions with the various work teams and contractors to improve the quality of communication and prevention actions, incident reporting, and corrective actions. We have set up two occupational Health and Safety Committees: a Management Committee and a Workers' Committee. We continue to hold daily meetings on site covering health and safety topics, and distribute a monthly dashboard focused on statistics. Visual communications posted in common and work areas help disseminate the company's guidelines.

# EMERGENCY RESPONSE PLAN

As stated in our Health and Safety Policy (available at [osiskominer.com](https://www.osiskominer.com)), we develop emergency action plans to address potential risks identified at our exploration sites. Emergency preparedness is managed through our company's own Emergency Response Plan (ERP) which sets out responsibilities for different levels of emergency, the mechanisms for cooperation with external responders during major incidents, and communication with different stakeholders. For any emergency, the response must prioritize the safety of people, then the protection of the environment, and, finally the protection of material assets.





# RESPONSE TEAMS

At the Windfall site, we have response teams in place to deal with emergency situations. During the year, the members of the mine rescue team participate in simulations. We retain the services of external specialized trainers, such as *Sauvetage Minier Québec*, and we also have our own certified trainers, notably in cardio-pulmonary resuscitation (CPR).

## TOTAL NUMBER OF PARTICIPANTS IN RESPONSE TEAM TRAINING SESSIONS (WINDFALL PROJECT)

RESPONSE TEAMS	2022	2021	2020	2019
MINE RESCUE TRAINING				
NUMBER OF SESSIONS CONDUCTED	18	25	9	15
TOTAL NUMBER OF PARTICIPANTS – EMPLOYEES	19 (100%)	22 (100%)	17 (100%)	12 (100%)
TOTAL NUMBER OF PARTICIPANTS – CONTRACTORS	4 (100%)	9 (100%)	3 (100%)	3 (100%)
FIRE BRIGADE TRAINING				
NUMBER OF SESSIONS CONDUCTED	15	2	4	26
TOTAL NUMBER OF PARTICIPANTS - EMPLOYEES	11 (100%)	9 (100%)	14 (100%)	14 (100%)
TOTAL NUMBER OF PARTICIPANTS – CONTRACTORS	0 (100%)	1 (100%)	3 (100%)	12 (100%)
WORKPLACE FIRST AIDER TRAINING				
NUMBER OF SESSIONS CONDUCTED	5	5	14	26
TOTAL NUMBER OF PARTICIPANTS – EMPLOYEES	7 (100%)	8 (100%)	62 (100%)	10 (100%)



Training session for workplace first aiders.



The proud members of the Windfall fire brigade. This year, on the initiative of our Safety and Industrial Security Coordinator, Patrick McNicoll, Osisko Mining sent personal protective equipment to firefighters in Tela, Honduras.

# INTERNAL INSPECTIONS

In 2022, we conducted more than 400 health and safety inspections. We pay particular attention to under-ground activities without forgetting surface activities. Our safety and industrial security team conducts joint inspections with departmental supervisors and conducts visits with contractors. We ask workers to report all injuries, incidents, and even near misses, no matter how trivial. Analysis of this data allows us to identify trends and improve our practices.

# EXTERNAL INSPECTIONS

At the Windfall Project, regular audits are conducted by the CNESST. In 2022, we had five CNESST audits, and all non-compliances were promptly corrected.

## OHS INSPECTIONS

TYPE OF INSPECTION	2022	2021	2020	2019	2018	2017	2016
INTERNAL INSPECTIONS (SURFACE AND UNDERGROUND)	400	> 300	> 375	> 425	> 400	> 250	6
EXTERNAL INSPECTIONS (CNESST)	5	5	2	2	6	3	-



Mine rescue team practice on the exploration ramp. In 2022, team members took part in a mine rescue competition for the first time.





# COMMUNITY RELATIONS AND SOCIO-ECONOMIC DEVELOPMENT

## OUR APPROACH

Osisko Mining has built a reputation as a good corporate citizen, particularly with the Cree of the Eeyou Istchee James Bay Territory in Nord-du-Québec, by taking concrete action through our sustainable development strategy and policies. Good relations with our host communities are an important part of having the Windfall Project accepted in the Cree First Nation of Waswanipi traditional territory. This importance is underlined in all our policies, and our Community Relations Policy reflects our values and practices and was approved by the Chief Executive Officer (see [osiskominer.com](https://osiskominer.com)). The Sustainable Development Committee of the Board of Directors provides oversight, and the Vice-President, Environment and Community Relations is responsible for managing its implementation.

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 for our communities by hiring a local workforce, favouring local purchases, and ensuring tax transparency, regional prosperity, and social development.

Over the years, we have built a relationship of trust with the Cree 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.

## OUR COMMITMENTS

- Establishing and maintaining respectful relationships with host communities.
- Ensuring that host communities thoroughly understand the nature of the activities carried out.
- Managing operations in a responsible way that minimizes the effects of our activities.
- Ensuring that employees and subcontractors demonstrate respect and integrity in their interactions with the communities, First Nations, organizations, groups, and individuals.
- Contributing to the socio-economic development of host communities through investments in community-based sustainable development projects.
- Contributing to the economic development of host communities by creating employment opportunities and promoting local purchasing.



# THIS YEAR’S CHALLENGES FOR THE COMMUNITY RELATIONS DEPARTMENT

## 2022 HIGHLIGHTS

35

meetings with Cree First Nation of Waswanipi representatives and community members

23%

of our Windfall workforce are members of First Nations

90%

of our purchases were in Québec and Ontario

\$70 M

spent in First Nation-owned companies or joint ventures

\$381,000

contributed to various events and organizations

\$89 M

spent on exploration and related activities

In 2022, we had an active year in terms of community relations. In support of the Windfall Project’s environmental impact assessment, we began holding consultation meetings with various stakeholders in the area in the fall, ranging from tallymen and municipal representatives to private vacation leaseholders. We are continuing our work to include Cree traditional knowledge, and to take into account the concerns and land use of First Nation and non-First Nation users in project assessment and design. We have continued our meetings with the Windfall Environmental Monitoring Committee, formed with representatives of the Cree First Nation of Waswanipi. We have also continued to exchange information on regional exploration activities with the tallymen, and have presented them with the preliminary infrastructure plan for Windfall.

To support the activities of our Human Resources department, we presented the Mining Essentials Program to the Band Council of the Cree First Nation of Waswanipi,

as well as at their general assembly. We also organized meetings at the Windfall site with Miyuu Kaa joint ventures (an economic development corporation owned by the Cree First Nation of Waswanipi) to share our new 2025 Occupational Health and Safety (OHS) vision. Finally, we met and forged ties with the new Chief and Vice-Chief of the Cree First Nation of Waswanipi.

In the town of Lebel-sur-Quévillon, we organized public information sessions with residents and contractors to present the history of the Windfall Project and the next steps. We also had the pleasure of welcoming city representatives for a surface and an underground tour of the Windfall site. We continue to work with them within the framework of the Collaboration Committee. In November, our procurement team took part in the *Journées des donneurs d’ordres et des fournisseurs* organized by the Société du Plan Nord in Lebel-sur-Quévillon. We had the opportunity to learn more about local services.

# 2022 MAIN COMMUNITY EVENTS

### JANUARY:

- Collaboration Committee meeting with Lebel-sur-Quévillon and *Administration régionale Baie-James* (ARBJ).
- Regional Interministerial Table meeting.
- Meetings with Miyuu Kaa joint ventures.
- COVID-19 follow-up meetings with the Cree First Nation of Waswanipi and the Cree Nation Government.

### FEBRUARY:

- Introductory meeting with the town of Matagami.
- Windfall Environmental Monitoring Committee meeting.

### MARCH:

- Presentation of the Mining Essentials Program to the Cree First Nation of Waswanipi Band Council.

### APRIL:

- Meeting on Windfall exploration activities – Trapline W25A.
- Windfall Environmental Monitoring Committee meeting.

### MAY:

- Presentation to the Cree First Nation of Waswanipi General Assembly.
- Regional Interministerial Table meeting.
- Meetings on Urban-Barry exploration activities – Traplines W25A, W25D, and W26.
- Windfall Environmental Monitoring Committee meeting.

### JUNE:

- Windfall Environmental Monitoring Committee meeting.
- Meetings with Miyuu Kaa joint ventures.
- Presentation to Lebel-sur-Quévillon Council members.

### JULY:

- Meeting with the town of Matagami.

### AUGUST:

- Graduation of Waswanipi students from the Mining Essentials Program.
- Visit to Waswanipi community and vocational training school with Human Resources team.
- Windfall Environmental Monitoring Committee meeting.
- Meeting with the Atikamekw of Opitciwan Council.

### SEPTEMBER:

- Visit to the Windfall site by members of the Regional Interministerial Table.
- Windfall Environmental Monitoring Committee meeting.
- Meeting on preliminary infrastructure plan – Trapline W25B.
- Meeting with the Anishnabe First Nation of Lac Simon Band Council.
- Public information sessions with Lebel-sur-Quévillon residents and contractors.
- Visit to the Windfall site by representatives of the town of Lebel-sur-Quévillon and the Société du Plan Nord.

### OCTOBER:

- Start of consultations with various stakeholders on the Windfall Project’s environmental impact assessment.

### NOVEMBER:

- Introductory meeting with the new Chief and Vice-Chief of the Cree First Nation of Waswanipi.
- Participation in the *Journées des donneurs d’ordres et des fournisseurs* (Buyer/Supplier day) at Lebel-sur-Quévillon.

### DECEMBER:

- Presentation to the Cree First Nation of Waswanipi Band Council.
- Binding agreement with Miyuu Kaa for the transmission of hydroelectric power to the Windfall Project.



Over the years, we have developed a special relationship with the Waswanipi community’s natural resources department. We share ideas and work together to ensure that development of the territory is done in harmony with the Cree Way of Life and with mutual respect.

**Èva Roy-Vigneault,**  
Director, Community Relations & ESG



# DIALOGUE WITH OUR COMMUNITIES

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



## PLANNING

- Identify opportunities to inform
- Identify the stakeholders
- Contact key stakeholders
- Written notices and obtain authorizations
- Meetings
- Inform employees and entrepreneurs



## IMPLEMENTATION

- Ongoing communication
- Address concerns
- Respect commitments
- Feedback
- Follow-up



## DOCUMENTATION

- Reports
- Minutes
- Authorizations
- Notices
- Communication protocols
- Concerns and commitments
- Communication file

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 2022, we held more than 65 in-person or virtual meetings with stakeholders involved in our various 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.

As the Windfall Project progresses, we will adjust the communication and consultation plans to engage both the First Nation and Non-First Nation communities based on input from stakeholders. Our goal is to inform and consult with the general public, non-First Nations users, and First Nations about project-related activities, gather their comments, and respond to their concerns with concrete measures.

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 and their rights, especially the right to self-determination.



Grand Chief Mandy Gull-Masty and our President, Mathieu Savard took part in a dinner discussion on best practices in community relations at the XPLO conference.



Successful meeting at Québec Mines + Énergie between the Waswanipi Mining Coordinator, our Community Liaison Officer and our Director of Community Relations & ESG.



# CREE FIRST NATION OF WASWANIPi

The Windfall Project is located on the traditional territories of the Cree First Nation of Waswanipi, specifically on 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 about our exploration work to various elected officials, administrators, and community organizations. We have also held numerous meetings with tallymen to explain the nature of the work we do and to understand their use of the land. As a good neighbour, we occasionally offer the tallymen services to facilitate the continuation of their traditional activities, such as opening roads or donating fuel. Since 2017, we've had a Liaison Officer based in the community of Waswanipi.

In 2022, we held approximately 35 in-person and virtual meetings with representatives and community members of the Cree First Nation of Waswanipi, including meetings of the Windfall Environmental Monitoring Committee and presentations to the Band Council and the General Assembly.

In the fall, we held a series of consultation activities along with the consultant responsible for the Windfall Project's environmental impact assessment. As part of the activities, we conducted interviews with tallymen, contractors, Band Council members, and representatives of organizations such as the Cree Trappers' Association, the Women's Association, Apatisiwin Skills Development, the Cree School Board, and Sabtuan Regional Vocational School. The results of these consultations are available in the environmental impact assessment report (see osiskomining.com), and some of the comments were used to optimize the design of the Windfall Project.

com), and some of the comments were used to optimize the design of the Windfall Project. An overview of concerns and issues is available in the Environment section of this report.

To familiarize our workforce with Cree culture, we produce posters on various aspects of the Cree Way of Life. We have also incorporated information on the territory and the traplines into the Windfall site introduction training. This summer, a few representatives from our Human Resources team had the chance to visit the community along with the Community Relations team.

We also contributed to a study conducted by the Cree Board of Health and Social Services of James Bay on the impacts of commuting on workers, their families, and Cree communities. In addition to financial support, Osisko Mining provided access to the Windfall camp for one of the research group's representatives to conduct interviews with Cree workers employed directly by Osisko Mining or through one of the contractors. The report of this initiative is expected in 2023 and will include possible solutions to support Cree workers and communities.



Our Liaison Officer introducing the Windfall Project to the community in Cree.



Presentation of the Windfall Project and the Mining Essentials Program at the Waswanipi General Assembly.



Focus group with Waswanipi contractors.

# LEBEL-SUR-QUÉVILLON

Lebel-sur-Quévillon is the closest non-First Nations community to the Windfall Project, and Osisko Mining has established a core library and office there. Since 2016, we have met more than 35 times with community representatives and members to discuss the Windfall Project, including sharing information on exploration activities, jobs, business opportunities, results, and studies.

We signed a collaboration agreement with the town of Lebel-sur-Quévillon in 2017. This aims to ensure transparency and effective communication with the town, 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 been attending the committee meetings.

We held information sessions with Lebel-sur-Quévillon citizens and contractors in September 2022. More than fifty citizens and around thirty contractors attended the presentations. The mayor, council members, town employees, and a representative of the Société du Plan Nord also visited the Windfall site this summer. Osisko Mining also took part in the *Journée des donneurs d'ordres et des fournisseurs* organized in Lebel-sur-Quévillon by the Société du Plan Nord's marketing office,

which enabled the team to present the Windfall Project to two hundred guests and meet around thirty contractors during scheduled business meetings.

In the fall, we held a series of consultation activities with our consultant in charge of the Windfall Project's environmental impact assessment.

As part of these activities, we conducted interviews with various local stakeholders, including organizations based in Lebel-sur-Quévillon with mandates in the fields of intercultural integration, the environment, and health, as well as elected officials and town staff.

We also consulted economic development and training organizations, as well as elected officials and municipal representatives based in Chapais, Chibougamau, and Matagami. The results of these consultations are available in the environmental impact assessment report (see osiskomining.com), and some of the comments were used to optimize the design of the Windfall Project.



The Mayor of Lebel-sur-Quévillon visiting the Windfall exploration ramp.



Information sessions with Lebel-sur-Quévillon contractors and residents.



Networking with the procurement department at the "Journée des donneurs d'ordres et des fournisseurs" held in Lebel-sur-Quévillon.



# FIRST NATIONS OF LAC SIMON AND OBEDJIWAN

We communicate with two other First Nation communities: the Algonquin Anishinabe Nation of Lac Simon and the Obedjiwan-Opitciwan community of the Atikamekw Nation. 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 site. We have met with the Algonquin Anishinabe Nation of Lac Simon nine times since 2017.

# 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. We have in place a Responsible Procurement Policy and a Supplier Code of Conduct (available at [osiskomining.com](https://osiskomining.com)).

In 2022, Osisko Mining spent approximately \$89 million on exploration and related activities, mostly on the Windfall Project.

We strive to find business opportunities for our local entrepreneurs and First Nations partners. In 2022, 90% of our purchases were in Québec and Ontario, including \$70 million from First Nation-owned companies or joint ventures. As part of the tender process, the procurement team invites companies in the vicinity of the Windfall Project and First Nations companies.



## SPENDING AND LOCAL FOOTPRINT

TYPE OF EXPENSE	2022	2021	2020	2019
EXPLORATION AND RELATED ACTIVITIES	\$89 M	\$191 M	\$106 M	\$111 M
GENERAL AND ADMINISTRATIVE EXPENSES (INCLUDING SALARIES, BENEFITS, AND SEVERANCE PAY)	\$13.1 M	\$10.6 M	\$9.81 M	\$12.4 M
EMPLOYEE-PAID TAXES	\$11.2 M	\$8.6 M	\$11.3 M	\$11.5 M
PAYMENTS TO GOVERNMENT	\$6.1 M	\$0.6 M	\$1 M	\$1 M
PURCHASES IN QUÉBEC AND ONTARIO	90%	74%	82%	83%
CONTRACTS WITH AND PURCHASES FROM FIRST NATIONS COMPANIES	\$70 M	\$85 M	\$35 M	\$40 M

We also report on payments in accordance with the Government of Canada's Extractive Sector Transparency Measures Act. The report is available at [minioreosisko.com](https://minioreosisko.com).

In 2022, 23% of the Windfall Project workforce (employees and contractors) were from First Nations communities, particularly the Cree First Nation community of Waswanipi. Since 2017, we have had between 61 and 106 First Nation workers at the Windfall site, representing between 12% and 23% of the workforce depending on the year.

Osisko Mining works with our First Nation partners to provide business opportunities to local companies. We rely on First Nation companies and joint ventures for civil engineering works, restoration services, road maintenance, fuel supply, exploration ramp development, and drilling services. We encourage them to hire locally and increase their number of First Nation workers.

## FIRST NATION WORKERS (EMPLOYEES AND CONTRACTORS)

PROJECT	2022	2021	2020	2019	2018	2017	2016
WINDFALL AND URBAN BARRY	74	105	106	62	55	80	12
OTHER PROJECTS	0	0	0	0	6	12	9
TOTAL	74	105	106	62	61	92	21



# THE KUIKUHAACHEU POWER LINE

Osisko Mining and the Cree First Nation of Waswanipi have a collaborative approach to the sustainable development of energy infrastructure. A landmark agreement was signed in December 2022 with Miyuu Kaa to bring hydroelectricity to Windfall. The electrification of the Windfall Project in collaboration with the Cree First Nation of Waswanipi is part of the vision of the Grand Alliance signed in 2020 by the Grand Council of the Crees, the Cree Nation Government, and the Government of Québec. This is a vision of collaborative, sustainable, and balanced socio-economic development that respects Cree values in Eeyou Istchee Bay James. The Kuikuhacheu transmission line to be built by Miyuu Kaa is a generational asset that will provide training, jobs, and business opportunities for decades to come, while respecting the Cree Way of Life.



The Cree First Nation of Waswanipi’s priority will always be to protect its territory and the traditional way of life of its members, but this does not prevent us from participating in the economic development of our territory. The fact that this transmission line is owned by the Cree is a great example of what can be accomplished when resource development companies engage honourably and genuinely with First Nations people and when the concerns of all parties are reconciled and considered from the beginning. By owning and operating this critical infrastructure for the region, with Osisko as a partner, the Cree First Nation of Waswanipi is continuing its efforts to control development on its traditional territory.

**Irene Neeposh,**  
Chief of the Cree First Nation of Waswanipi



Representatives of Miyuu Kaa joint ventures, a Waswanipi economic development corporation, visit the Windfall site to launch the new health and safety vision.

# INVESTING IN OUR COMMUNITIES

Through our Community Relations Policy, Osisko Mining has committed to developing our host communities through community-focused sustainability projects. In 2022, we invested more than \$381,000 at two levels, corporate and project.

## SPONSORSHIP & DONATIONS

CATEGORY	2022	2021	2020	2019	2018
PROJECT LEVEL	\$122,176	\$78,907	\$42,748	\$100,896	\$95,109
CORPORATE LEVEL	\$259,281	\$161,325	\$219,677	\$303,863	\$392,550
TOTAL	\$381,457	\$240,232	\$262,425	\$404,759	\$487,659



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

FIELDS OF INTEREST	CONTRIBUTION EXAMPLES
SCIENCE AND EDUCATION	<p>Initiative with the University of Ottawa on Indigenous Leadership; the Chaire en santé et perspective autochtones (<i>Chair in Indigenous health and perspectives</i>) at the Université du Québec en Abitibi-Témiscamingue; the Cree School Board; the Polytechnique Montréal Student Association; the Canadian Mining Games team; and the <i>Association des Étudiants en géologie et génie géologique</i> (geology and geological engineering student association) of Université Laval.</p> <p>Measures related to academic perseverance and success with <i>La Taïga</i> high school in Lebel-sur-Quévillon, Rainbow elementary school in Waswanipi, and the <i>Centre de formation professionnelle in Val-d'Or</i>.</p>
ENVIRONMENT	<p>Earth Day initiative by the Lebel Environment Committee</p> <p>Sporting events and projects, especially for families and young people, or for providing better access to sports facilities, including the sports teams of La Taïga High School in Lebel-sur-Quévillon and their skating club, and the Waswanipi hockey, broomball, and volleyball teams and their snowmobile challenge.</p>
HEALTH AND SPORTS	<p>Contributing to fundraising campaigns that support research, improve the quality of healthcare services, or provide better access to medical infrastructure, such as the tipi project for Cree patients in Montreal, the Lebel Foundation to improve the quality of healthcare services at the Lebel-sur-Quévillon hospital, and the <i>Ressources pour personnes handicapées de Lebel-sur-Quévillon</i> organization (that serves people with disabilities).</p> <p>Supporting community and cultural events as well as organizations that offer services to a precarious clientele or fight against poverty, notably in Waswanipi and Lebel-sur-Quévillon: fishing derbies, support for Cree tallymen in pursuing traditional activities, travel for low-income families in Waswanipi, as well as Family Day, the Fête Nationale Committee, the mayor's golf tournament, the distribution of school bags, the extension of the municipal campground, and the <i>Maison des jeunes de Lebel-sur-Quévillon</i> (youth centre).</p> <p>Contribution to the participatory budget of the town of Lebel-sur-Quévillon. Citizens voted in favour of the hebertism trail project, to be completed in summer 2023.</p>
COMMUNITY AND CULTURAL ACTIVITIES	
SOCIO-ECONOMIC PARTNERS	<p>Supporting our socio-economic and business partners, including the <i>Société du Plan Nord</i> marketing office, SADC Chibougamau-Chapais, and the Cree Nation and Abitibi-Témiscamingue Economic Alliance.</p>
SECTOR ASSOCIATIONS	<p>Activities and projects that improve public awareness of the mining industry.</p>



Playing golf with the mayor of Lebel-sur-Quévillon to benefit the "Fonds de la jeune relève quévillonnaise."



Champions of the Wemindji Volleyball Invitational Tournament.

## CORPORATE SPONSORSHIPS

Our corporate donations and sponsorship program supports programs related to the mining industry, education, health, and environmental initiatives, and sports teams.

We are continuing contributions to the *Osisko Mining Inc. Decolonization and Indigenization Initiative Fund* created in 2020 in partnership with the Faculty of Social Sciences at the University of Ottawa, to:

- **Support the integration of First Nation histories, methodologies, and worldviews into the curriculum.**
- **Better recognition and retention of First Nation students.**
- **Help develop a shared understanding between First Nation and non-First Nation students.**
- **Foster greater appreciation for the complexity of the social landscape and a greater collaboration between diverse peoples.**

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. We have a five-year commitment for a total of \$125,000 to support both initiatives.

This year, we completed our participation in the Fonds Restor-Action Cri, which aims to clean up orphaned exploration sites in Eeyou Istchee James Bay. The work is managed by the Cree Nation Government. Their environment and restoration works department has optimized the 2022–2026 clean-up strategy, and in 2022 began a pilot clean-up project at 8 sites located on the traditional lands of the Cree Nation of Mistissini. They collected more than 1,500 pounds of material that could be recycled or properly disposed of at a processing centre in Chibougamau.

We support various healthcare initiatives, including the SickKids Foundation for sick children. This foundation supports the highest priority needs, such as research, clinical advances, and compassionate care. We also support the *Together We Stand Foundation*, which provides services to Canadian military families.



uOttawa







# 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 approved by the Chief Executive Officer addresses (see [osiskominer.com](https://osiskominer.com)). The Sustainable Development Committee of the Board of Directors provides oversight, and the Vice-President, Environment and Community Relations, is responsible for managing the implementation.

We evaluate the potential effects of our activities, minimize the risks to the environment, and provide tools and training to our employees and contractors to carry this out. 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 the conservation and reasonable consumption of natural resources and consumables, while minimizing the production of waste. We have environmental strategies to manage accidental spills, waste, and water. We have a plan to reclaim the land once drilling activities have been completed. In accordance with the Mining Act, Osisko Mining has filed the Windfall Project restoration plan and related financial guarantee with the Québec government.

We monitor our activities and report on our performance to the Board of Directors on a quarterly basis. We also share information monthly through the Windfall Environmental Monitoring Committee, set up with the Cree First Nation of Waswanipi. This committee involves the tallyman, his family, and the community, and aims to share information, respond to concerns with concrete measures and, ultimately, build a better project. Our priority is to be transparent and respectful in our actions and interactions with the communities.

## 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
- Continuously improve our environmental management



# THIS YEAR’S ENVIRONMENTAL CHALLENGES

## 2022 HIGHLIGHTS

**388,620 m³**  
of water treated and returned to the environment

**0**  
non-compliance at the final effluent

**25,571 KG**  
of food waste composted

**9,224 KG**  
of cardboard composted

**27,081 T CO<sub>2</sub> eq.**  
produced by the Windfall Project



Vanessa Millette, our new Director of Environment, looking down from the sky at the future Miyuu Kaa power line linking Waswanipi substation to the Windfall site.



Newly arrived in July 2022, it is with great pleasure that I join the Osisko Mining team. My first major task when I arrived was to coordinate the environmental impact assessment, which had already begun, but which needed a conductor to orchestrate the rhythm, set the tone, and take it to the next level to achieve the objective of filing at the beginning of 2023!

**Vanessa Millette,**  
Director of Environment



In 2022, part of the environmental team was renewed. The department was delighted to welcome a new director, who has taken over several ongoing projects. Vanessa has extensive experience in managing and coordinating environmental impact assessments. She has participated in the impact assessments for the Malartic Project and its extension and, most recently, the Rose Lithium-Tantalum Project. A superintendent with over 15 years’ experience in mine site management and research and development in water, air, and soil treatment has also been added to the team. The department will continue to count on two supervisors, one of whom joined us this year. The water treatment unit is still in the capable hands of our operators, 50% of whom are members of the Cree First Nation of Waswanipi. Along with the water treatment technicians and day labourers, the team is now fully formed.

In 2022, we relaunched the environmental impact assessment for the Windfall Project. With the help of our various departments and consultants, we made sure we had everything we needed to submit a complete report by early 2023. In summer 2022, baseline data collection was completed. Members of the Cree First Nation community of Waswanipi participated in various inventories to establish the reference state of the Windfall site. Since we have now focused our efforts on drawing up the environmental impact assessment, work on the environmental management system will resume in 2023.

Permit applications for a fourth bulk sample in the Caribou and Lynx 4 Zones, as well as for the opening of a new borrow pit, were completed. Greenhouse gas calculations were also carried out to gather the information needed to purchase carbon credits.

Environmental follow-up at the Windfall site continued throughout the year. Water management is always central to our work. Although there was a slowdown in underground drilling activities in the fall, the environmental department worked to reduce ammoniacal nitrogen levels in the water coming from the ramp and waste rock stockpile to maintain effluent compliance. Water treatment facilities are still efficient for today’s needs, making water treatment operations easier and more flexible.

Another highlight of 2022 is the visit of the Regional Interministerial Table (RIT) to the Windfall site. Around 15 representatives of various government departments visited the surface and underground facilities to gain a full understanding of the context in which the Windfall Project operates. We discussed future infrastructure and the mineralogical potential of the Windfall deposit, and answered questions. These representatives will analyze the various authorizations that will be required to go ahead with construction at the Windfall Project.

## ENVIRONMENTAL COMPLIANCE

Our environmental team keeps abreast of environmental laws and regulations. We participated in the Québec Mining Association’s Environment Committee and joined the *Conseil patronal de l’environnement du Québec* (CPEQ), where we can benefit from various training courses. This allows us to keep abreast of regulatory changes.

The environmental department aligns our exploration activities with all legal requirements and communicates regularly with government authorities to maintain compliance and to submit reports required by our activities.

Ultimately, the management team is responsible for regulatory compliance and the Sustainable Development Committee of the Board of Directors oversees all environmental activities. The Board is kept up to date with site developments through quarterly presentations.



Through its pilot project, the regional Interdepartmental Round Table is helping to ensure compliance with all regulatory requirements at the Windfall project.



# ENVIRONMENTAL IMPACT ASSESSMENT

In 2022, the Environmental Impact Assessment has taken off in a big way. A workshop was held with the consultants and engineering teams to get things off to a good start. The goal was to ensure the quality of the data required to carry out the study, and to reinforce the spirit of collaboration between each discipline. Sectorial reports on the various components of the environment have also been finalized. These reports describe the reference state of the receiving environment prior to project implementation. Land users and Mistissini-based EnviroCree participated in the project's environmental data collection campaigns between 2017 and 2022 in various sectors, such as archaeology, surface water and sediments, aquatic fauna, herpetofauna, avian fauna, large fauna, hydrology, and climatology. The tallyman of trapline W25B and/or members of his family took part in most of these campaigns.

Osisko Mining has developed a community relations approach that, over time, has enabled us to identify stakeholders, establish dialogue with communities, and develop relationships based on mutual trust. Since 2015, Osisko has maintained a constant presence in host communities. Documenting community members' traditional knowledge of the land and its use, as well as their cultural values, is crucial to understanding the environment in which the Windfall Project is located. Specific consultations with stakeholders and organizations were part of the environmental assessment process. Over twenty meetings were held as part of the impact assessment. These meetings provided an opportunity to present the project and document concerns and comments related to the future Windfall mine. All this information was compiled in the impact study, and we ensured that the project design and impact assessment took account of the concerns and questions raised. As a result, mitigation measures have been developed to minimize the impacts identified. It was an opportunity to reflect on how to improve the project and further protect the environment.

After listening to our stakeholders and conducting inventories, we realized that some sensitive habitats were highly valued by representatives of the Waswanipi community. By combining this information and documenting it in the impact assessment, Osisko Mining made an important decision in addressing one of the issues raised by the tallyman, namely the importance of preserving the unnamed lake (SN2) located east of the future mine site. Lake SN2 is home to a wide biological diversity of fish species. Therefore, to ensure its protection, it was important to choose another body of water to use as the location for the final effluent. The environment department suggested to the engineering team that treated water be returned to Pond 1, where no fish were present at the time of the inventories. This decision involved a review of the approach and engineering, including the connection to the water treatment plant.

In 2023, the Environmental Impact Assessment will be submitted to government authorities, and will be reviewed by the Environmental and Social Impact Review Committee (COMEX). Submitted documentation will also be available at [osiskominer.com](https://osiskominer.com).



Field inventory in support of a Sectorial Report.

# ENVIRONMENTAL MANAGEMENT SYSTEM

A gap analysis was carried out with a view to setting up an environmental management system based on the principles of ISO 14001:2015 standard. A site visit was conducted with a consultant to gain a better understanding of the site's activities. A maturity grid was filled out and the most significant environmental aspects were identified. The first phase of the environmental management system is scheduled for implementation in winter 2023.

# INTERNAL AND EXTERNAL INSPECTIONS

The environment team carries out regular inspections to ensure compliance at all surface and underground facilities, whether permanent or temporary. These inspections cover not only Osisko Mining's own facilities, but also those of contractors. Drilling activities are monitored from the moment the equipment is mobilized, and continue throughout the operation until demobilization. Drilling sites and contractors' laydown areas are regularly inspected, as are storage sites for hazardous residual materials and contaminated soil. All environmental incidents are reported to the relevant government authorities. Inspection reports and declarations are kept in a register.

In 2022, inspectors from Environment and Climate Change Canada (ECCC) conducted visits at the Windfall site; no non-compliance was found, and no penalties or administrative sanctions were issued. In 2022, there were no inspections conducted by the *Ministère de l'Environnement et de la Lutte contre les changements climatiques, de la Faune et des Parcs*, (MELCCFP).



Tour of the site for the new Vice-President, Environment and Community Relations.



# WATER MANAGEMENT

Ensuring conservation and reasonable consumption of natural resources, including water, is important to Osisko Mining. Although our activities are concentrated in Québec, a Canadian province that is not a water-stressed region, water management at the Windfall site is still of great importance. The site is surrounded by water bodies and watercourses, most of which are fish habitats. Protecting these watercourses is therefore of paramount importance. To ensure its long-term viability, Osisko Mining is committed to the responsible use of drinking water and the quality of water discharged into the effluent stream. Drinking water wells are regularly monitored, samples are analyzed in a laboratory, and the results are entered in a database.

Osisko Mining’s operations require the use of water for exploration drilling, underground equipment, and the camp. Water consumption is estimated, calculated, measured, and reported. By carrying out several tests a day at different control points, the treatment unit’s team of operators ensures that the effluent water complies with standards before it is released back into the environment. In the event of an abnormality being detected, the water is recirculated to the treatment ponds, and adjustments are made until the water quality meets the criteria.

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.

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

## WATER USAGE – EXPLORATION ACTIVITIES

PROJECT	ACTIVITY	SOURCE	QUANTITY (M³)				TREATMENT
				2021	2020	2019	
WINDFALL	Exploration drilling	Surface water <sup>1</sup>	440 511	440 511	331 830 <sup>1</sup>	421 800 <sup>1</sup>	Natural settlement
	Exploration ramp	Groundwater infiltration	380 253 <sup>2</sup>	380 253 <sup>2</sup>	297 026 <sup>2</sup>	204 952 <sup>2</sup>	Effluent treatment system
		Runoff – stockpile	43 070 <sup>3</sup>	43 070 <sup>3</sup>	39 909 <sup>3</sup>	17 534 <sup>3</sup>	Effluent treatment system
	Exploration camp	Surface water	15 196 <sup>2</sup>	15 196 <sup>2</sup>	12 175 <sup>2</sup>	13 793 <sup>2</sup>	Septic systems
URBAN BARRY	Exploration drilling	Surface water	53 449 <sup>1</sup>	53 449 <sup>1</sup>	15 150 <sup>1</sup>	19 000 <sup>1</sup>	Natural settlement
QUÉVILLON OSBORNE-BELL	Exploration drilling	Surface water	n.a.	n.a.	n.a.	21 500 <sup>1</sup>	Natural settlement
TOTAL			932 479	932 479	696 090	698 579	

Notes:

- 1. Estimated
- 2. Measured
- 3. Calculated
- n.a.: Not applicable

## ACTIONS TO REDUCE WATER CONSUMPTION

We aim to reduce water wastage or, where possible, to reuse water. Further action will be taken in 2023 to improve our results, particularly in relation to water consumption in the kitchen. There are already a number of measures in place in other sectors:

- **Use of a chemical dust suppressant rather than water to manage dust on the roads at the Windfall site.**
- **Reuse of groundwater for the operation of underground equipment.**
- **Grouting of exploration drill holes to minimize groundwater infiltration and thus reducing the volume of water to be treated.**
- **Filling of the fire truck with treated water from the ponds to fight fires.**

## DRINKING WATER AND DOMESTIC WATER

In 2022, the Windfall camp used 13,912 m³ of drinking water. The camp facilities can accommodate 300 workers; three wells supply drinking water, and three septic fields receive wastewater. Each year, the flowmeters at the Windfall site are validated to ensure the compliance of the volumes measured. Drinking water is sampled weekly and compared to standards. To be prepared in the event of an interruption in drinking water supply, an agreement was signed with a company specializing in this field. A customized emergency plan was prepared to plan the supply steps in detail.

## SURFACE WATER

The surface drill rigs use surface water from nearby bodies of water or existing drill holes. We ensure that the discharged water is free of contaminants before it is released into the environment. We employ best practices by excavating sumps on drill sites when necessary to control sediment migration and ensure natural settlement. We backfill these sumps once drilling activities are completed.

The environmental team ensures compliance with standards by conducting inspections and by educating and raising awareness among workers. Our technicians are trained to fully understand the regulations and the challenges involved in drill hole setup and closure. They must ensure that drill holes are kept at a mandatory distance from riparian zones, and a process is in place to comply with regulations on drilling in wetlands.

## MINE WATER AND RUNOFF WATER

Groundwater from the exploration ramp and runoff from the waste rock stockpile are collected in the collection basin and sedimentation pond. Water undergoes treatment to remove metals, precipitate suspended solids, reduce ammoniacal nitrogen, and adjust the pH.

Underground, a treatment system removes suspended matter from the groundwater collected in the ramp before reusing it for underground equipment. This avoids using fresh water for machinery.





**INFLUENT =  
UNDERGROUND WATER  
RUNOFF WATER**



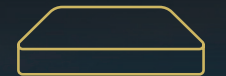
**COLLECTION AND  
SEDIMENTATION  
PONDS**



**METAL REMOVAL  
SUSPENDED SOLID  
PRECIPITATION**



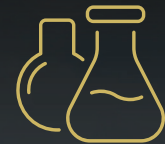
**FILTRATION  
GEOTUBE**



**POLISHING  
POND**



**EFFLUENT =  
TREATED WATER  
RELEASED TO THE  
ENVIRONMENT**



**PH ADJUSTMENT**



**AMMONIACAL  
NITROGEN  
TREATMENT**



Tailings impoundment areas and water treatment stations at the Windfall site.



All flowmeters on the Windfall site are checked to ensure conformity of measured volumes, and flow readings are taken on a fixed date to improve data reliability. Infiltration rates are compared with our hydrogeological model, which is updated to account for existing and future openings and drill holes. Water inflows are also identified in the underground exploration ramp, and some drill holes are sealed.

The quality of the water released back into the environment is closely monitored. In 2022, we pumped 333,319 m³ of water from the exploration ramp and collected 55,301 m³ of contact water from the sealed waste rock stockpile. We treated and discharged 388,620 m³ of water back into the environment, and the effluent was compliant throughout the year.

Effluent sampling results are reported to the MELCCFP and ECCC. Effluent from the Windfall Project is subject to MELCCFP Directive 019 and the Metal and Diamond Mining Effluent Regulations (MDMER). As required by the MDMER, we undertook a three-year environmental effects monitoring study, including characterization and monitoring of the receiving environment. The first three-year cycle ended in 2022. The second cycle of the Environmental Effects Monitoring (EEM) study will begin in 2023. The environmental effects monitoring study plan has been submitted to ECCC.

The water treatment system operates 24 hours a day to ensure that the effluent complies with regulations. Our operators and technicians are trained by our environmental supervisors using several procedures. Once a year, a non-compliant effluent is simulated to check the effectiveness of our response. Simulation results are used to improve systems and update the response plan to improve management in the event of non-compliant effluent. We have two operators and a water treatment technician who are members of the Cree community of Waswanipi. Water quality has been identified as one of the community’s concerns, and by employing members of their community in this key position, we are able to demonstrate our commitment and transparency.

# MANAGEMENT OF ACCIDENTAL SPILLS

Our employees and contractors work hard to prevent accidental spills and ensure that all releases are managed quickly and safely. The main tools at their disposal are the spill management plan, which includes clear procedures, training for new workers, regular inspections, and enforcement of site regulations. Right from the initial orientation phase, new employees and contractors are made aware of the need to take all aspects of environmental protection seriously. Statistics on spills and their causes are shared with new employees to encourage prevention and, where appropriate, reporting.

All new Osisko Mining workers and contractors must attend a presentation on spill management. The purpose of the spill management plan is to:

- **Provide readily accessible prevention and management information to workers.**
- **Comply with federal and provincial regulations.**
- **Comply with our Health & Safety and Environment policies.**
- **Comply with Osisko Mining’s values, in which the protection of the environment is of paramount importance.**
- **Minimize the effects of spills on the environment.**
- **Ensure the safe and effective recovery and disposal of spilled materials.**



Nicholas Ratté, our Waswanipi-born Operator, keeps a close eye on the water quality of our final effluent.

To proactively prevent spills, the Windfall Environmental Team performs regular inspections, including at the camp site, ramp area, underground, exploration drill sites, refuelling stations, and maintenance facilities.

All employees and contractors are briefed on spill reporting and clean-up procedures. Spill kits are available at strategic locations and employees are trained to use them. Cleaning kits must also accompany all machinery and vehicles operating on the site. We also have a mobile environmental emergency response unit with all the equipment needed to clean up spills. We have a vacuum system to recover contaminated water and solids. Contaminated soil is stored in sealed containers until it can be transported off-site to an authorized facility.

All spills were reported and all but one was fully cleaned. A diesel spill occurred at the side of a dome and migrated under the infrastructure. As much contaminated soil as possible was excavated, and we are currently assessing the possibilities for recovery and/or treatment of the impacted area. The total number of spills in 2022 remained virtually unchanged from last year. We must therefore continue to raise awareness among the various workers on the site to prevent incidents from occurring. The change in the structure of the environment department, with the addition of a superintendent and day labourers in mid-2022, has helped support operational activities. All spills, regardless of quantity, are reported to the MELCCFP. They are also reported to Osisko Mining’s Board of Directors and to the Windfall Environmental Monitoring Committee. The decrease in the number of spills in 2022 is attributable to the slowdown in surface activities.

## ACCIDENTAL SPILLS

PROJECT	2022		2021		2020		2019	
	< 20 L	20 L <	< 20 L	20 L <	< 20 L	20 L <	< 20 L	20 L <
WINDFALL	55	8	73	10	84	12	72	14
URBAN BARRY	1	0	6	1	3	0	12	0
QUÉVILLON OSBORNE-BELL	0	0	0	0	0	0	15	0
TOTAL	56	11	79	11	87	12	99	14





# WASTE MANAGEMENT

## HOUSEHOLD 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 waste, hand paper towels, and recycled cardboard, at a rate of approximately 512 kg of food waste and 185 kg of recycled cardboard per week. Composting activities reduce the need to transport waste from the site to Lebel-sur-Quévillon. Compost will be used to gradually restore the site.

All remaining non-compostable household waste is light but bulky. This waste is compacted to significantly reduce the number of trips to the landfill. Windfall is a remote site, and the use of the waste compactor and composter reduces transport costs and greenhouse gas emissions. We estimate that the compactor reduces trips to the landfill by 60%. To reduce single-use products, we give reusable water bottles and coffee mugs to our workers.

All waste generated on site is quantified, as well as that leaving the Windfall site for authorized sites. Information on quantities by type of waste is reported to the Board of Directors and to the Windfall Environmental Monitoring Committee.

## WASTE MANAGEMENT

DESCRIPTION	2022 <sup>1</sup>	2021	2020	2019	Disposal
FOOD WASTE (KG)	25,571	30,300	29,115	35,424	Composter on site
CARDBOARD (KG)	9,224	12,006	11,625	12,315	Composter on site
METAL (T)	180	204	108	120	Recycling
WOOD (M <sup>3</sup> )	1,050	1,260	990	900	Authorized landfill
CONSTRUCTION WASTE	60	n.a.	n.a.	n.a.	Authorized landfill
OTHER (M <sup>3</sup> )	60	990	7,502	1,800	Authorized landfill

### Notes:

1. Quantities are proportional to the number of people living at the Windfall site. In 2022, there was less drilling activity, which is why quantities are lower than in 2021.  
n.a.: Not applicable (accounting for construction waste quantities began in Q3 2022 for construction work on the underground development).

## HAZARDOUS WASTE

Hazardous waste is stored in shipping containers with a mesh floor and secondary containment. Hazardous waste is sorted and identified before pick-up and disposal by authorized companies.

Contaminated soils from spill clean-up are stored in a waterproof container for pick-up and disposal by authorized companies.

The zeolite treatment unit for reducing ammoniacal nitrogen in storage water was not used in 2022. This is a secondary unit for reducing ammoniacal nitrogen concentrations when the main treatment, using the air stripping process (dissociation of ammonia from water in basic conditions), is not sufficient to meet demand. At present, the main treatment system recirculates ammoniacal nitrogen-laden water between the various basins and carries out continuous treatment to reduce the concentration to the level required by regulations. As a result, no zeolite is required, and there is no zeolite waste to manage at the site.

Used oils are mainly produced by the use of generators. The company that recovers these used oils recycles them outside the Windfall site.

The Environmental team ensures that contractors also properly manage their hazardous waste. Procedures are in place to properly store, label, sort, and dispose of hazardous waste, and our Environmental team regularly inspects the storage sites.

Hazardous residual materials leaving the site are quantified and reported to the Board of Directors and the Windfall Environmental Monitoring Committee.

## HAZARDOUS WASTE MANAGEMENT – WINDFALL PROJECT

DESCRIPTION	2022	2021	2020	2019	Disposal
HAZARDOUS WASTE (PICK-UP) <sup>1</sup>	10	10	10	12	Authorized site
CONTAMINATED SOIL (T)	320	480	140	360	Authorized site
CONTAMINATED ZEOLITE (T)	n.a. <sup>2</sup>	n.a.	33	78	Authorized site
USED OIL (L)	12,500	N/A	N/A	N/A	Authorized site
SEPTIC TANK SLUDGE (GAL) <sup>3</sup>	10,320	N/A	N/A	N/A	Authorized site

### Notes:

1. Collection trucks with a capacity of 25,000 kg. In 2022, 250,000 kg of hazardous waste was collected.  
2. Since 2022, we have had a management system that enables us to control ammoniacal nitrogen and thus avoid the use of zeolite.  
3. We have been tracking septic sludge quantities since 2022.  
n.a.: Not applicable,  
N/A: Not available.



Our Environmental Supervisor, Stéphane Daneault, inspecting the materials arriving at the site and monitoring compliance with the measures in place for their storage, use, and disposal.



# WASTE ROCK STOCKPILE

The Windfall site contains a single stockpile containing mostly waste material (1,088,179 mt) and some ore (32,986 mt). The base of this waste rock stockpile is fully lined and runoff water in contact with the stored material is channelled to the water treatment plant.

The following table shows the increase in waste rock tonnage on the lined stockpile over the years.

## WINDFALL WASTE ROCK STOCKPILE

YEAR	TONS	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
2021	871,592	85,900
2022	1,088,179	85,900

The Windfall waste rock stockpile is lined with a membrane and surrounded by ditches to collect water for treatment in the nearby plant.







## 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 its approach to energy use and sources of greenhouse gas (GHG) emissions. Following submission of the feasibility study and environmental impact assessment for the Windfall Project, the project's GHG emissions were estimated.

In designing the project, the engineering team took into account any infrastructure or equipment that might be more sensitive to the consequences of climate change, particularly in terms of water management. Although climate trends have been closely monitored and a precautionary approach has been put forward, we remain vigilant and are refining the level of risk in project optimization through detailed engineering. Climate change can have an impact on our activities, which is why we have developed a strategy to minimize the risks. A climate change resilience study was produced, as well as an in-depth analysis of past and projected climate trends to guide the technical criteria for project design. In addition, Osisko Mining has a complete weather station to support design efforts and adjust operations as required.

Greenhouse gas emissions are considered in the project design by looking at options for the location of the plant and tailings management technologies, transportation routes and truck fleet composition, mining techniques, and energy sources. To date, the option of installing an off-site process plant has been ruled out. 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, a power line will be completed in 2023 by Miyuu Kaa Corporation, owned by the Cree First Nation of Waswanipi. The Windfall site is scheduled to be connected to the provincial hydroelectric grid before the end of 2023.

Exploration activities in 2022 consisted of drilling and advancing an exploration ramp to collect bulk samples and complete characterization work. Our total energy consumption can vary widely due to the pace of surface and underground exploration activities. The factors impacting on air quality therefore mainly relate to emissions of dust and GHGs from fuel and explosives.

### DUST

Osisko Mining has measures in place to limit the amount of dust emitted by vehicle traffic. During summer and dry periods, a tank truck applies dust suppressant to the roads in the busiest areas to minimize dust levels. In addition, the speed limit is 30 km/h on most roads within the site.

### FUEL

Camp Windfall is located in a remote area of Eeyou Istchee James Bay, 115 km from Lebel-sur-Quévillon, and is accessible by logging roads. It is not connected to the power grid, so diesel generators supply electricity to the camp and exploration ramp facilities, as well as to the equipment. In 2023, the Miyuu Kaa Corporation will be building a power line from the MICO substation near Waswanipi to the Windfall substation. Once the facility is up and running, the site will be able to use this infrastructure to supply itself with electricity. As a result, much less fuel is expected to be used to operate equipment and various facilities in the years to come.

Osisko Mining and its 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 is also used to heat the camp, the air for the underground exploration ramp, and the water for the drills 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	2022 (KL)	2021 (KL)	2020 (KL)	2019 (KL)
DIESEL (COLOURED)	7 851	9 632	6 322	6 730
PROPANE	1 222	948	813	931
DIESEL (CLEAR)	902	579	669	562
GASOLINE	330	524	306	426
JET-A	4	41	0	39

Project GHG emissions were estimated in accordance with the Environment and Climate Change Canada (ECCC) GHG Emission Reporting Program (GHGRP) and Québec's Regulation respecting mandatory reporting of certain emissions of contaminants into the atmosphere (RDOCECA). GHG emissions are associated with mobile and stationary fuel combustion sources on site. GHG and air contaminant emissions are normally reported and submitted to both the provincial and federal governments. It is important to note that, with the coming into force of the most recent version of the Regulation respecting a cap-and-trade system for greenhouse gas emission allowances (RSPÉDE) on September 1, 2022, mining exploration is no longer an activity covered by the system. As a result, the Windfall site was no longer subject to the Regulation on August 31, 2022.

In 2022, lower exploration activity at Windfall resulted in a slight reduction in emissions to 27,081 t CO<sub>2</sub> eq.

## WINDFALL GREENHOUSE GAS EMISSIONS

CATEGORY	2022	2021	2020	2019
	T CO <sub>2</sub> EQ			
CO <sub>2</sub> (CARBON DIOXIDE)	26,421	27,810	20,741	22,043
CH <sub>4</sub> (METHANE)	59	85	53	69
N <sub>2</sub> O (NITROUS OXIDES)	590	96	74	82
OTHER	11	N/A	N/A	N/A
TOTAL	27,081	27,991	20,868	22,194

### Notes:

According to GHGRP methodology.  
N/A: not available.



# BIODIVERSITY PRESERVATION

Osisko Mining’s exploration projects avoid operations in protected areas, identified biological refuges, known archaeological sites, and lands that have special value for First Nations. The Windfall site design avoids these areas. We strive to minimize the footprint of our activities and we reclaim the land once we have finished working in a given area. When designing and operating our facilities, we look for the most efficient technologies and techniques to minimize environmental risks.

As a result of environmental inventories carried out over several years to document the receiving environment, a complete picture of the biodiversity present and what surrounds the Windfall site has been drawn up. The analysis of impacts on the components of the biological environment carried out in the Windfall Project’s environmental impact

assessment made it possible to determine the areas that would be lost and the habitats that would be degraded by the siting of the future mine. Efforts have been made to minimize the site’s encroachment on habitats, notably by grouping facilities together. Osisko Mining also understands that the Windfall Project’s greatest impact will be on certain wildlife groups, since it involves habitat loss and potentially the displacement of species valued for hunting by the Cree. To compensate, Osisko Mining is committed to developing a biodiversity program, the principles and objectives of which are to be defined with members of the Waswanipi community. Osisko Mining is committed to ensuring that the program is based on real needs identified by the community. The projects identified and selected will be the subject of an action plan for their implementation.

The biodiversity program may consist of a research project on one or more of the valued species. Such a project would opt for a theme to improve knowledge of either the consequences of opening up the territory to wildlife, or the impacts of climate change. The aim would be to find ways of enhancing biodiversity and species of special status found in the study area.

With the various phases of the Windfall Project, and the planning of site closure from the outset, the aim is to cover the period of construction and operations that correspond to the period when habitat loss will be felt. By developing the biodiversity program, Osisko Mining hopes to compensate for the net loss associated with the duration of development activities. The figure below shows the approach taken to embed biodiversity at all stages of the mining process.



Our Vice-President, Andr anne Boisvert, at the COP15 biodiversity conference in Montreal in December 2022.

## 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.
OPERATIONS	An action plan will be developed with monitoring programs. The monitoring programs will include the participation of our host communities and ongoing data sharing.
CLOSURE	The closure plan will ensure the environmental safety of the site and its infrastructure. Progressive restoration solutions will be put in place as sectors are closed.



Preventive measures (avoidance and minimization) are favoured over compensatory measures (restoration and offsetting). Our biodiversity protection measures include:

- **Not conducting activities in areas protected by legislation.**
- **Respecting areas valued by First Nations.**
- **Reusing previous site footprints where possible to avoid unaffected areas.**
- **Adopting safe, clean technologies.**
- **Avoiding wetlands and respecting protective corridors around watercourses and water bodies.**
- **Developing emergency plans for unforeseen events.**
- **Restore sites to ensure their physical and chemical stability through progressive rehabilitation measures.**
- **Regularly update closure and rehabilitation plans.**
- **Raising the environmental awareness of employees by providing appropriate training and tools.**

INVASIVE ALIEN SPECIES MANAGEMENT

The Windfall site was the subject of a characterization study to better understand the plant species present in the area. One of the results of this baseline study was that no invasive alien species (IAS) were identified in the study area. Although IAS are less widespread in Northern Québec, we paid special attention to these species to prevent their occurrence and spread. This included establishing 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.

MANAGEMENT OF SPECIES OF SPECIAL STATUS



We know that some animal species of special status may inhabit areas close to our exploration activities. Species of special status likely to be observed in the vicinity of the Windfall site include:

CATEGORY	WILDLIFE SPECIES
ENDANGERED <sup>1</sup>	Northern long-eared bat
	Little brown bat
THREATENED <sup>1</sup>	Woodland caribou
	Canada warbler (since 2020)
	Common nighthawk
	Olive-sided flycatcher
SPECIAL CONCERN <sup>1</sup>	Rusty blackbird
	Bald eagle
	Woodland caribou (forest)
VULNERABLE <sup>2</sup>	Woodland caribou (mountain)
	Silver-haired bat
	Red bat
LIKELY TO BE DESIGNATED THREATENED OR VULNERABLE <sup>2</sup>	Hoary bat

Notes:

- 1. According to the Government of Canada's Species at Risk Act.
- 2. According to the Québec government's Act respecting threatened or vulnerable species.

No plant species with special status have been listed. We have incorporated information about woodland caribou (forest) into the mandatory introductory training for all Windfall site workers.



## 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 member of the family responsible for trapline W25B, 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, as well as our environmental performance and protocols. We organize tours of the site on the surface and underground. The information gathered during these meetings is passed on to the management team, so that activities can be adjusted as required, and questions and concerns can be addressed.

Cree traditional knowledge was incorporated into the sectorial environmental reports used for the environmental impact assessment. 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

Drilling activities took place mainly on the Windfall site in 2022. A total of 13,904 m<sup>2</sup> of new surface area was disturbed, and approximately 10,041 m<sup>2</sup> of surface area was used on previously disturbed areas of the site. No drilling took place in the Urban Barry and Quévillon Osborne-Bell sectors in 2022.

In 2023, we plan to remediate over 30,000 m<sup>2</sup> of our disturbed land at the Windfall site. This will involve cementing the casings, levelling the drilling site surfaces, adding overburden where required, and then seeding these rehabilitated areas to encourage regrowth.

The exploration program at Windfall includes intensive infill drilling to support the resource estimate and feasibility study. Drilling is therefore required to understand the geological dynamics.



Surface disturbed by drilling.



Surface returned to its original state.



# CLOSURE PLAN AND FINANCIAL ASSURANCE

Certain exploration activities specified in the Québec Mining Act require us to submit a mine closure plan and associated financial assurance. These must be updated every five years or when there are major changes to the project. The plan and the calculation of the financial assurance are carried out by an independent firm and submitted for approval to the *Ministère des Ressources naturelles et des Forêts du Québec (MRNF)*.

The Windfall closure plan includes a description of the activities and the site; protection, restoration, and closure measures; estimated closure costs; and the financial assurance. The plan also sets out the timetable for closure and restoration work, including post-closure follow-up and measures to be taken in the event of an emergency or temporary suspension. The five-year update to the Windfall closure plan was submitted in early 2022 and accepted by the MRNF.

The following table shows the updates to Windfall’s closure plan over the years and the progression of the financial guarantee. Osisko Mining has currently posted a bond in the sum of \$11,259,086 to the Québec Government as financial guarantee for the Windfall Project.

## WINDFALL RESTORATION PLAN AND FINANCIAL ASSURANCE

YEAR	OWNER	CLOSURE PLAN SUBMITTED TO QUÉBEC GOVERNMENT	FINANCIAL GUARANTEE
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 of major changes	\$3,512,850
2020	Osisko Mining	Addendum of major changes	\$5,601,294
2022	Osisko Mining	5-year update + Addendum of major changes	\$11,259,086

The infrastructure of the Windfall site has been developed with a view to closure and restoration of the site to a condition compatible with its natural environment. The objective of the protection, reorganization, and reclamation measures is to return the site to a satisfactory condition by:

- **Eliminating unacceptable health hazards and ensuring the safety of people;**
- **Limiting the generation and spread of substances that may adversely affect the receiving environment and, in the long term, aiming to eliminate all forms of maintenance and monitoring;**
- **Restoring the site to a condition that is visually acceptable to the community;**
- **Restoring the infrastructure site to a condition compatible with future use.**

The closure plan focuses on the Windfall site’s physical, chemical, and biological characteristics. In summary, the plan will consist of dismantling all buildings, removing equipment, sealing openings, stabilizing the land, treating contaminated soils, and revegetating impacted areas. Monitoring of the site’s chemical and physical stability is also planned, including agronomic and water quality monitoring.

# OUR POLICIES, CODES, AND PROCEDURES

PILLARS	OUR STANDARDS
E ENVIRONMENT	Environmental Policy <sup>1, 2</sup> Spill Management Plan <sup>1</sup> Water Treatment Plant Residual and Hazardous Material Management Procedures
	Human Resources Policy <sup>1, 2</sup> Workplace Harassment Policy <sup>1</sup> Workplace Violence Policy <sup>1</sup> Alcohol and Drug in the Workplace Policy <sup>1</sup> Behaviour Improvement Program <sup>1</sup> Professional Development Policy <sup>1</sup> Vacation Policy <sup>1</sup> Work Attendance Policy <sup>1</sup> Home Port Policy <sup>1</sup> Goose Break and Moose Break Cultural Leave Internship Driver Licence Guidelines COVID-19 Procedures and Prevention Measures <sup>1</sup> Health and Safety Policy <sup>1, 2</sup> Occupational Health and Safety Management System Emergency Response Plan and Procedures <sup>1</sup> Accident and Incident Reporting and Investigation <sup>1</sup> Management of Personal Protective Equipment <sup>1</sup> Risk Assessments by Job Description <sup>3</sup> Working Procedures <sup>1</sup> Community Relations Policy <sup>1, 2</sup> Community Relations Protocol Responsible Procurement Policy <sup>1, 2</sup> Supplier Code of Conduct <sup>1, 2</sup> Sponsorship and Donation Guidelines – Project Level Waswanipi Consultation Protocol on Exploration Activities
	Board & Committee Mandates, Charters & Committee Chair Position Descriptions <sup>1, 2</sup> Code of Business Conduct and Ethics <sup>1, 2, 3</sup> Whistleblower Policy <sup>1, 2, 3</sup> Anti-Bribery and Anti-Corruption Policy <sup>2, 3</sup> Confidentiality and Insider Trading Policy <sup>1, 3</sup> Corporate Disclosure Policy <sup>2, 3</sup> Majority Voting Policy <sup>2, 3</sup> Policy on Recoupment of Incentive Compensation Diversity of the Board of Directors <sup>1, 2</sup> IT Security Policy <sup>1</sup> Equity Ownership Policy for Executives Directors’ Equity Ownership Policy Travel and Expense Policy
S SOCIAL	
G GOVERNANCE	

**Notes:**

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

2. These standards are publicly available on the [miniereosisko.com](https://www.miniereosisko.com) website.

3. Mandatory annual review for all Osisko Mining employees.



# PREPARING FOR THE FUTURE

## 2022 SUSTAINABLE DEVELOPMENT REPORT

### TO GET IN TOUCH

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