



2021

# SUSTAINABILITY REPORT

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[www.wallbridgeminig.com](http://www.wallbridgeminig.com)

# Forward Looking Statement

This report may contain certain “forward-looking statements” within the meaning of applicable Canadian securities legislation relating to, among other things, the operations of Wallbridge Mining Company Limited (“Wallbridge” or the “Company”) and the environment within which it operates. All statements, other than statements of historical fact, included herein, including, without limitation, statements regarding future plans and objectives of Wallbridge, future opportunities and anticipated goals, the Company’s portfolio, treasury, management team, timetable to mineral resource estimation, permitting and the prospective mineralization of the properties, are forward-looking statements that involve various risks, assumptions, estimates and uncertainties. Generally, forward-looking information can be identified by the use of forward-looking terminology such as “seeks”, “believes”, “anticipates”, “plans”, “continues”, “budget”, “scheduled”, “estimates”, “expects”, “forecasts”, “intends”, “projects”, “predicts”, “proposes”, “potential », “targets” and variations of such words and phrases, or by statements that certain actions, events or results “may”, “will”, “could”, “would”, “should” or “might”, “be taken”, “occur” or “be achieved”. There can be no assurance that such statements will prove to be accurate, and actual results and future events could differ materially from those anticipated in such statements.

By their nature, forward-looking statements involve numerous assumptions, inherent risks and uncertainties, both general and specific, that contribute to the possibility that the predicted outcomes could differ materially from those contained in such statements. These risks and uncertainties include, but are not limited to, delays in obtaining or failures to obtain required governmental, regulatory, environmental or other required approval, the actual results of

current exploration activities, fluctuations in prices of commodities, fluctuations in currency markets, actual results of additional exploration and development activities at the Company’s projects, capital expenditures, the availability of any additional capital required to advance projects, accidents, or pandemic interruptions.

Although the Company has attempted to identify important factors that could cause actual results to differ materially from those contained in forward-looking information, there may be other factors that cause results not to be as anticipated, estimated or intended. These statements reflect the current internal projections, expectations or beliefs of the Company and are based on information currently available to the Company.

The Company does not undertake to update any forward-looking information, except in accordance with applicable securities laws. The Company believe that the expectations reflected in those forward-looking statements are reasonable, but no assurance can be given that these expectations will prove to be correct and such forward-looking statements included in this presentation should not be unduly relied upon by investors as actual results may vary.

Risks and uncertainties about Wallbridge’s business are more fully discussed in the disclosure material filed with the securities regulatory authorities in Canada and available on SEDAR under the Company’s profile at [www.sedar.com](http://www.sedar.com). Readers are urged to read these materials and should not place undue reliance on the forward-looking statements contained in this presentation.

Covid-19 - Given the rapidly evolving nature of the Coronavirus (COVID-19) pandemic, Wallbridge is actively monitoring the situation in order to continue to maintain as best as possible the activities while striving to protect the health of its personnel. Wallbridge’s activities will continue to align with the guidance provided by local, provincial and federal authorities in Canada. The Company has established measures to continue normal activities while protecting the health of its employees and stakeholders. Depending on the evolution of the virus, measures may affect the regular operations of Wallbridge and the participation of employees in events inside or outside Canada.

The information in this presentation has been reviewed and approved by Marz Kord, P. Eng., M. Sc., MBA, President & CEO, Francois Demers, P.Eng, Vice President, Mining & Projects and Attila Péntek, P.Geo., Ph.D., Vice President Exploration who are Qualified Persons for Wallbridge under the definitions established by National Instrument 43-101. This document was internally prepared and has not been verified externally.

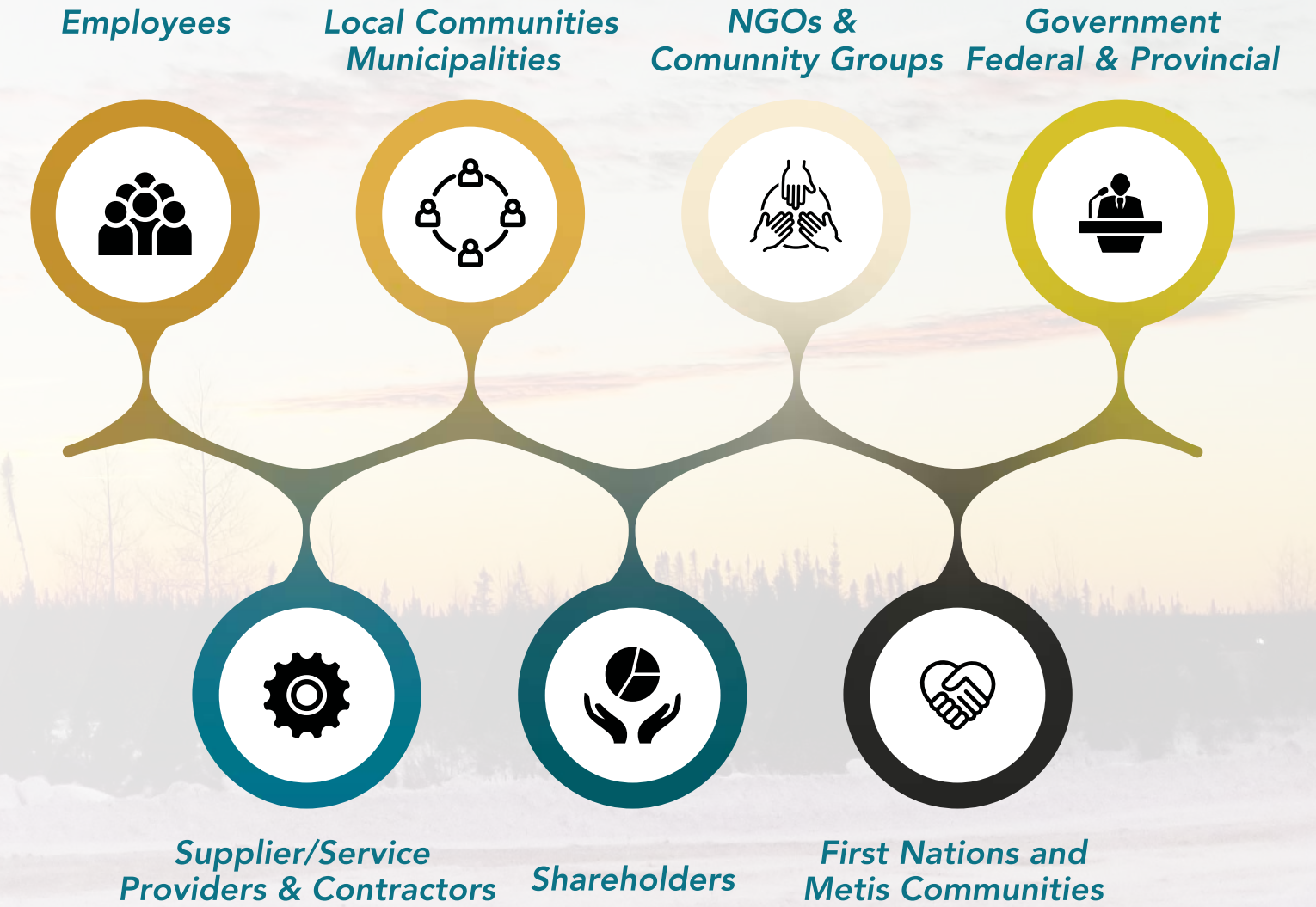




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# Our Stakeholders





## CEO Letter

I am delighted to share Wallbridge's inaugural sustainability report. We built this report to provide transparency on how Wallbridge approaches the environmental, social and governance (ESG) matters that are important to our employees, communities, shareholders, and other stakeholders.

While this is our first sustainability report, Wallbridge has long placed respect for the environment and our communities at the centre of everything we do. It's enshrined in our vision and reflected in the actions we take every day. We also recognize that the ESG landscape around us is continually evolving, and we have redoubled our commitment to continuous learning and improvement across all levels of our organization. As one of the first advanced exploration companies on the Detour-Fenelon gold trend, we are excited by the opportunity to be a partner for sustainable development, in ways that support the prosperity of our employees and local communities, while minimizing our impact on the environment.

For us, being a sustainable business means building a company that delivers long-term value to all our partners, including investors, host communities, governments and our employees. We believe that our direct and indirect economic contribution should generate shared value measured by the positive legacies we leave in our communities. Our projects, while still in the exploration and development phase, are already making a meaningful contribution.

For example, in 2021, we spent over \$55 million on supplies and services sourced from the regions where we operate.

Our approach is guided by our values of Health & Safety, Teamwork, Responsibility, Commitment and Integrity. These also form the basis for our Health, Safety and Environment and Corporate Social Responsibility (HSE & CSR) Committee Charter and Code of Business Conduct and Ethics.

We embrace the principles of diversity, equity and inclusion and recognize that more can be done to make mining a welcoming and inclusive space for all. That includes a focus on creating opportunities for First Nations and Metis communities, who make

up nearly 30% of our workforce. In 2022, we are launching a Cultural Sensitivity and Awareness Program designed to foster an environment of greater understanding and inclusivity across the Company. Ultimately, we want our employees to view their time at Wallbridge as a highlight of their career, because they are integral to our long-term success as a Company.

More broadly, our goal is to partner with communities on projects that deliver shared value – projects that will leave a legacy and provide benefits that last beyond the life of our operation. To this end, last year we committed \$1.5 million to regional road improvement projects which are anticipated to begin in 2022, helping to strengthen critical infrastructure in remote communities.

Working within an extractive industry, we know it is essential to provide a healthy and safe workplace. Our top priority is the safety of our employees, their families, and our local communities. The sudden onset of COVID-19 put all companies to the test and added a new layer to our health and safety protocols. At Wallbridge, we implemented stringent hygiene, testing and distancing controls which significantly contributed to our success in controlling and preventing outbreaks.

When it comes to managing the environmental impacts of our business, we are always on the lookout for opportunities to reduce waste, as well as strategies to improve water and energy efficiency. But in order to reduce an

impact, we developed our first greenhouse gas (GHG) inventory and started tracking hazardous waste produced at our sites. We plan to build on this work to identify further opportunities for improvement going forward.

I would like to express my gratitude to Wallbridge employees and our Board of Directors, who have been unfailingly supportive, resilient, and adaptable through a challenging year. Equally, I would like to thank our shareholders and community stakeholders for their feedback and support and look forward to building on our partnerships over the years ahead.

In the spirit of continuous improvement, we would encourage you to share your feedback on this report, as well as on the company's ESG policies and practices. You may do so by contacting [info@wallbridgeminig.com](mailto:info@wallbridgeminig.com).



*"For us, being a sustainable business means building a company that delivers long-term value to all our partners, including investors, our communities, host governments and our employees."*

**MARZ KORD, M.Sc., P.Eng., MBA**  
President & CEO and Director  
Wallbridge Mining Company Limited



# Message from HSE & CSR Committee Chair

As a Board of Directors, we believe that sound corporate governance is essential to sustained value creation and we are committed to maintaining a high standard across every facet of the business. Our inaugural ESG report is just one of the ways we are strengthening our practices in this regard. This report is designed to provide you, our stakeholders, with a greater degree of transparency. It is also a stake in the ground for Wallbridge, a mechanism by which we will hold ourselves accountable to you, by measuring, tracking and reporting our progress against a series of key ESG indicators over time.

During 2021, we revised and adopted new charters for each of our Board committees, including: The Health, Safety & Environment and Corporate Social Responsibility committee, Technical committee, Compensation and HR committee, Audit committee and the Corporate Governance and Nominating committee (CGNC). A new Director Equity Ownership Policy was introduced that requires Directors to own a specific value of Wallbridge shares (or Deferred Share Units (DSUs)), further strengthening alignment with our stakeholders.

Formal Performance Metrics, linked to the short-term incentive plan, were introduced to drive key behaviours. In addition to Corporate Performance and Operations, 40% of the performance metrics were

linked to the achievement of ESG/CSR and Internal Controls/Governance key performance indicators. These included the development of comprehensive Human Resource (HR) Plans and Health, Safety, Environment Management System (HSEMS) frameworks that will equip Wallbridge with the building blocks needed to successfully grow the business. We are particularly proud of our safety and environmental performance and appreciate the hard work of Wallbridge employees and contractor partners who helped us achieve these results.

We are also monitoring developments

across the voluntary reporting landscape, which continues to evolve rapidly. As we move forward, our goal is to provide enhanced disclosure of ESG-related issues, risks and opportunities that are meaningful to our stakeholders. To assist us in this effort, in 2021, we engaged an independent sustainability consultant, WSP, to analyze material topics for inclusion in this inaugural report. The material topics chosen were also informed by our engagement with our stakeholders. We hope that this report will provide readers a clear understanding of our ambitions and actions as well as celebrate the progress Wallbridge has achieved thus far.



**JANET WILKINSON**  
*Independent Director*  
 Chair, Health, Safety & Environment and Corporate Social Responsibility committee

# About Wallbridge

Wallbridge is currently advancing the exploration and development of its 100%-owned Fenelon Gold property located along the Detour-Fenelon Gold Trend, an emerging gold belt in northwestern Québec. Within three years of the discovery of the Area 51 and Tabasco/Cayenne Zones, through drill programs totaling over 300,000 metres, Wallbridge reached an important milestone by announcing a maiden MRE for Fenelon and an updated MRE for the Martiniere Gold Property totalling 2.67 Moz Au in the indicated category and 1.72 Moz Au in the inferred category.

Both properties are located on the Company's 910 km<sup>2</sup> land package along the Detour-Fenelon Gold Trend in Northern Abitibi, Québec, with significant potential for further discoveries over a 97-kilometre strike length of this underexplored belt.

Wallbridge is also the operator of, and a 17.8% shareholder in, Lonmin Canada Inc., a privately-held company with a portfolio of nickel, copper, and platinum-group metals (PGM) projects in Ontario's Sudbury Basin.



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## Our Corporate Vision

To create value through the discovery, acquisition and development of gold mining projects while respecting the environment and communities where we operate.

## Our ESG Vision

To respect our employees, communities, and the environment as we reimagine responsible mining, bringing mutual benefits through thoughtful and inclusive engagement.

## Wallbridge's Projects

The Fenelon Gold Project is located in the Nord-du-Québec administrative region, approximately 75 km west-northwest of the city of Matagami. The Property covers an area of 912.62 km<sup>2</sup>, extending 97 km east-west and 27 km north south.

Since the acquisition of Fenelon Gold Project in late 2016 and the acquisition of Balmoral Resources in 2020, Wallbridge now controls over 910 km<sup>2</sup> of prospective land package along the Detour-Fenelon Gold Trend («DFGT»). In November 2021, the Company announced a mineral resource estimate totaling 2.67 million ounces of indicated gold resources and 1.72 million ounces of inferred gold resources at DFGT.

The Broken Hammer Project, located in the Township of Wisner, District of Sudbury, Ontario, is an open pit that was

mined by Wallbridge for platinum, palladium, and copper. During the production phase, the mine operated for a period between 2014 and 2015 and extracted 295,000 tonnes of material for processing. The extracted ore was hauled to an off-site mill for processing. The mine is now in a "State of Inactivity" which refers to the period after production has been suspended indefinitely and treatment of the pit water (which includes site stormwater runoff) is still required prior to discharge to the environment. Water is treated and discharged over the summer months and monitoring is ongoing as per the regulated monitoring program for the site. In 2021, Wallbridge began a pilot to evaluate the potential use of a passive sulphate reducing bioreactor with the goal of establishing long-term water treatment.

### COMPANY VALUES



#### HEALTH AND SAFETY

First on every agenda. Zero Harm is the only target.



#### TEAMWORK

Working together, we achieve results!



#### RESPONSIBILITY

We respect our stakeholders, the environment and local communities.



#### COMMITMENT

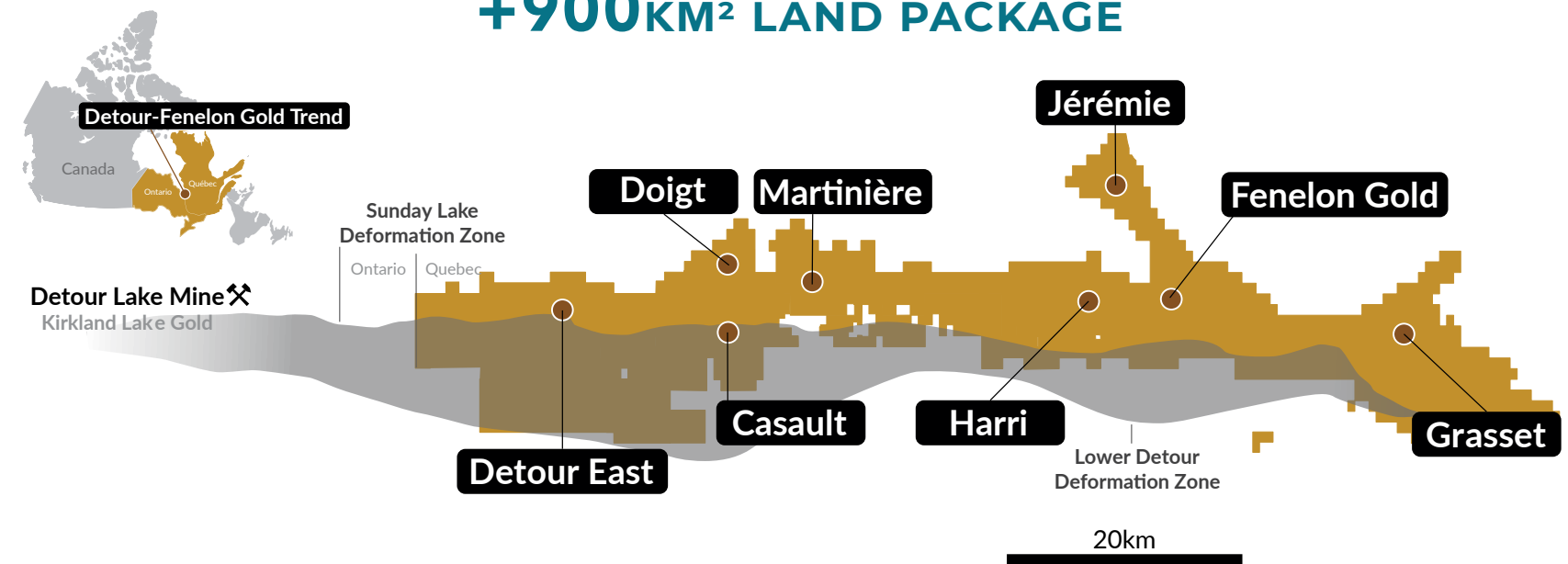
We give our all, every time we do something.



#### INTEGRITY

We act with consistency, honesty and accuracy in everything we do.

### +900KM<sup>2</sup> LAND PACKAGE



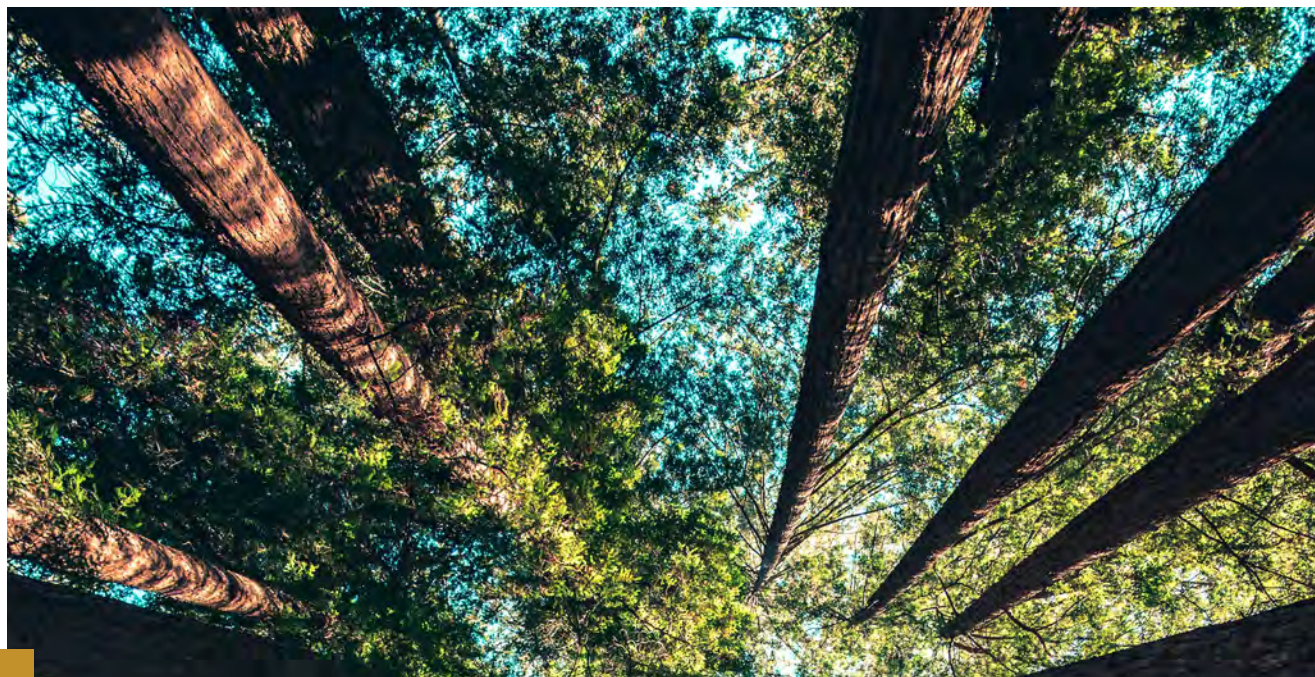


## About This Report

Wallbridge's sustainability reporting reflects our comprehensive approach to managing our impacts on the environment and all our stakeholders. We believe that ESG performance plays a foundational role in supporting our ability to create sustainable long-term value that enhances our business, the environment, and the communities in which we operate.

As we continue our journey of implementing sustainable practices, our inaugural report exemplifies our commitment to keeping our stakeholders informed of our priorities and the steps we take to achieve them. This report signifies Wallbridge's desire to work in collaboration with employees, local and Indigenous communities, suppliers, contractors, and shareholders amongst others to build a more sustainable economy and future for mining in Quebec and Ontario. Through subsequent reports, Wallbridge will continue to provide updates on our ESG goals, progress and success as the business continues to grow.

This report includes information on environmental, social and governance topics that represent impacts, risks, and opportunities for our business and stakeholders. These were identified, with the support of a third party, by considering the current state of our business, emerging industry and sustainability trends, and reporting frameworks, such as Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and the Sustainable Development Goals (SDGs).



### REPORTING SCOPE AND BOUNDARY

This report provides an overview of our Company and its operations in Canada throughout the 2020 and 2021 fiscal years (ending December 31). We aim to continuously improve and expand the performance indicators we report on and improve our data collection systems. Any reporting limitations and exceptions are identified in this report. This report has been reviewed and approved by our Executive Leadership Team and Board of Directors for publication. This document was internally prepared and has not been externally verified. References to "we", "our", or "the Company" mean Wallbridge unless otherwise specified.





# Environment

## Environmental Management

Wallbridge is committed to operating in a manner that uses the necessary precautions to monitor as well as mitigate all environment-related risks and their associated impacts. This is why we have developed processes for planning, monitoring and controlling, and remediating the impacts of our exploration activities.

In 2021, we began a Health, Safety and Environment (HSE) systems continuous improvement journey with the goal of establishing foundational processes that will support the long-term growth we anticipate in our projects. As part of this work, we provide the necessary training and tools to all employees and contractors so they may uphold our commitment to environmental stewardship.

These efforts are further demonstrated by the environmental policies and procedures associated with our drilling activities. All employees and contractors conducting drilling activities are mandated to follow the procedures outlined within our Cutting, Drilling and Working in Wetland policies that together are used to mitigate the effects on the surrounding natural environment.

### ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA) SUMMARY

In preparation for the next steps at our flagship Fenelon Gold Project, we have continued environmental baseline studies and consultation activities throughout 2020 and 2021 and will continue throughout 2022 in support of an updated project description. The studies are being conducted to meet both the federal and provincial requirements should the federal process be triggered. The studies are focused in the area of potential site infrastructure as well as potential powerline trace. The 2021/2022 program includes vegetation, hydrology, hydrogeology, geotechnical, surface water and sediment quality, and wildlife (including species at risk, such as caribou, bats, fish, birds, micromammals, amphibians, and reptiles). An update to an existing archeology study and communication and consultation plans is also included in the program.



# Processes for Environmental Management

In demonstration of Wallbridge's commitment to reducing our impacts on the natural environment, the environment team works closely with the internal studies team and contractors to evaluate opportunities to integrate environmental management into decision making using the following five approaches:







## GREENHOUSE GAS EMISSIONS

As the level of anthropogenic greenhouse gas (GHG) emissions in our atmosphere reaches unprecedented levels, Wallbridge understands its role in taking action to mitigate emissions stemming from our operations. In 2021, we developed our first GHG inventory covering the years 2020 and 2021, including Scope 1 and 2 GHG emissions. This exciting first step provides us with the opportunity to track and measure our climate change impacts as we continue forward on our sustainability journey.

Wallbridge has taken several measures to reduce the emissions from our operations. These include:

- The implementation of a transportation service to reduce the number of small vehicles on the road.
- Building an eco-friendly septic system for the camp facilities to eliminate offsite disposal.
- Engineering work in support of a hydro-electric power line for the Fenelon Gold Project to avoid the use of diesel fuel power generation once construction is approved for the mine site.

In 2021, we began underground development at our Fenelon site and completed 134,868

meters of drilling (a 35% percent increase relative to 2020). As a result of this growth in our operations, we have seen significant increase in our scope 1 emissions.

This increase is justified by the increased use of underground mining and development equipment as well as generators. To support our growing workforce, the increased demand for propane to heat our on-site buildings and operate our kitchens also contributed to the emissions increase in 2021 compared to 2020.

Emissions Category	Total GHG Emissions (tCO <sub>2</sub> e) *	
	2020	2021
<b>Scope 1 Emissions</b>		
Stationary combustion	2,798	6,724
Mobile combustion**	516	1,839
Scope 1 Total	3,314	8,562
<b>Scope 2 Emissions</b>		
Electricity	1	2
Scope 2 Total	1	2
Total Scope 1 and Scope 2 Emissions	3,315	8,564

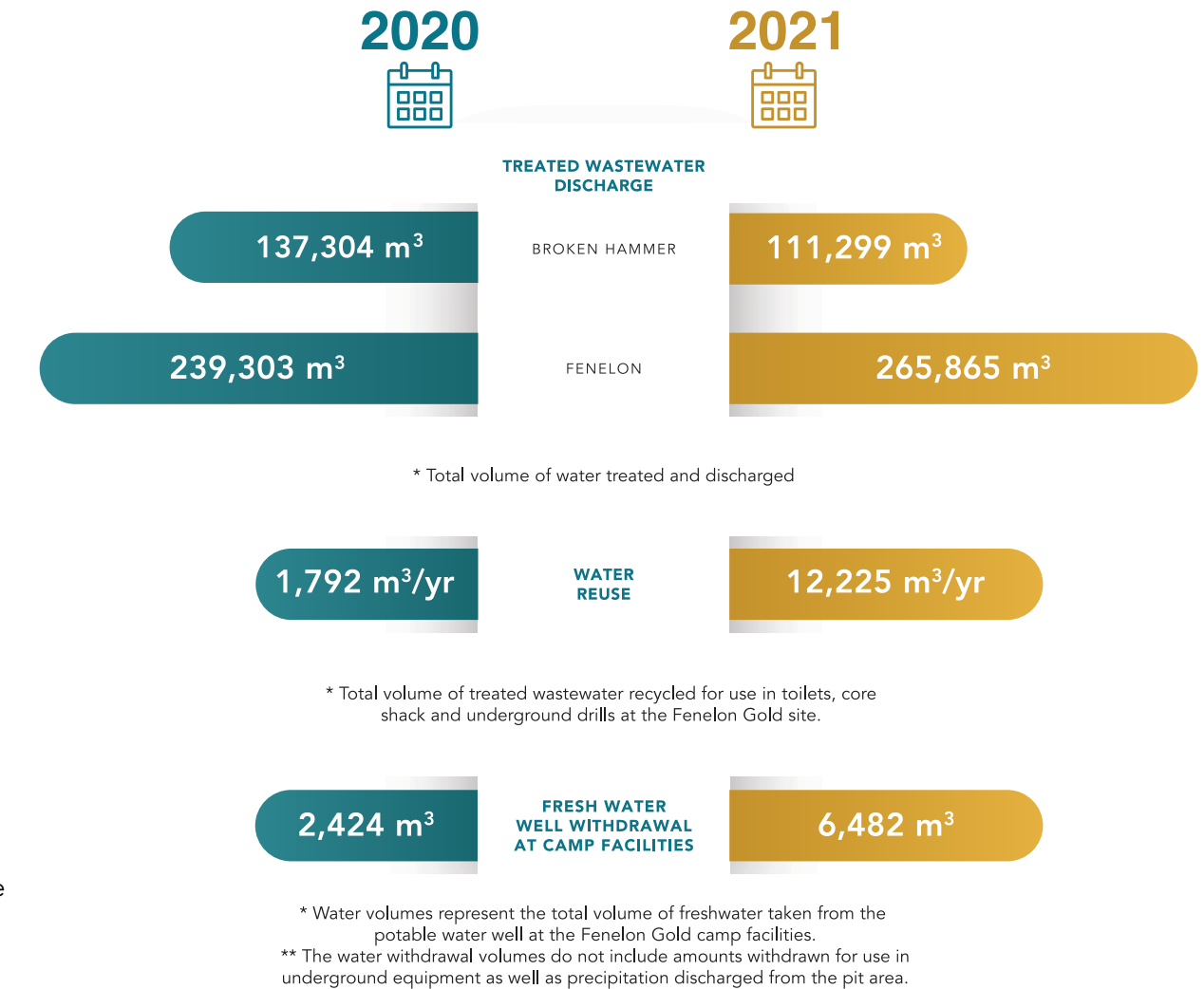
\*GHG emissions reported as tCO<sub>2</sub>e (tonnes of carbon dioxide equivalent) which includes carbon dioxide, methane, and nitrous oxide emissions and is based on the global warming potential values from the IPCC Fifth Assessment.  
 \*\*GHG emissions increased in 2021 primarily as a result of increased diesel consumption associated with generator use and underground development at the mine starting in April 2021.

## Water Stewardship

We work hard to minimize the impacts of our operations on water in consideration of the many cultural and ecological services it provides. As part of our water stewardship commitments, we have implemented continuous measuring and monitoring practices to ensure that all discharged effluents comply with applicable regulatory requirements and guidelines.

We assess our impacts at all stages of the project cycle by analyzing the linkages between our water use, the community needs, and ecological requirements. Our team seeks opportunities to collaborate and engage with local non-Indigenous and Indigenous communities in mitigating any environmental or social water-related impacts. In response, we have taken the necessary measures to ensure that each of our contractors meets internal standards with respect to water stewardship practices. This is demonstrated by the requirement we have set for all project bids that contractors undergo training on our Working in Wetland Policies for Drilling and only use biodegradable drilling liquids.

As our operations continue to grow, we are determined to strengthen our internal collaboration by defining roles and responsibilities when it comes to water stewardship, as well as improving our efforts in communicating water management processes, opportunities, and successes with our external stakeholders. As we continue to enhance our operations, we aim to identify areas that we can reduce water use and further integrate consideration of community needs and cultural values into planning processes to avoid, minimize, and mitigate impacts.





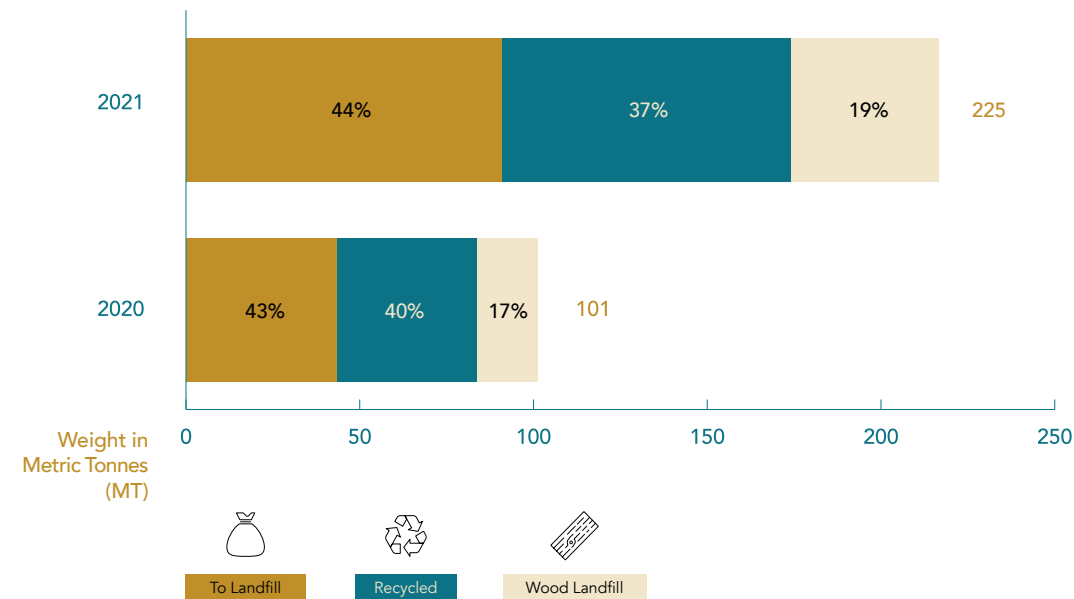
## Waste and Hazardous Materials Management

Continuous improvement of our materials management systems is part of our approach to sustainability management. Currently, Wallbridge maintains partnership with a third-party organization, which is responsible for the proper treatment and disposal of on-site waste. Within our current waste management system, we use general waste, wood, and recycling bins to collect and separate waste materials. Every possible measure is taken to recycle material, resulting in an average of 39% of total waste being diverted from landfill in both 2020 and 2021.

In 2021, we took over the management of hazardous waste from the contractors on site which has allowed for better accounting. All hazardous waste produced on site is removed by a professional waste removal company ensuring that all hazardous waste is treated and disposed of properly.

The hazardous waste generated on our sites include liquids (such as waste oil from mobile equipment, oily water from garage oil/water separator, vegetable grease, antifreeze), solids (such as contaminated soils contaminated with hydrocarbons from spills, used oil filters, oil-contaminated containers, fluorescent tubes), and gas/aerosols (from paint cans, aerosol cans, brake cleaner).

## WASTE DISPOSAL AND RECYCLING



HAZARDOUS WASTE PRODUCTION IN 2021*	
Liquids (waste oils)	11,205L
Solids (contaminated soils)	20,833 kg
Gas (aerosols)**	80 kg

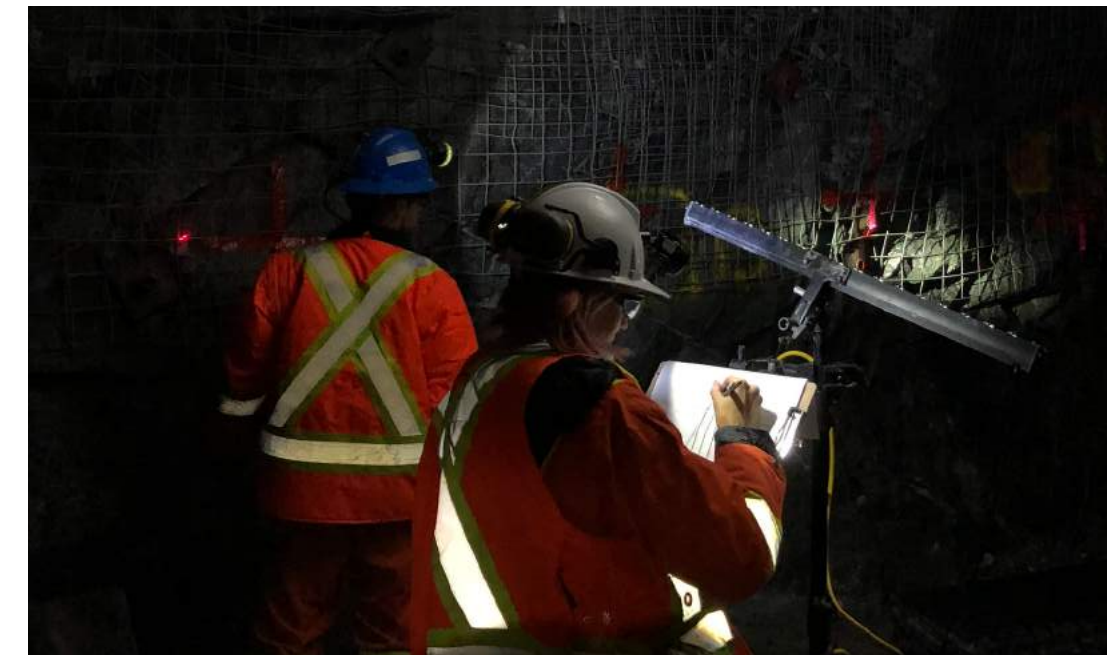
\* Wallbridge began tracking this data in 2021.  
 \*\* No refrigerants were used.

## Significant Spills

Accidental spills are a risk inherent to all operations in the mining and exploration sector. To protect the safety of our employees and the surrounding environment, Wallbridge's approach to spill management is centered around prevention. This is reflected in our Spill Policy and procedures.

To further prevent spills and minimize the potential impact to the environment, we have emergency procedures in place at our sites to ensure that all employees are prepared in the event of a spill. If any spill does occur, it is reported, remediated, corrective actions are taken, and the spill is tracked to minimize impacts. At Wallbridge, a reportable spill is defined as any spill that occurs and is required to be reported to regulatory authorities.

In 2020 and 2021, Wallbridge reported 8 spills.



## Reported Spills

Material	Spills			
	2020		2021	
	Number of spills	Total volume (L)	Number of spills	Total volume (L)
<b>TOTAL</b>	<b>5</b>	<b>155</b>	<b>3</b>	<b>55</b>
Diesel	2	115	1	25
Jet-A fuel	1	Minor volume not recorded	0	N/A
Hydraulic oil	2	40	2	30



## Ecological Impacts

Staying true to our core values, we work hard to ensure that environmental protection is considered at all levels of our organization and at all stages of the exploration process. We identify environmental risks to ensure that each can be assessed and managed proactively. We leverage our stakeholder partnerships to develop effective measures to protect, preserve and reclaim the ecological integrity of the natural environment in which we operate.

As part of our 2020 Environmental and Social Impact Assessment (ESIA) work, it was identified that none of our projects are located within a 5-km radius of any significant areas classified as protected areas or areas used for the conservation of endangered species. Wallbridge understands that lands in which we operate are ecologically rich and serve as habitats for a multitude of species. Since 2013, the Woodland Caribou Recovery Plan has been instituted in Quebec by the Ministère du Développement Durable, de l'Environnement, de la Faune et des Parcs. Our Fenelon Gold project is located within an area identified for the Woodland Caribou Recovery Plan and in consideration of this, Wallbridge's ESIA considers the potential presence of Woodland Caribou and mitigating measures are applied to current activities and will be factored into future activities and designs.

To evaluate the ecological impacts associated with our potential future operations at Fenelon Gold, we are conducting in-depth environmental baseline studies for permitting. These are used to provide a clear picture of the natural state of the area prior to developing the project. To help us prevent unnecessary disturbances from our exploration activities, our pre-drilling site inspections are coupled with post-drilling site inspections to ensure that all drill-site rehabilitation measures meet Wallbridge's standards.

## Site Closure Procedures

Our Broken Hammer site is our only site in a "State of Inactivity"; production has been suspended indefinitely and treatment of the pit water, including site stormwater runoff, prior to discharge to the environment is still required. The water is treated and discharged over the summer months and monitoring is ongoing as per regulated monitoring program for the site. In 2021, Wallbridge commenced a wastewater treatment pilot evaluating a passive bioremediation treatment system, as part of the closure and remediation process for the site. This represents an exciting step towards improving our land reclamation efforts and wastewater monitoring and treatment. Broken Hammer revegetation efforts required for the closure plan have been completed prior to 2020. Most of the remaining closure costs in the plan are for water treatment and monitoring.

In 2021, we updated and filed the closure plan for our Fenelon Gold site which will be continuously updated throughout the project lifetime.








## Social

### COVID-19 Response

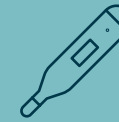
During 2021, we continued to proactively respond to COVID-19. We operate under specific business continuity plans developed to protect the health and well-being of our employees, contractors, their families, and local communities. These plans are actively reviewed as part of our Crisis Management Protocols and meet, as a minimum, local and provincial regulatory requirements.

The following actions demonstrate the many measures Wallbridge has instituted to maintain a safe working environment for our employees:

10,000+ Covid-19 tests were performed in 2021 on Wallbridge employees, contractors and visitors




Medical screening and testing for all personnel prior to site entry



Testing of all personnel during each rotation at Fenelon



Training on hand hygiene and social distancing



Remote work at our corporate offices and projects whenever possible



Rigid camp and site hygiene protocols



Elimination of all non-essential business travel including marketing activities, which are hosted virtually



Mandatory use of Personal Protective Equipment (PPE) where social distancing is not practicable



Regular COVID-19 communication with the workforce and all stakeholders





## Workforce and Employees

Wallbridge has a strong, diverse culture that is maintained and strengthened through our leadership and every team member. We attract, retain, and develop people who want to make a real difference through the work we do.

We stand proud of the tight-knit culture that exists amongst Wallbridge employees at all levels of the organization. With a diverse workforce, each person in our organization plays an important role in maintaining an environment where everyone feels welcome and heard. Together, we work to create an inclusive workplace where we hold ourselves and each other accountable to Wallbridge's core values. Our Safety, Health, Environment & Community Policy sets the framework for how we uphold these values and promote inclusion across our operations.

As our business continues to grow, we believe it is fundamental that our employees have access to the tools and resources that best support their needs. As such, we have implemented internal engagement strategies to ensure that our employees are aware of the avenues they can use to share ideas or concerns. This includes the use of internal communications to generate awareness of the policies and mechanisms in place to support them, such as our Violence & Harassment and Whistle Blower Policies. Our leadership team works hard to identify opportunities to improve and implement meaningful actions that support the health, wellbeing, and prosperity of our workforce.

## Employee Development Opportunities

Wallbridge supports the career development of employees at all levels of the organisation. By providing training funding for academic study, and opportunities for movement between roles and tasks within the organisation, we strive to provide an enriching and rewarding career. Below are the stories of two employees at different stages of their career journey that exemplify the commitment we make to our employees.

## Student Spotlight

### EVAN SLATER

#### *Tell us about your career journey with Wallbridge.*

"Following completion of my MSc at Laurentian University I joined Wallbridge in the summer of 2015 as a summer contract geologist (in training) to take part in their field mapping program around the Sudbury basin. Management recognized my talent and extended my contract, eventually leading to a permanent position where I was trained to manage and plan exploration programs on various joint venture projects around Sudbury. When Wallbridge acquired Fenelon, I was working under the Senior Geologist doing much of the fieldwork related to the project. I then became the Project Geologist and then Senior Project Geologist at Fenelon Gold where I supervised the geology programs related to the bulk sample and exploration. In January 2021 I switched my role to a more technical one where I am completing a PhD study of the Fenelon Gold deposit and surrounding belt that is supported by the Company and I am still involved in developing the exploration strategy for the Company."

#### *What aspects of your research and work with Wallbridge do you find most rewarding?*

"I am now able to focus full-time on the underlying science and can apply these insights to do better exploration. Unlike some jobs where one trades their time for a salary, here I feel like I am learning things that genuinely interest me."

#### *How has your experience working with Wallbridge impacted your career, learning and professional development?*

"Working for Wallbridge has enabled me to attend many conferences and learn the business aspect of the profession. I have presented to many senior managers and this has allowed me to become a competent public speaker"

#### *What makes Wallbridge unique?*

"Wallbridge has a culture of fostering professional development and is strongly supportive of research. They understand the importance of training and giving back to the scientific community. In fact, Wallbridge's Vice President Exploration started out as a graduate student researcher for the Company well over a decade ago."







## Employee Spotlight

**ATTILA PÉNTEK**

### *Tell us about your career journey with Wallbridge.*

"I've been working with Wallbridge for over 15 years. As a geology student from Hungary, I received an opportunity to complete my master's research on uncommon types of platinum group element mineralization in the Sudbury area which is best known for its long history of nickel mining. Through my research group, I leveraged existing partnerships with Wallbridge and ultimately was invited to complete my PhD with the support of the Company. While completing my PhD program, I spent my summers in the field, mapping for Wallbridge and collecting samples and data for my own project and continued my research and teaching during the rest of the year. Through my work with Wallbridge, I was able to identify my passion for exploration and, once my PhD was finished, was hired full time as a Project Geologist. From there, I steadily progressed into more senior roles and ultimately to my current position as Vice President, Exploration, where I have been building and leading the Company's geology team through some very exciting years."

### *How would you describe the employee experience at Wallbridge?*

"Wallbridge has an exceptional culture that values technical knowledge. We focus on building and retaining a strong in-house technical team, which isn't generally typical for junior companies. One approach we use is to give our developing professionals a lot of responsibility early in their careers, providing them with growth opportunities and experience across many technical fields so that they gain good exposure to a variety of aspects of exploration and mining. In essence, Wallbridge looks to provide its employees with opportunities that will help them become well-rounded, have diverse skill sets and flourish in their roles and in their careers."

### *How has Wallbridge supported your professional development and helped you achieve your career goals?*

"Wallbridge has always been creative in retaining their geologists through means such as funding masters and PhD projects, or providing various types of professional development opportunities. This has offered me and many others the opportunity to develop both specialized expertise, and an overarching understanding of the industry. Wallbridge recognized a talent in me and went the extra mile to support my learning and vertical growth to more senior roles within the Company. The diversity of Wallbridge's workforce promotes an inclusive environment where professionals from all over the world come together to learn from each other, setting a high standard for the industry in providing a very energetic environment."

### *How have you seen the importance of environment, social and governance (ESG) issues evolve at Wallbridge?*

"Throughout my 15 years at Wallbridge, I have seen the industry become more conscious of environmental and social issues related to mining. Sudbury has always been a very progressive region for mining, with high standards of stewardship of the environment and care for safety. Wallbridge's engagement with First Nations and Indigenous Peoples has been a defining part of the Fenelon Gold project, which continues to foster strong relationships with, and employment opportunities for, local Indigenous and non-Indigenous communities."

### *What makes Wallbridge unique?*

"Wallbridge has a fun, diverse and very energetic team where each individual comes from a different background, with unique experiences, which provides diverse thoughts and brings good humour to the office and site! The whole team is very passionate about discovery and about developing the mining camp of the future, with innovative, environmentally conscious approaches and in close partnership with the local communities."







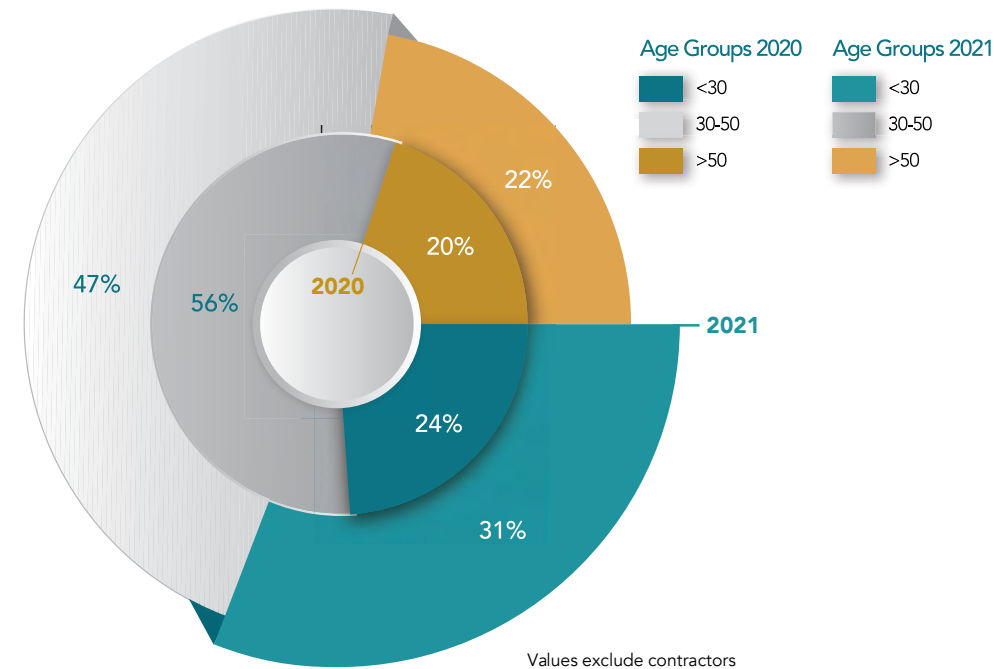
## Diversity, Equity and Inclusion

Wallbridge believes in embracing a diverse culture and creating an inclusive environment for all. This commitment and spirit of equality is a steadfast principle that fuels our organization. That is why we pledge to continuously strive to improve our approach to diversity and inclusion as our Company evolves.

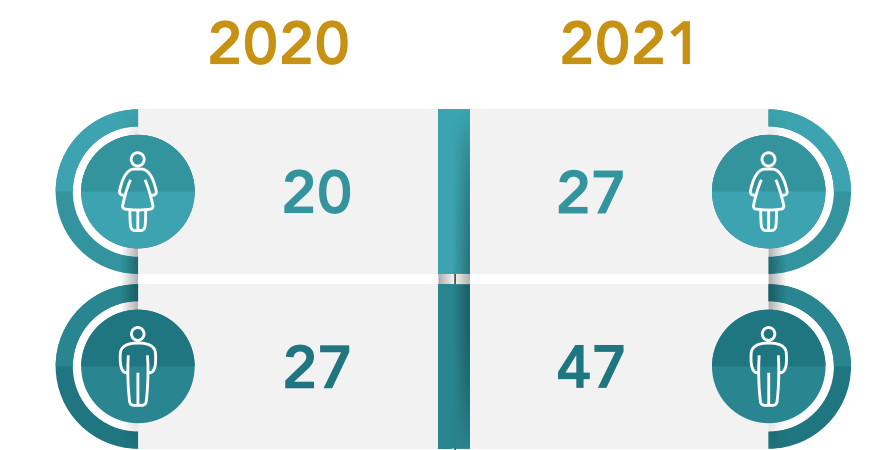
**17%** Wallbridge direct employment increased by 17% in 2021 


**202**  
In 2021, our workforce consisted of 202 employee and contractors

### DIRECT WORKFORCE AGE DEMOGRAPHICS



### GENDER DIVERSITY



**35%** During 2021 we increased the number of female employees by 35% 

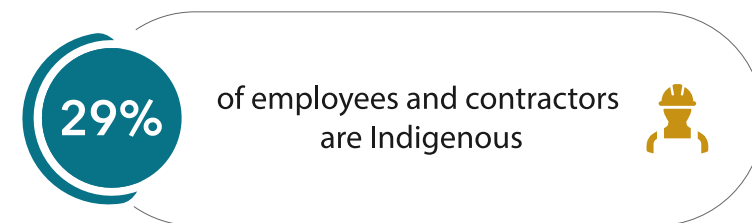




## Indigenous & Local Community Relations

Wallbridge acknowledges that our mining and exploration operations take place in areas subject to Indigenous and Treaty Rights. Our team seeks every opportunity to promote mutually beneficial relationships with First Nations and Métis communities.

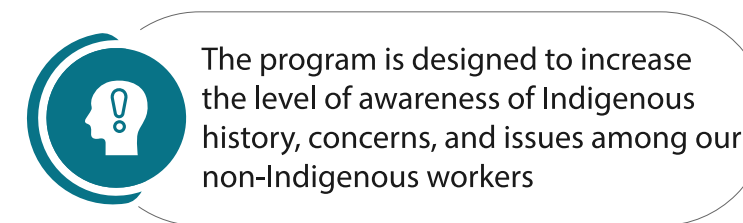
We respect the role of the traditional custodians of the land on which we operate, and we value the partnerships we have built with them. We take our responsibility to protect and manage cultural heritage seriously and we are working with our Indigenous partners to develop and deliver Cultural Awareness training to ensure we remain informed and respectful. In 2021, we also began construction of a Cultural Centre which was designed to recognize the differences between the three Indigenous communities with whom we work closely. Among the awareness initiatives we have implemented is our Cultural Sensitivity and Awareness Program (CSAP).



## CULTURAL SENSITIVITY AND AWARENESS PROGRAM (CSAP)

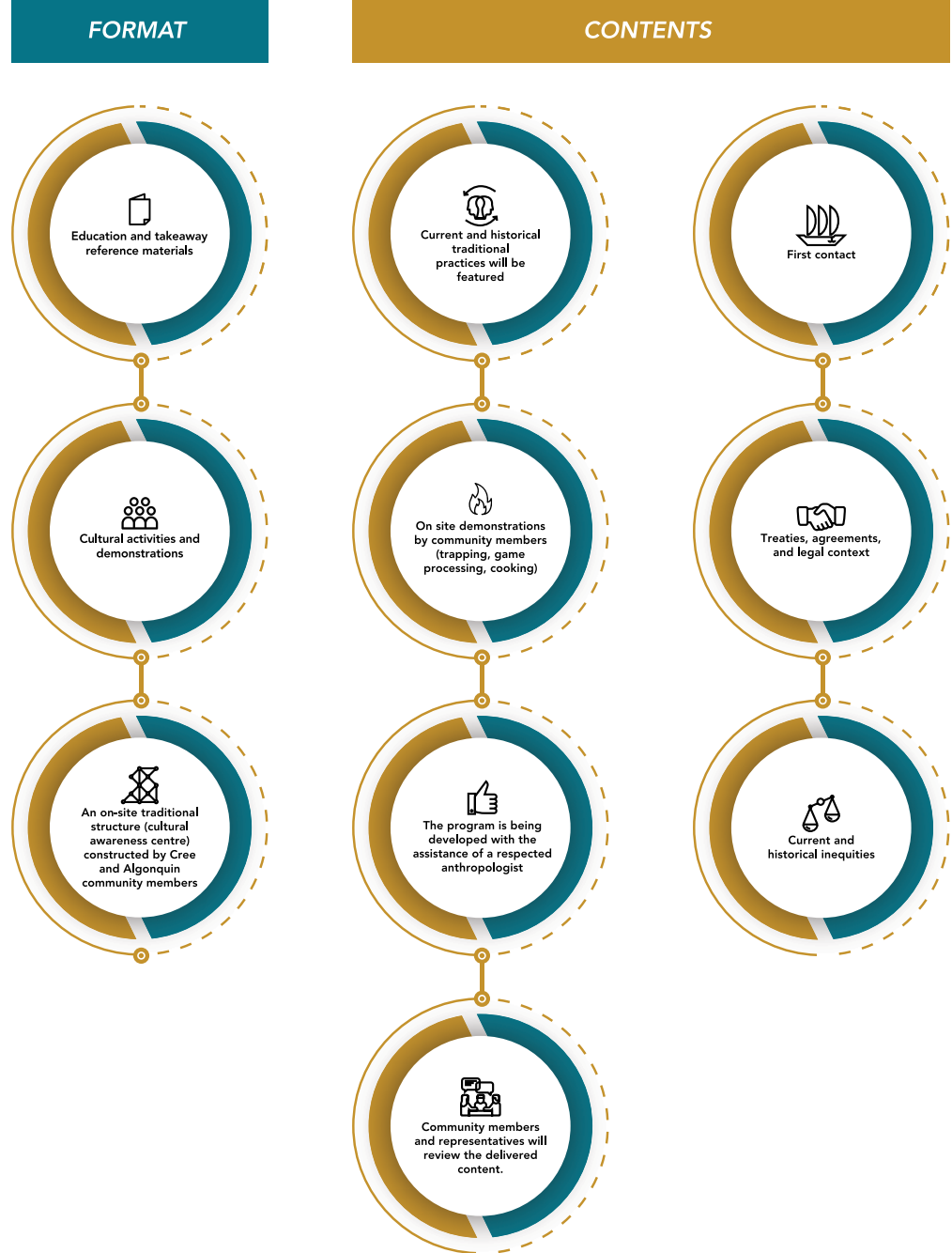
Our Cultural Sensitivity and Awareness Program (CSAP) has been in development through 2021 and is intended to be launched in Q1 2022. This program will provide training and act as a reminder to employees that Wallbridge is inclusive of employees with varying beliefs, appearances, and faiths. Wallbridge expects all employees to treat one another with utmost respect.

We have many Cree and Algonquin First Nation people in our workforce. In addition, our largest project, Fenelon Gold, is located on traditional territory. Therefore, it is fundamental that we inform our non-Indigenous employees of the culture and history of the Cree, Algonquin, and First Nations in general. We have carefully designed and constructed the CSAP in partnership with Cree and Algonquin community members to include key elements.





# ELEMENTS OF THE CSAP PROGRAM



Our Lands and Indigenous Affairs Manager is responsible for outreach to Indigenous communities along with several members of the management team. Together, they actively participate in engagement sessions while documenting issues and concerns along with company actions or commitments to maintain transparency on topics raised. For example, where our drill programs occur, we work with the affected land users to ensure that we are respecting their practices and that there is minimal interference to culturally significant lands. To further accommodate cultural practices, Wallbridge has also adjusted helicopter flight routes as to not disturb wildlife from areas along rivers.

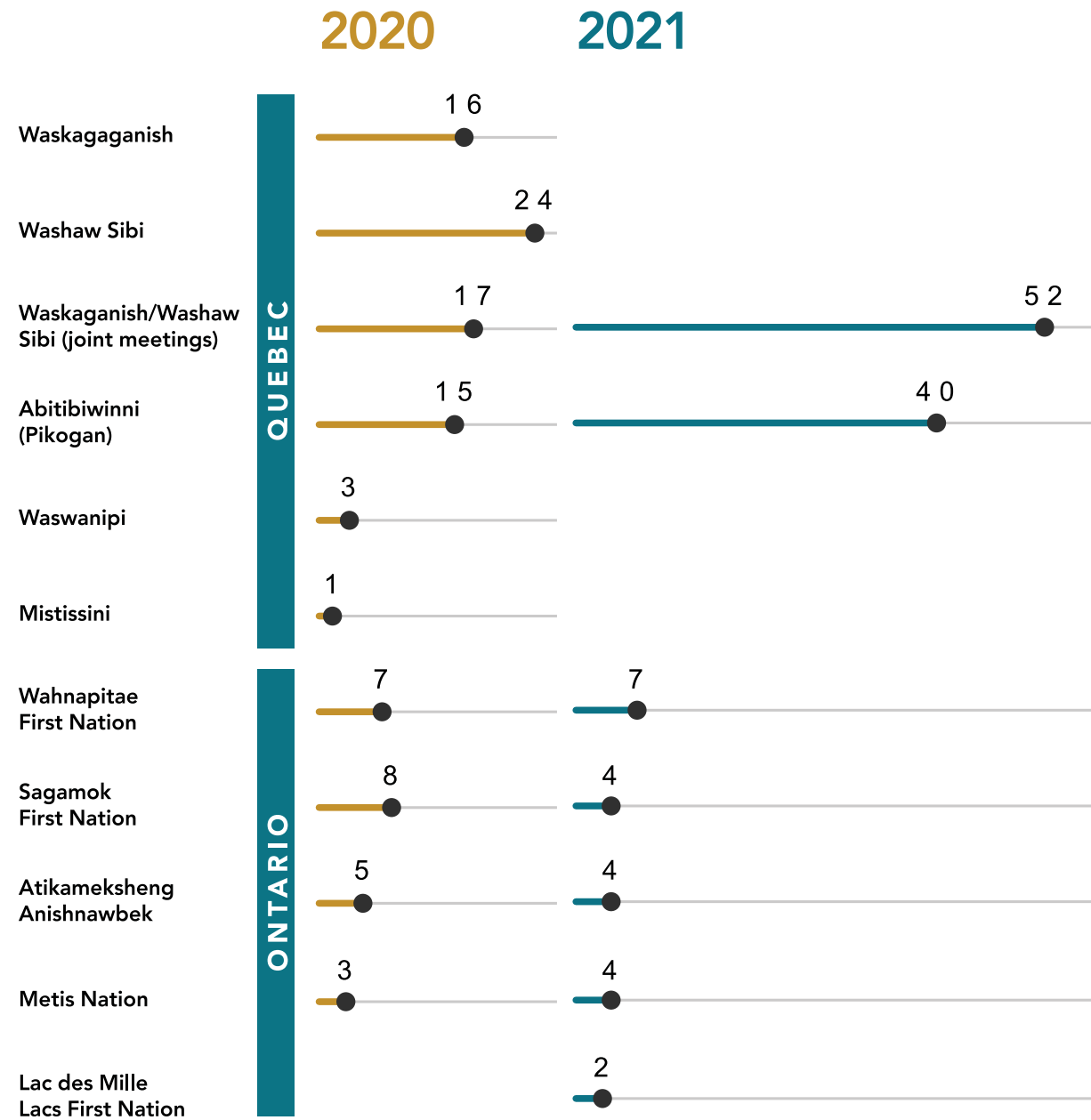
Our engagement approach has provided an excellent platform for Wallbridge to continuously learn from Indigenous stakeholders on how we can best mitigate impacts and improve support for community development initiatives. Across 2020 and 2021, Wallbridge participated in a total of 114 engagement meetings with Indigenous partners. The agenda of our engagement meetings cover a variety of topics, including but not limited to:



- 1 Project site updates outline any developments, active exploration drills, etc.
- 2 Housing information covering updates to occupancy, scheduling, dorm, dining, and recreation programs.
- 3 Employment and training opportunities, and updates on the success of programs.
- 4 Cultural awareness updates covering cultural programs and training development.
- 5 COVID-19 isolation protocols, updates from governing bodies, testing statistics and protocols.
- 6 Other matters including open discussion on any questions or concerns raised.



## FREQUENCY OF INDIGENOUS GROUP ENGAGEMENT MEETINGS





## Occupational Health and Safety

The health and safety of our employees is a top priority at Wallbridge. We acknowledge that our activities have the potential to expose employees, contractors, and local and Indigenous communities to health and safety risks. We work diligently to identify these risks and to ensure adequate controls are in place to mitigate them so that each of our employees completes their day safely. This approach to occupational health and safety is maintained through our Safety, Health, Environment & Community Policy. In the spirit of continuous improvement, we continue to strengthen our systems and recently completed a baseline as a starting point to modernizing our EHS MS over the next several years.

Ultimately, we aim to reduce operational risk and exposure to our stakeholders. This includes routine Health & Safety meetings at site on identifying and reporting near misses to achieve our objective of reducing the frequency and severity of incidents. In the event of an incident, the Fenelon Gold site has a full-time medical professional and on site 24/7 security services as well as trained mine rescue personnel all of whom have advanced first aid training. Our commitment to safety risk mitigation is further demonstrated by the installation of telecommunication towers that provides telecoms on the remote roadways surrounding the Fenelon Gold site. With a connectivity radius of up to 50km, the tower allows all travelers to maintain communication in the event of an emergency, thus mitigating risks associated with vehicular travel to a remote site.

Furthermore, we understand the importance of being prepared and providing guidance in the event of an unplanned incident. Our Emergency Response Management Plan outlines site-specific procedures in several areas including accident & incident reporting, emergency transport contact details, fire, and spill procedures. In 2021, Wallbridge achieved 20% reduction in our Total Recordable Injury Frequency Rate (TFIR) relative to the 2020.

### Health and Safety Training

To maintain the strength our health and safety culture, Wallbridge provides all employees with training and awareness courses so they can incorporate and apply safety measures in their daily operations. With the safety of our employees being paramount, our training courses cover all aspects of our operation including mobile equipment and vehicle use, mine rescue procedures, COVID-19 precautions, Modular Mining Worker training (FMTM), supervision formula-work card protocol, and leadership training.

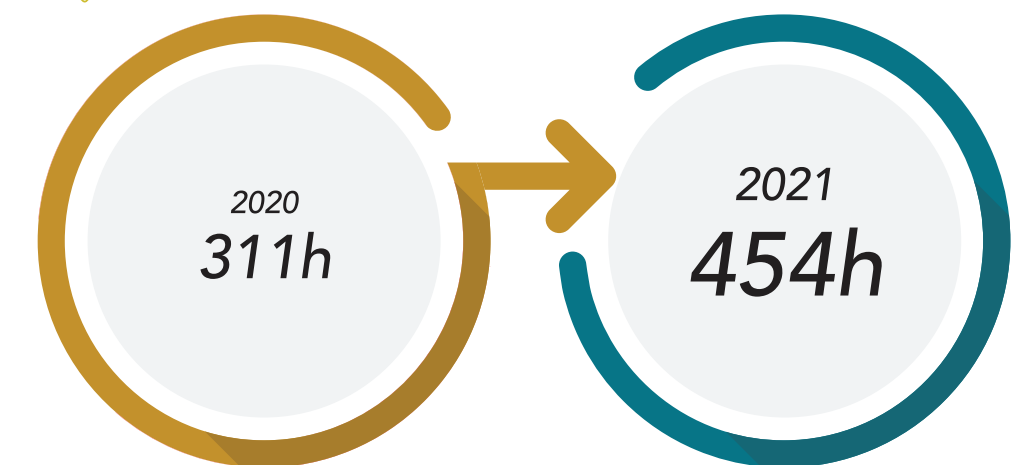


### TOTAL RECORDABLE INJURY FREQUENCY RATE



(Calculated for 200 000 hours)

### HEALTH AND SAFETY TRAINING



(Total training hours represent the total hours of training provided to Wallbridge employees and Waskaganish, Washaw-sibi and Pikogan community partners)





### Employee Wellbeing

To promote wellness and a strong sense of community amongst our employees and contractors, we have initiated several projects to provide on-site leisure and recreation facilities. These include the construction of a recreation facility, hiking/snowshoe trails and an ice rink.

### 'FEELING BETTER NOW' PROGRAM

Since starting exploration and development activities at Fenelon Gold in 2018, Wallbridge has been conscious of the health and wellbeing of our employees who are working at this remote site location. To address some of the related challenges, Wallbridge launched our Feeling Better Now program, which utilizes leisure and recreation to enhance the quality of life at the Fenelon Gold camp.

Wallbridge aims to create a relaxing and fun camp environment by providing the resources and facilities for employees and contractors to participate in recreational activities year-round, including:

In 2021, we formed a recreation committee comprised of Wallbridge employees and contractors. The committee gathers input on activities and resources which will enhance the health and wellbeing of all personnel on site.





## Socioeconomic Development Contributions

Wallbridge supports the communities where we live and work through direct donations, supporting infrastructure development, and local procurement.

We recognise that one of the primary benefits of our operations is the creation of local employment and business opportunities for local stakeholders. By maximising local employment and procurement expenditure, we can play an even greater role as catalyst for social and economic development in our communities. In 2021 alone, we sourced nearly \$4.2M in services directly from the First Nation and Metis owned businesses and additionally supported service providers in their partnerships with First Nation and Metis communities. In total, approximately \$55 million in supplies and services were sourced from regional service providers in 2021.



2019 Washaw Sibi group

## COMMUNITY INITIATIVES

### Cree Nation of Washaw Sibi–Corporation Development:

As part of our commitment to maintaining mutually beneficial relationships with local communities in areas which we operate, Wallbridge provided support for the establishment of the Washaw Sibi Development Corporation.

The Washaw Sibi Development Corporation aims to enable service agreements with local service providers so that companies (like Wallbridge) can procure these services. This initiative, which has been in place since March 2020, has helped support local economic and social development in the area.

Participation of First Nation workers is key to our success. Currently, Indigenous community members fill positions such as equipment operators, core cutters, geological technicians, maintenance personnel, catering and janitorial personnel. Furthermore, our large service providers have provided cohort training programs for underground miners and diamond drillers with many participants joining on with full time employment.

Wallbridge hosts weekly meetings with all First Nation stakeholder groups to identify and discuss service agreement opportunities.

### Contributions to Local Community NGOs:

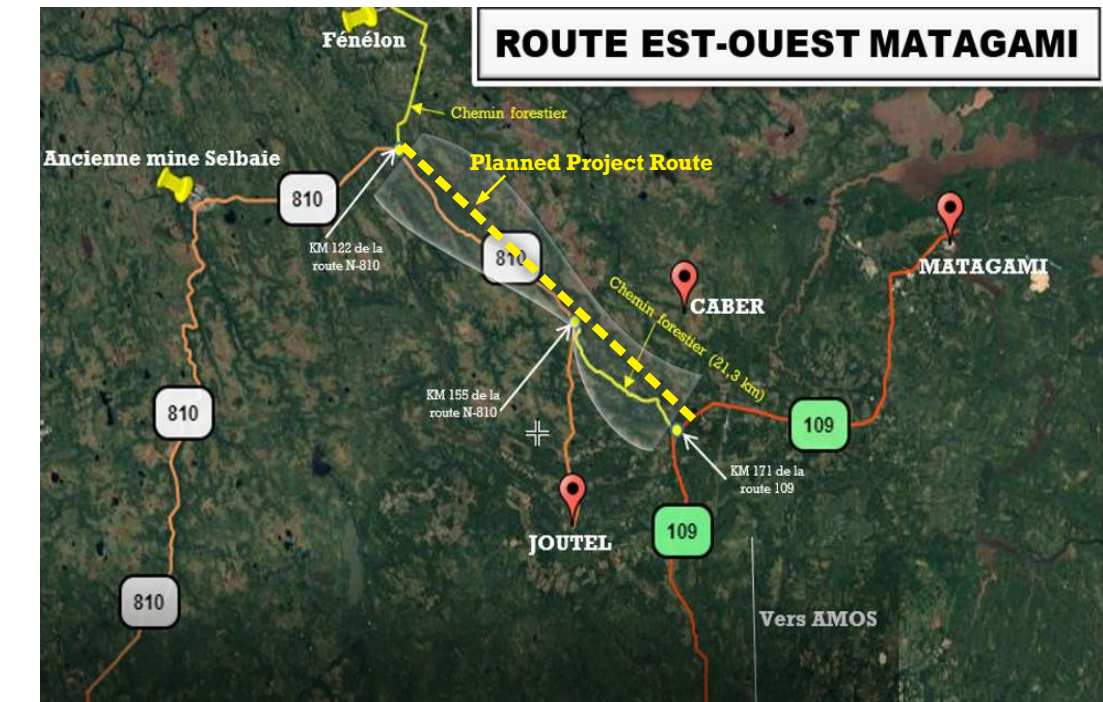
In 2021, we supported community NGOs in the Town of Matagami, with a donation of \$5,000 which was distributed among local community NGOs.



### Road Improvement Project:

In 2021, Wallbridge committed to a road improvement project supported by the Quebec Government jointly with the Town of Matagami and Cree Nation Government which is expected to begin in 2022. The road improvement project will provide easy access to the Town of Matagami and the James Bay coast communities to the east – west corridor along the Sunday Lake deformation. This will allow the Town of Matagami and its service sector to have access to the territory and facilitates access for community members looking to live and work in the area. In a press release from the Quebec Government and SDBJ, Francois Demers, Vice President of Mining and Projects at Wallbridge, stated:

“We are very pleased to support the Government of Quebec as well as the regional and Indigenous communities in this economic development project that will facilitate access to the Detour Fenelon gold region from Matagami. For Wallbridge, the road upgrade will improve regional access to the Fenelon Gold Project, including better access to Matagami and its infrastructure, local labour force and businesses.”







# Governance

## Board Structure

Our Board of Directors is comprised of a diverse group of experienced leaders with a wealth of knowledge in a broad range of areas. Please refer to our website for further information on the background of our Board of Directors and the charters for our Board Committees. Among our Board Committees, we have the Compensation & Human Resources Committee, Technical Committee, Corporate Governance & Nomination Committee (CGNC), Health, Safety and Environment and Corporate Social Responsibility (HSE & CSR) Committee



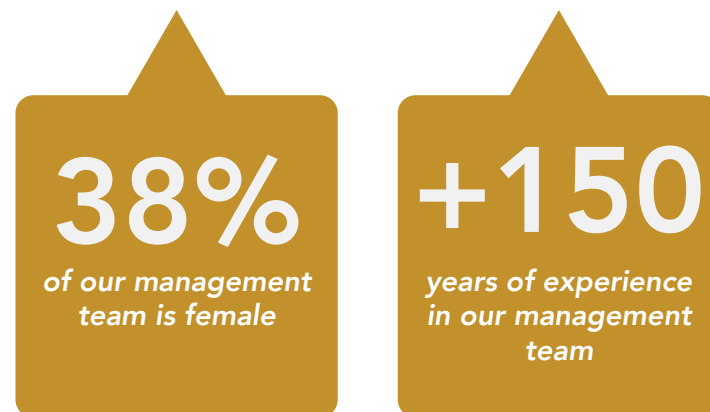
MEMBERS OF THE BOARD OF DIRECTORS	AUDIT COMMITTEE	COMPENSATION & HUMAN RESOURCES COMMITTEE	TECHNICAL COMMITTEE	CORPORATE GOVERNANCE & NOMINATING COMMITTEE	HSE & CSR COMMITTEE
Shawn Day					Member
Parviz Farsangi	Member	Member	Chairperson of the Committee		
Danielle Giovenazzo			Member		
Marz Kord *			Member		Member
Anthony Makuch	Member		Member		
Michael Pesner	Chairperson of the Committee			Member	
Alar Soever			Member		
Jeffery Snow		Member		Chairperson of the Committee	
Janet Wilkinson		Chairperson of the Committee		Member	Member

👤 Chairperson of the Committee  
👤 Member  
✳️ Non-Independent Director



## Management Structure

The Board of Directors and management are responsible for the creation of value for shareholders and ensuring that the stewardship of Wallbridge is in the best interests of all stakeholders. This is reflected in Wallbridge's compensation strategy. To ensure this alignment Wallbridge uses a corporate scorecard which contains environmental, social and performance metrics and weightings. This scorecard is used to monitor Company performance and is linked to executive compensation.



## OUR MANAGEMENT TEAM

- Marz Kord, M.Sc., P.Eng., MBA, President & CEO and Director
- Brian Penny, CPA, CMA, Chief Financial Officer
- Francois Demers, P.Eng, Vice President, Mining and Projects
- Mary Montgomery, CPA, CA, Vice President Finance
- Attila Péntek, M.Sc., P.Geo., Ph.D., Vice President, Exploration
- Sean Stokes, BA, MBA, Corporate Secretary
- Victoria Vargas, B.Sc. (Hon.) Economics, MBA, Investor Relations Advisor
- Carol Evans-Duffield, CHRL, Human Resources Director

## Business Ethics

Integrity is one of Wallbridge's core values. As such, our policies and procedures have been developed to facilitate appropriate business conduct today and as our operations continue to grow. Wallbridge continuously reviews the effectiveness of existing corporate policies and evaluates potential new policies and procedures. In addition to procedures implemented by management, the Board of Directors, which has overall responsibility and accountability for the corporate governance of Wallbridge and is actively involved in the oversight of every aspect of our business, has adopted and approved the following policies as seen on our [website](#):

- Code of Business Conduct and Ethics
- Whistleblower Policy
- Safety, Health, Environment & Community Policy;
- Majority Voting Policy
- Anti-bribery and Corruption Policy
- Corporate Disclosure Policy
- Insider Trading Policy

**3** New governance charters including Technical Committee Charter and Health, Safety and Environment and Corporate Social Responsibility Committee Charter





## Corporate Governance and ESG Oversight

Wallbridge is committed to maintaining the highest standards of corporate governance to ensure that our corporate decision-making reflects our Values. This commitment is reflected in our Code of Business Conduct and Ethics (CBCE), Health, Safety and Environment and Corporate Social Responsibility (HSE & CSR) Committee Charter, and our Corporate Governance and Nomination Committee Charter.

The Board oversees Wallbridge's sustainability objectives, and its Health, Safety and Environment and Corporate Social Responsibility (HSE & CSR) Committee assists the Board in its oversight and review of health, safety, environment and corporate social responsibility responsibilities. The Health, Safety and Environment and Corporate Social Responsibility (HSE & CSR) Committee held six meetings in 2021, and at a minimum, meets quarterly depending on corporate initiatives.

Recognizing the importance of teamwork and collaboration, Wallbridge leadership strives to ensure all employees are committed to good corporate governance. Wallbridge adheres to the Committee of Sponsoring Organizations (COSO) framework when developing and maintaining its system of internal controls.

In 2021 our Board of Directors endorsed Wallbridge's ESG Strategy, underscoring Wallbridge's recognition of the critical role good governance plays in setting the strategic direction for sustainability.

## ESG STRATEGY

The essence of Wallbridge's ESG Strategy is captured within the 3 main priorities outlined in our Safety, Health, Environment & Community Policy that states our commitments to carrying out our activities in a socially responsible and ethical manner.

As we continue to advance our project, we understand the inherent value of diverse perspectives in supporting constructive debates and learning, in fostering a work environment that is inclusive and dynamic, and in underpinning informed business decisions. Our commitment to diversity begins with our leadership team that is comprised of experienced and diverse perspectives, promoting a safe and equitable work environment from the top down.

### SAFETY AND HEALTH

-  Safety and health risks are identified, assessed and managed.
-  Policies are developed and implemented in support of our Safety and Health goals.
-  Employees are trained and instructed in their assigned tasks.
-  Our employees are treated with respect and dignity.

### ENVIRONMENT

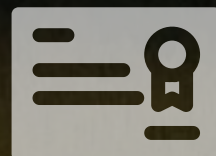
-  Environmental risks are identified, assessed and managed.
-  We work with our stakeholders to develop effective measures to protect the environment.
-  Our work complies with or exceeds the regulatory requirements for the areas in which we operate.
-  Employees understand and are able to fulfill their environmental responsibilities.

### LOCAL COMMUNITIES, INDIGENOUS COMMUNITIES AND STAKEHOLDERS

-  We identify and manage social impacts, risks and opportunities.
-  We consult and work with Indigenous peoples and communities where we operate to ensure we generate value for all our stakeholders.
-  We communicate this policy to our employees, contractors, suppliers, visitors, local communities and the general public.



## Virtual Briefcase



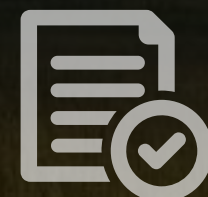
### Charters

- [Audit Committee Charter](#)
- [Corporate Governance and Nominating Committee Charter](#)
- [Compensation and HR Committee Charter](#)
- [Health, Safety and Environment and Corporate Social Responsibility Committee Charter](#)
- [Technical Committee Charter](#)



### Policies & Plans

- [Safety, Health, Environment & Community Policy](#)
- [Majority Voting Policy](#)
- [Omnibus Share-Based Compensation Plan](#)
- [Whistleblower Policy](#)



### Governance

- [Position Description for President and Chief Executive Officer](#)
- [Position Description for Chair of the Board of Directors](#)
- [Position Description for Lead Director](#)
- [Mandate of the Board of Directors](#)
- [Code of Business Conduct and Ethics](#)
- [Bylaws](#)
- [Advance Notice Policy](#)



### Contact

For more information: [info@wallbridgemining.com](mailto:info@wallbridgemining.com)  
 Head Office: 129 Fielding Road, Lively ON P3Y 1L7  
 Phone: 705-682-9297 Fax: 1-888-316-4156  
 Website: [www.wallbridgemining.com](http://www.wallbridgemining.com)  
 Twitter: [@WallbridgeWM](https://twitter.com/WallbridgeWM)  
 Instagram: [@WallbridgeMining](https://www.instagram.com/WallbridgeMining)  
 LinkedIn: [@Wallbridge Mining Company Limited](https://www.linkedin.com/company/Wallbridge-Mining-Company-Limited)



