

An aerial photograph of a large industrial facility, likely a pulp mill, situated in a heavily forested area. A winding road or path leads through the trees towards the facility. In the foreground, there is a large body of water, possibly a lake or reservoir, with a small island of trees. The overall scene is a mix of natural forest and industrial development.

**Your Project.  
Our Expertise.  
Common Ground.**



**DUMAS**

**2022 Sustainability Report**

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A tall, complex industrial structure, possibly a tower or crane, dominates the center of the image. It features a prominent spiral staircase and is surrounded by various pipes and structural elements. The background shows a twilight sky with a crescent moon and a distant horizon. The overall tone is industrial and serene.

# ABOUT US

## About Us

*Dumas Contracting Ltd. is a Canadian-based, international, underground mining services contractor.*

Our executive office is located in Toronto, Ontario, with our Canadian operations offices located in Timmins and Sudbury, and our Mexican operations office located in Zacatecas. As of the end of 2022, our work spans North American with projects in Mexico and Canada. Our established wholly owned subsidiaries in Guatemala, Peru, and the United States position us for efficient mobilization for new projects.

### Core Competencies:

#### Mine Development



Dumas' core services include full-scale mine development, we have undertaken significant ramp and lateral development work in some of the world's most challenging conditions. We are experts in both track and trackless development of any size, as well as exploration, development, and production drifts.

#### Mine Infrastructure & Construction



Dumas provides safe, innovative and efficient approaches to the construction of mine infrastructure. Services include shaft infrastructure, shaft rehabilitation, portal construction, material handling systems, pumping and dewatering systems, ancillary buildings and essentially all underground infrastructure installations.

#### Shaft Sinking



Dumas is one of the Americas' leading shaft sinking contractors having undertaken numerous shaft sinking projects in North and Latin America. From the heights of the Peruvian Andes to the extremities of the deepest metalliferous mine in North America, Dumas has the experience and knowledge to provide all shaft services.

#### Engineering



Dumas has multi-disciplined Engineering and Technical Services team that offers practical, innovative and reliable designs with the ability to oversee the entire mine infrastructure. Our knowledge and skills allow us to design, manage and construct all aspects of underground mine infrastructure.

#### Raising



Dumas is a leading provider of conventional open raising methods and mechanized raise climbing. Our mechanized raise climbers are used in some of the deepest mines in North America and have successfully completed some of the most challenging raises on the continent.



# Letter from President

Dumas was founded in 1994, executing its first business in South Porcupine, Ontario, in the heart of the Timmins gold mining camp. Since then, over the past 29 years, Dumas has found itself executing work across Canada, up to the high arctic, in South and Central America and in the United States. We are proud of our history and even more excited about looking ahead to our future.

As the social, environmental, sustainability and governance aspects of business across all industries becomes a greater focus for customers, investors, employees and community stakeholders, we have moved to assemble our first Sustainability Report at Dumas Contracting Ltd. Many of the items that have been amassed to collectively produce this report are things that our business has always done, some more recent than others as we adapt and grow. We also realize through this process that we have progress to make in other areas, things we can strive to be better at, to bring greater transparency of our business to all stakeholders, both internal and external. This is a journey of continuous improvement targeting absolute transparency.

The safety of our people, ensuring each of them return home to their families each and every day in the same condition they reported to work, is our #1 priority at Dumas. If it cannot be done safely, it simply will not get done until risk is mitigated or controlled down to acceptable levels. Our Cardinal Rule is “No person shall perform or assign any work thought to be unsafe”. This speaks to the very foundation that we have been striving towards building on which is risk awareness and risk management. We continue to improve.

In managing business today we are aware of the changing requirements and responsibility that is upon us. Dumas will strive to continually improve in all aspects of our business not only in safety but other pertinent areas. Today we ensure that all social aspects are front and center, environmental impacts are considered and acknowledging the importance of the health of our employees, to name a few. We acknowledge community relationships and understand the influences we have in all stakeholder affairs, big or small, internal or external.

I look forward to you reading our report and to you following us on our journey of continually improving our business and the transparency thereof.



**JEFF HUFFMAN**  
PRESIDENT  
& CHIEF OPERATING OFFICER



# Our Vision & Values

To be recognized as the trusted international provider of world-class underground mining services.

- **We Care.** For employees, health & safety, the environment, and communities; we are all proud to be part of the Dumas team.
- **We Value Clients.** Think like a client, be pro-active, deliver on commitments, make clients successful, add value, and keep clients informed.
- **We Shape the Future.** Improve, renew, create, and develop. Be better tomorrow – both as individuals and as a company.
- **We Work Together.** Teamwork is integral to our culture and behaviour; we set team objectives and celebrate team success.
- **We Excel.** Be action and results oriented; develop expertise; follow the plan-execute-improve cycle; share best practices.



# Our ESG Strategy

Dumas' Environmental, Social, and Governance (ESG) Strategy considers how our business contributes to sustainable development, including not only the basic service offerings to our clients but in all areas of the business. To be a responsible member of the mining community, Dumas understand the importance of prioritizing and promoting certain values, specifically focusing on:

- Environment – Responsible management of energy use and waste.
- Social – Health and safety of employees, workforce diversity, protection of human rights, community involvement, Indigenous consultation and reconciliation.
- Governance – Responsible management that aligns with public policy, elimination of fraud and corruption.

**Whether we are doing work at a mine site in Canada, Mexico or elsewhere, or working at our office locations,** we strive to promote these values and provide our employees with tools to foster their growth. We seek to align the focus of our ESG Strategy with the values of our clients, our employees, and other stakeholders. Although not a public company, Dumas has committed to producing an annual sustainability report to remain accountable to our ESG Strategy.

An integral part of Dumas' sustainability strategy is alignment with our clients' priorities. We have undertaken the exercise of examining the sustainability reports/materials of our top clients, competitors, and other players in the construction space to identify trends, achievements, and weaknesses. This information is being used to assess the areas we need to focus on and to help us align with our clients, both current and future.



# 2022 Highlights

01

**Initial establishment of an ESG Strategy with the adoption of this Report**

02

**Achievement of safety milestones:**

- Reduction from 2021 in company-wide Total Recordable Injury Frequency (TRIFR)
- 1,683 days of No Lost Time Incidents at El Limon project in Guerrero, Mexico
- 2,799 days of No Lost Time Incidents at the Timmins Maintenance Facility
- 5,357 days of No Lost Time Incidents at Kidd Creek project in Timmins, Ontario

03

**Creation of Dumas Employee Engagement and Donations ("DEED") Committee**

04

**Execution of Letters of Intent with post-secondary institutions to partner on educational initiatives such as bursaries, internships, and other training opportunities**

05

**Establishment of Hybrid Work Policy for office staff**

06

**Renewal of Creeco-Dumas relationship for Quebec opportunities**





A photograph of three construction workers inside a large, cylindrical concrete bucket. The bucket is suspended by heavy metal chains from above. The workers are wearing blue hard hats, safety glasses, and orange safety vests. One worker in the center is giving a thumbs-up gesture. The background shows a construction site with wooden formwork and rebar structures.

# SOCIAL



# Our People

At Dumas, people are our greatest asset. Our people strategy is focused on ensuring that we attract, activate, and retain the best people and that we proactively invest in the growth and development of our most important asset our people.

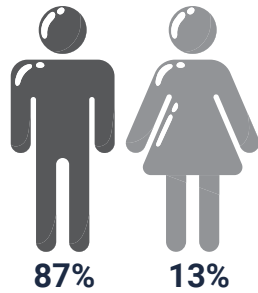
The mining industry is actively pursuing recruitment and retention of a diverse workforce in all aspects. Dumas has collected the following data on its own demographics. There is work to be done in this area, Dumas will seek to improve the data collection itself, as well as striving for a higher rate of diversity and inclusion



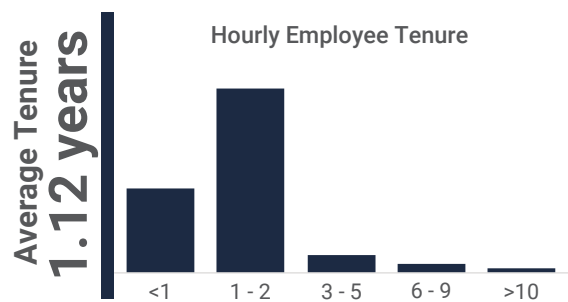
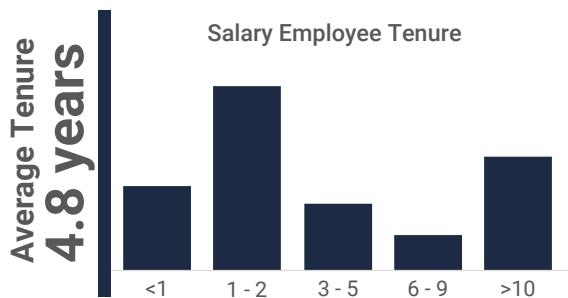
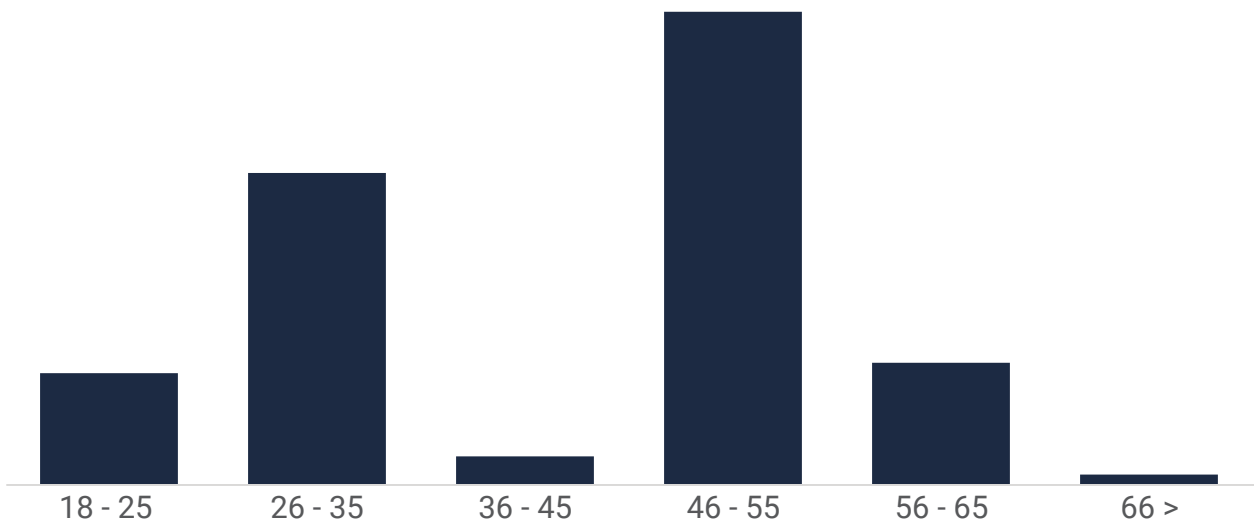


# Our People

## Human Resources Demographics



Employee Age Distribution



The percentage of workers 55 years old and older in mining reached 19% in 2018, while only 31% youth between that age of 15 years to 30 years would consider entering mining.

Currently, 12% of Dumas site employees are 55 year or older, Dumas and the industry needs to focus educating the youth, educators and parents that mining is a viable and safe career option.

Data as of December 31st 2022

# Safety Performance



All Dumas employees are prohibited from performing or assigning any work thought to be unsafe.


## Dumas Cardinal Rule

# Safety is at the forefront of every Dumas workday.

## Safety Shares

At meetings up to the executive level, a safety share is presented. These safety shares are applicable to daily routines inside and outside of the mine, on and off shift, to keep safety as a central focus. These include but are not limited to recent incidents, past incidents, knowledge shares, alerts, or general behaviour that could increase the risk of incident.

### SAFETY SHARE



**SUNSHINE MINE FIRE (May 2<sup>nd</sup>, 1972)**

**How does this affect us?**  
Dumas is presently constructing a ventilation shaft at one of its projects which will help mitigate some of the risks present at the Sunshine Mine Disaster mentioned in this safety share.

**Sunshine Mine Disaster (fire) - What could go wrong?**  
On May 2<sup>nd</sup>, 1972, 173 miners entered the mine unaware of the dangers that they would encounter that day. A fire started and smoke from the fire spread quickly throughout the mine. Many miners were helpless, unable to evacuate due to the death of the shaft hoistman.

While 82 workers were able to escape the tragedy, 51 fell victim to carbon monoxide poisoning.


**Causes**  
Although the source of the fire was never confirmed, it is believed that spontaneous combustion of refuse is the cause. However, many other factors / safety system failures contributed to the outcome, such as:

1. The emergency escapeway from the mine was not adequate for rapid evacuation.
2. Top mine officials were not present at the mine that day and supervisors were reluctant to order immediate evacuation.
3. The controls built into the ventilation system did not allow #10 shaft, hoistrooms, and service raises to be isolated which allowed smoke and gas from the fire to move into all workings.
4. Abandoned areas not sealed to exclude contaminated air from entering airways.
5. Self rescuers not maintained in useable condition and workers were not properly trained on the use of self-rescuers.
6. Mine survival training was not given to employees (evacuation procedures, barricading, hazards of gases such as carbon monoxide).
7. Ineffective emergency fire plan, and the company failed to conduct evacuation drills.

**Recommendations**  
Recommendations aimed at preventing or subsequently controlling a fire, but more importantly avoiding loss of life during a similar occurrence.


1. Review and update escape and evacuation plans to mandatory standards.
2. Redesign ventilation to minimize possibility of the spread of a fire to active working areas:
  - a. Eliminate series ventilation system.
  - b. Pressure differentials to direct leakage of air to exhaust airways.
  - c. Monitoring equipment to indicate abnormal fan operation.
  - d. Install fire doors at appropriate locations.
3. Unventilated areas to be sealed or barricaded and posted against entry.
4. Equipment provided to test the mine atmosphere for gases and used as frequently as necessary to ensure quality of air is maintained.
5. Presence of a competent person in charge during working hours.
6. Emergency air supplies provided in underground host rooms.

Safety Share No.30  
Authorized by: HSE  
Date: Nov 2022



Your project. Our expertise. Common ground.

### SAFETY SHARE



\*A link is provided to the full Sunshine Mine Fire Report for further details.

**How do we prevent such things at Dumas?**  
At Dumas our risk assessment tool helps to ensure that a thing or procedure is "safe-by-design" or "safe-by-process".  
Generally, this assessment will consist of:

1. Define the safety goals associated to the task at hand.
2. Try to define and understand all the hazards through testing various scenarios.
3. Implement the safety "thing" or "process" to mitigate the hazard.
4. Work to manage the remaining residual risks starting again at step 2, if the "risk" is still too high.
5. Communicate the "design", "fix" or "procedure".


By doing this we will demonstrate that hazards are addressed during the design and implementation phases of all Dumas projects.

**Why share this incident?**  
Dumas is committed to ensuring every worker can return home safely at the end of every shift. These types of incidents provide learnings and guidance to both the employer and employees on working in a healthy and safe manner with emergency preparedness.

We must understand the work we do is not meaningless or solely focused on complying with jurisdictional requirements. We work to prevent incidents, protect the workforce, and save lives.

Performing our work at the highest quality is the reason Dumas has become one of Canada's largest underground mining contracting firms.

Safety Share No.30  
Authorized by: HSE  
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Your project. Our expertise. Common ground.



# Safety Performance

## Life Saving Rules



# LIFE SAVING RULES

### Know Your Role Learn The Rules

#### Ground Control

Always work under supported ground with proper support. Install proper ground support as per standards and procedures.

Why? When a piece of loose falls, it has the potential to seriously injure a person!

**1**

#### Explosives

Includes proper handling, transporting and blasting of explosives. Blast only when all personnel have evacuated the underground mine area or when protective measures are in place.

Why? Mishandling of explosives can lead to a critical injury, property damage and blast fly rock and concussion - which can have devastating results.

**2**

#### Mobile Equipment

Only operate equipment that you have the necessary qualifications and permission to use. And, move only when all pedestrians have cleared the blind zones.

Why? People and equipment do not mix and if they come into contact with each other - the person always loses!

**3**

#### Lockout & Tagout (LOTO)

Only work when all sources of energy have been properly isolated. Test for zero energy!

Why? Zero energy must be achieved to prevent a critical injury (air, water, electrical, hydraulic and mechanical).

**4**

#### Working at Heights

Work in a manner that protects you from a fall hazard, as specified by local legislative requirements, and wear the required fall protection equipment.

Why? To prevent workers from falls that can lead to injury or suspension trauma.

**5**

#### Confined Space

Only enter a confined space with an approved plan, permit, PPE and the required training.

Why? Lack of oxygen or the presence of toxic gases or explosive environments in confined spaces may lead to a critical injury.

**6**

#### Barricading

Protect yourself from overhead hazards, open holes, bad ground, etc., by keeping out of restricted / barricaded work areas.

Why? Entering a barricaded area could expose an employee to a risk of injury.

**7**

#### Equipment / Machine Guarding

Check that all safety protection devices are in place. Safety devices must not be removed, tampered with or bypassed. Do not use defective devices.

Why? To ensure that no employee is exposed to a risk of injury, such as entanglement or pinch points.

**8**

#### Alcohol & Drugs

All employees shall report to work in a FIT condition in which they are able to carry out their duties without risk to themselves or others, or impairment caused by drugs or alcohol.

Why? Alcohol and drugs diminish your ability to respond to hazards and could put you or someone else at risk of injury.

**9**

# Safety Performance

## Pre-Shift Safety Huddle

At the start of each shift, safety information is shared, workers are warned of potential hazards, and inspection results are shared. Supervisors establish the work plan for each shift and reflect on past shift performance.

## Zero Harm Card

Field Level Risk Assessments (FLRA) are conducted on each worker's Zero Harm Card prior to commencing a task, a change in environment also requires the task to be reassessed.

**DUMAS ZERO HARM SAFETY SYSTEM** Date: \_\_\_\_\_

*Attitude / Behaviour / Choice - THIS IS UP TO YOU*

**THINK SAFE (WORKERS)**  
Daily Safety Message (WORKER) \_\_\_\_\_ Days / Nights \_\_\_\_\_  
Monthly Safety Message (WORKER) \_\_\_\_\_

**WORK INSTRUCTIONS AND KNOWN HAZARDS**

**LINE UP (SUPERVISOR)**

Employee: \_\_\_\_\_ Supervisor: \_\_\_\_\_

**ARE YOU WORKING SAFELY (WORKER)**  
Is the worker fit for work - Life Saving Rule #9? Yes No  
Does the worker understand their line up?    
Does the worker have the proper attitude to work safely?

**DO YOU WANT TO WORK SAFELY (WORKER)**  
Proper work permits available / Special conditions?  
Pre start  Blasting  Hot work  Confined space  Work alone   
Personal lock out device?  
Lock  Tag   
Personal Protective Equipment  
Glasses  Gloves  Ear protection  Respirator  Fall protection  High Visibility Standards

**ACTION MUST BE TAKEN ON BOXES MARKED WITH AN "X"**

	LSR	EE	S	EE	S
Ventilation compliance (tag boards, fans, dust control)					
Barricading (with proper signs)	LSR #7				
Emergency escapeway / Refuge tent / Refuge station (location)					
Vent doors, roadways, walkways and ramps (repairs required)					
Ground conditions (back, walls, ceiling, protection above)	LSR #1				
Housekeeping (area clean & tidy, any flammables, wood scrap)					
Equipment/Machine Guarding (are ops. job appropriate, condition)	LSR #3, #8				
Fire extinguisher (available, operational, inspected)					
Air and waterline (operator's account, any leaks, potential energy)	LSR #6				
Working at heights (certified, P.P./anchor points, rescue plan)	LSR #5				
Explosives (proper storage & blasting limit)	LSR #2				
WJ.M.I.S. (tools, training, proper storage)					

**DID YOU CHECK SCALE YOUR WORK AREA?** LSR #1 YES NO

what did you see?  
How could it harm you or others?  
what did you do to correct it?  
How did you apply the Daily or Monthly Safety Message?

**NEIL GEORGE 5 POINT SAFETY SYSTEM**

**PROXIMAL**

3. Is the entrance and travel way to your working place in good order? Yes No    
2. Is your working place and equipment in good condition?

**ASK THE WORKER DEMONSTRATED KNOWLEDGE OF PROCEDURES AND SAFETY REQUIREMENTS?**

4. Are the worker(s) working properly? (proper tools, standard procedures)    
4. Do an act of safety (stop of supervisor's talk with the crew in the workplace)    
(Address a specific risk faced by the crew today)

5. Can and will your worker(s) continue to work safely?    
*If your answer is "NO", you must stop and correct the situation.*

Additional instructions: \_\_\_\_\_

**SUPERVISORS - If you permit, you approve!**

**DUMAS**

**MAKE A DIFFERENCE!**

**SPEAK UP** **LISTEN UP**

**ASK** If you can talk about the situation.  
**Get a Commitment** to work more safely  
**Follow Up** with the person to see that they are working safely

**Listen** Focus on the message  
**Commit** Agree on a safer way

**IDENTIFY HAZARDS AND IMPLEMENT CONTROLS**

1. Describe the task at hand. (What are you about to do?) \_\_\_\_\_

2. List at least 3 of the hazards. (What are the main hazards or energy sources involved in carrying out your task?) \_\_\_\_\_

3. Assess the Risk and circle your selection

(Use the risk matrix below to determine the risk before controls are applied.)

**Change/Risk Management**  
**Questions to Ask Yourself About Change**

Likelihood	Certain	L	M	H	H	H
	Likely	L	M	H	H	H
	Possible	L	M	M	H	H
	Rare	L	L	L	M	H
Almost impossible	L	L	L	L	L	
Impossible	L	L	L	L	L	

Is this my regular task?  
Have any conditions changed since I last performed this task? (location, vent etc)  
Is anything different today from the last shift I worked? (equipment, partner etc)  
What did I see?  
How could it harm me or others?  
What did I do to correct?  
What hazards still exist?

**CONSEQUENCES**

DUMAS ZONE	Worker	Minimal	First Aid	Medical Treatment	Lost Time	Disability

**JOB OBSERVATION AT TIME OF VISIT**

Task: \_\_\_\_\_  
Observation: \_\_\_\_\_

**RANK THE RISK**

4. List the controls. Examples: Procedure  PPE  Are you trained  Guarding  Zero Harm Triangle

5. With controls applied, circle your new selection  
*If risk is MEDIUM or HIGHER, Stop Work & Contact the Supervisor.*

6. Supervisor's instructions: \_\_\_\_\_

**WE ARE ALL PERSONALLY ACCOUNTABLE TO WORK AND ACT SAFELY**

7. Are there any hazards or dangerous conditions that your supervisor needs to know off?

**SIGNATURES**

WORKER: \_\_\_\_\_ SUPERVISOR: \_\_\_\_\_ OTHERS: \_\_\_\_\_  
Signature: \_\_\_\_\_ Signature: \_\_\_\_\_ Signature: \_\_\_\_\_  
Time of Visit: \_\_\_\_\_ Signature: \_\_\_\_\_

## Identifying Hazards Throughout Shift

Workers must continuously scan their environment for hazards and stop and correct when possible to do so. If the hazard cannot be corrected, it must be roped off, barricaded, or isolated to avoid the risk to others, then report to their supervisor.

Hazards must be eliminated or mitigated to acceptable levels before work can continue.



## Flash Reports

Dumas maintains a strong reporting culture by reporting all incidents immediately and sending a flash report by the end of shift.

The flash report is meant to provide a brief description of the incident and immediate controls. The classifications for flash reports include:

- First Aid
- Medical Treatment Injury
- Restricted Work Injury
- Fire
- Equipment or Property Damage among others.

## Audits/Inspections

Each site is responsible for performing safety audits on a regular basis. Frequency of audits depends on the type of work, length of crew rotation schedule, jurisdiction, and company/client requirements. The person performing the audit reviews a checklist for compliance. Deficiencies are noted at safety huddles and rectified without delay. Some examples:

- Refuge Station Audit – 1x per rotation
- PPE Audit – 1x per rotation
- Ground Support Audit – 2x per rotation
- Planned Job Observation – 2x per rotation
- Weekly Housekeeping & Flammables Rotation – 2x per rotation
- Planned Inspection – 1x per rotation
- Eye Wash Station Inspection – 1x per rotation
- Sling Inspection – 1x per rotation
- Intersection Audit – 1x per rotation

## Investigations

Incident investigations involve the methodical examination of an undesired event that did, or could, result in physical harm to people, damage to property or the environment, or loss to process. Facts and circumstances related to the event need to be identified to determine the causes and develop remedial actions to control the risks.

The investigation shall establish:

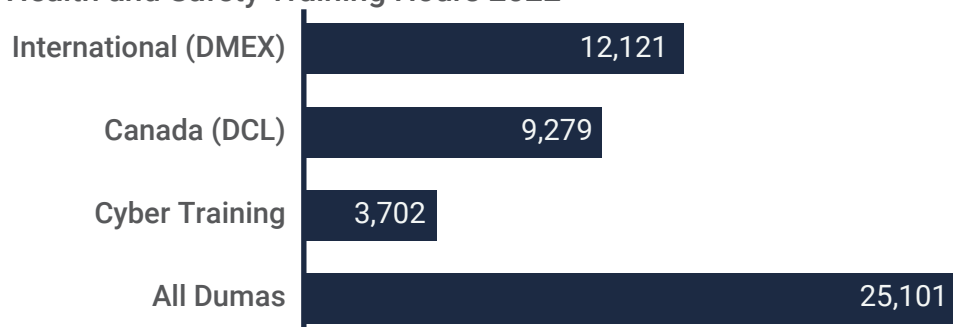
- The basic event;
- Causal factors;
- The root cause of the incident;
- The controls that would have prevented the event from occurring;
- Corrective and preventive actions to avoid recurrence.

# Safety Performance

## Training

Each new hire and any returning employee who has left Dumas for more than 6 months must complete certain mandatory training, and complete task specific specialty training and supervisory specific training, as applicable to their role (basic common core, fall protection, health and safety awareness, first aid/CPR, spills, etc.). Training records are kept for each employee and compliance is tracked, noting when renewal/updating is required. Just as important as the traditional safety training, Dumas also provides company-side cyber security training, and specialized personal security training for those employees who travel and work in Mexico.

### Health and Safety Training Hours 2022



## Safety Stats

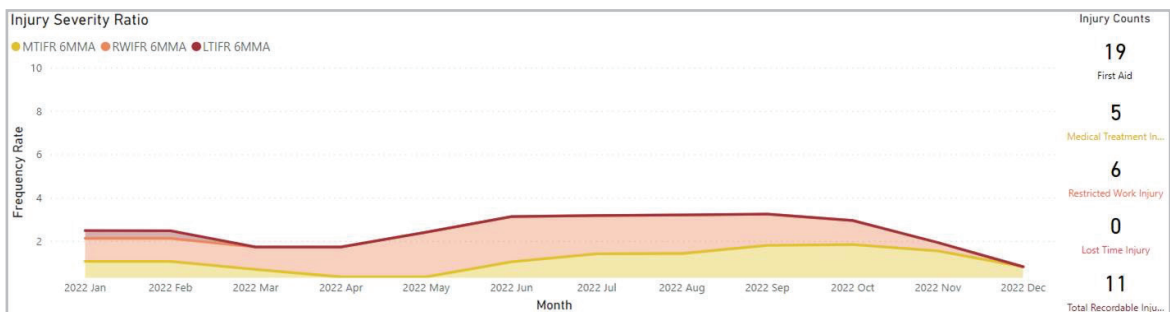
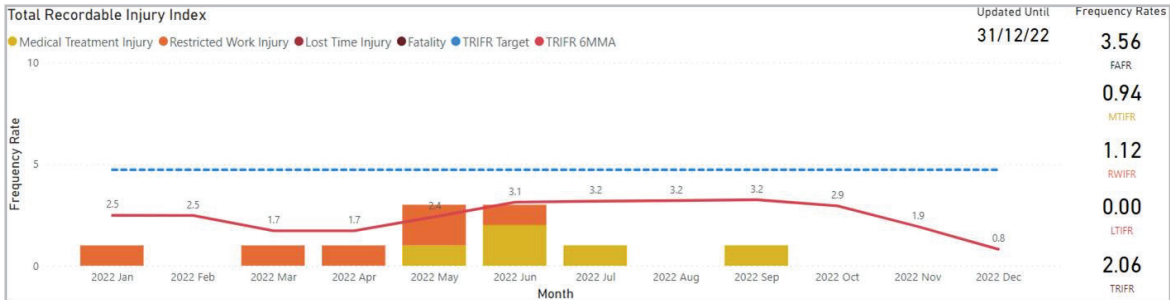
Each year at every project we strive for Zero Harm. In 2022, Dumas achieved an overall reduction in reportable injuries.

	2021	2022	Difference	%
<b>Hours</b>	1,110,540	1,067,922	-42,618	
<b>FA</b>	22	19	-3	14%
<b>MTI</b>	6	5	-1	17%
<b>RWI</b>	10	6	-4	40%
<b>LTI</b>	2	0	-2	100%
<b>Fatality</b>	1	0	-1	100%
<b>TRIFR</b>	3.42	2.06	-1.36	40%
<b>FAFR</b>	3.96	3.56	-0.40	10%
<b>MTIFR</b>	1.08	0.94	-0.14	13%
<b>RWIFR</b>	1.80	1.12	-0.68	38%
<b>LTIFR</b>	0.36	0.00	-0.36	100%
<b>FFR</b>	0.18	0.00	-0.18	100%



# Safety Performance

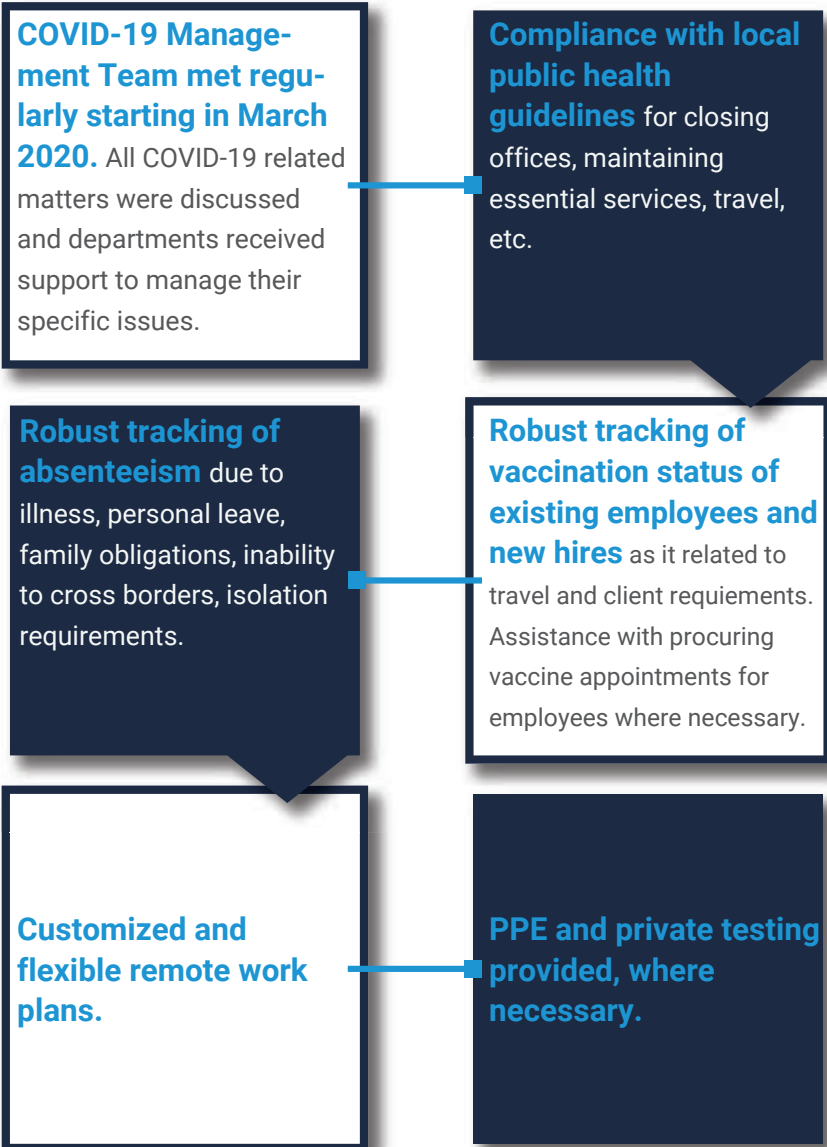
	Hours Worked	FA	MTI	RWI	LTI	TRI	LTIFR	TRIFR
<b>Canada</b>	570,414	14	4	6	0	10	0.00	3.51
<b>Mexico</b>	497,514	5	1	0	0	1	0.00	0.40
<b>USA</b>	72	0	0	0	0	0	0.00	0.00
<b>Total</b>	<b>1,068,000</b>	<b>19</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>11</b>	<b>0.00</b>	<b>2.06</b>



# Safety Performance

## Covid Management

2022 saw the end of lockdowns and other various measures related to the COVID-19 pandemic. Since early 2020, Dumas faced many challenges as we navigated the unprecedented times caused by the virus and various government and public health restrictions. We we finally ease into relatively stability, as it directly relates to the pandemic, we can look back at how we successfully managed COVID-19 and supported our employees and clients. To the best of our knowledge, very few Dumas employees contracted COVID-19 while working at a project or in an office. There were a few instances when our employees were close contacts of another person on site when they needed to isolate after they got to site, or people that tested positive before leaving home and remained there to complete their isolation time.





# Dumas Educational Partnerships

Developing a robust recruitment pipeline is a priority for Dumas and the mining industry in general. An issue faced by many sectors, an aging workforce means there are fewer people to choose from when staffing our projects. Since developing these skills takes time, we are focusing on local universities and colleges to promote the various mining-related programs offered.



## What is the return of investment for Dumas?

- **Recruitment** - Expand our labour pool by accessing highly skilled students and graduates
- **Community** - Enriches the local population
- **Skill Building** - Dumas will be providing technical and field experience, which students will bring back to the classroom to guide and inform their academic choices which will contribute to building industry capacity.
- **Marketing** - these programs will provide an opportunity for Dumas to market the company as an employer of choice and the mining industry as a source of future employment.

## Bursaries and Awards

Dumas offers bursaries/awards to students at these post-secondary institutions. This is beneficial not only to the recipient, but will also promote Dumas in the community as someone who is focused on education and training.

# Dumas Educational Partnerships

## Engineer in Training Program

Dumas has always had an interest in developing the talents of young engineers. After graduation, engineers must spend a minimum of four years as an “Engineer-in-Training” (EIT). We have hired a number of EITs over the years, with a few of them still with us.



**Cameron Carter, P. Eng**

Vice President, Technical Services and Business Development

Cameron Carter is responsible for all Technical and Commercial aspects of Dumas’ global business portfolio. A 10-year veteran of Dumas, Mr. Carter led the transformational evolution of Dumas’ Technical Business Systems to support the “Dumas Difference” with a commitment to client satisfaction.

## Engineers in Training

**Kevin Liu**



**Jorge Alvarez**



**Cameron Wile**



Dumas is developing a more formal program that is designed to attract EITs. Not only does it give them the mentorship and experience necessary to move towards their Professional Engineer designation, it allows Dumas to grow its own workforce and develop our business. As well, the engineers fresh from school have new ideas and know about new software and other technology that can be adopted by the seasoned technical staff. The program will expose the EITs to various departments as they cycle through, and determine what area of practice is the best fit.

# Social Policies

This year, Dumas adopted new policies and procedures focused on retention of employees, respect for personal time and flexibility, and appreciation for contributions at work.

## Hybrid Work Policy

As of May 1, 2022, as we emerged from the COVID-19 pandemic restrictions, Dumas adopted a Hybrid Work Policy as a permanent way forward to provide a more flexible working model for employees and align with current employment trends. This Policy provides for an approved, ongoing, regularly scheduled work arrangement that allows staff to perform their duties at an approved alternate worksite such as their home during any part of their regular work hours. Salaried employees/office staff working in Dumas Canadian offices are required to work at their assigned on-site office location a minimum of three days per week, Tuesday, Thursday, and one other weekday as established by the employee's manager. This new policy allows employees to retain the flexibility of working from home, reducing overall commuting time, while encouraging in person collaboration and camaraderie in the office.

## Right to Disconnect Policy

Dumas understands its employees have responsibilities and priorities outside of the workplace and that many employees wish to disengage from work outside of regular business hours. The Right to Disconnect Policy was adopted as of June 1, 2022, to recognize that an employee may "disconnect from work" outside of their regular work hours, unless there are certain time-sensitive matters that need attention. Time management is everyone's responsibility and where possible, managers will respect their teams' time off. A useful function of Outlook is the delay delivery feature, so even if work is being done by someone after hours, they may set up emails to arrive during the recipient's regular hours, rather than creating the perception that the email is urgent and needs to be answered right away.



## Compensation Program

The program is intended to attract and retain highly qualified employees in support of the company's mission, vision and values.

To be recognized as the trusted international provider of world class underground mining services, Dumas relies on its people, excelling and working together to add value to its clients, shaping our future. Caring for our employees is demonstrated by fair and equitable compensation policies and practices for both the salary paid for a given position and the fringe benefits that are associated with the position and compensation objectives that include the following:

- Internal equity
- External competitiveness
- Compliance with laws and regulations
- Establishment of pay structures for all positions
- Recognition of performance excellence and professional development
- Compensation practices that are widely communicated and clearly understood

In order to assess internal equity and external competitiveness, job descriptions serve as the basis for comparing duties and responsibilities as well as requisite skills, knowledge and abilities. Other job evaluation methods may be used for more detailed analyses.

Applicable labour market data is reviewed on an annual basis to assess market competitive-ness.

Classified positions are compared to organizations in Dumas' area of work of underground mining, in every region Dumas operate, and with data from relevant surveys.

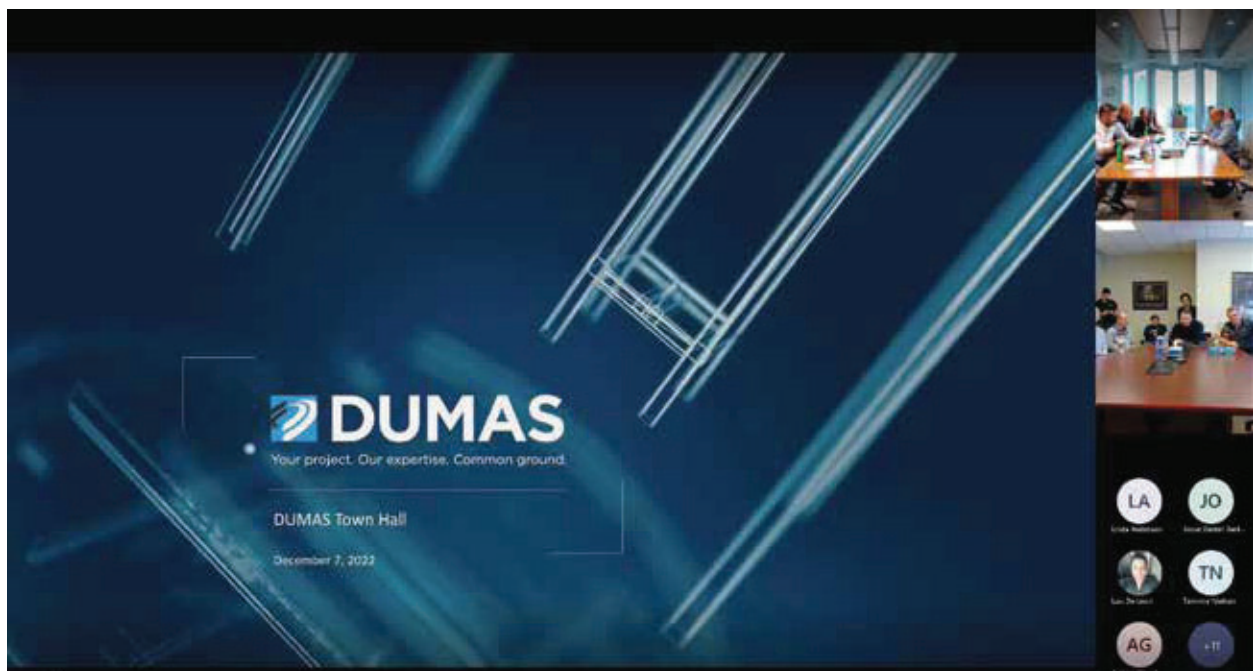
Salary budget allocations are based upon revenue growth, cost control savings funding sources, and overall company financial conditions.

Original wage/salary placement is based upon educational qualifications, job related skills, prevailing labour market conditions, and special competencies as well as amounts, types and quality of relevant work experience. Where feasible, Dumas will provide opportunities for advancement in the establishment of groupings. Promotional opportunities will be based upon 1) a bonafide need for the position/level; 2) individual skills, knowledge and abilities; 3) professional achievements; and 4) demonstrated job performance measured by regular appraisals.

# Social Policies

## Town Hall

Starting in Q4 of 2021, Dumas senior management began hosting quarterly town halls for all employees. These town halls are broadcast simultaneously in all office locations, with the option for employees to join virtually from their worksites or homes.



The town hall gives management an opportunity to review company performance, highlighting new projects, introducing new employees, and sharing progress on our strategic initiatives. Employees have the option of submitting questions (anonymous if they wish) in advance of the meeting. At our Q2 meeting we our project manager at the La Colorado project shared some photos of the site to show the progress being made on the shaft. Feedback about the town halls has been positive as it encourages greater connection between management and staff. When possible, employees attend a social event together following the town hall, building on that camaraderie.

# Indigenous Community Involvement

Dumas has long prioritized building and maintaining strong and trusting partnerships based on mutual respect, collaboration, and open communication with the local communities where we work including Indigenous People and First Nations impacted by our projects.

## Canada

Dumas focuses on developing partnerships and initiatives that create economic opportunities through employment, training, business development, social investment, and procurement. The benefits are mutual since Dumas gains access to a valuable pool of labour resources, while at the same time seeking to enrich the the local communities with economic growth.

## Mexico

Involvement with the indigenous population is not unique to Canada. In Mexico specifically, where we currently have active projects, we work with our clients to actively integrate and respectfully work in the local communities. Like in Canada, we focus on activities that create social and economic advantages for all parties. We strive to be a respected employer and community member, to embrace sustainability beliefs through the review of traditional practices.

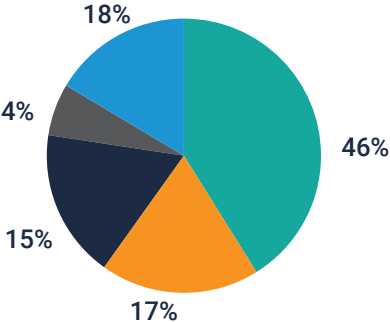


# Dumas Employee Engagement and Donations Committee

## Established in 2022

As part of our employee engagement and donation allocation strategy.

### Donation Allocation in 2022



In 2022, DEED were allocated special funds for employee engagement events and donation allocation. Donations contribute to a positive engagement with our local communities. We strive to support our people and align our donation causes with the company's values, to support community development, education, health, industry activities, and various environmental causes.

- - Community Development
- - Sports Program
- - Industry Related and Misc
- - Education Initiatives
- - Health & Wellbeing Initiatives

### Sports for Kids Initiative. Family Children Services.

Dumas sponsored the Lever-Sullivan golf tournament in Timmins in 2022, raising money for the Sports for Kids charity. This organization seeks to eliminate social and economic barriers to organized sports, recreation and physical activities for children and youth. As we have done for many years, cash and in-kind donations were made to NEOFACS (North Eastern Ontario Family and Children's Services) to support local families with food, clothing, toys, and other necessities during the Christmas season.





# GOVERNANCE

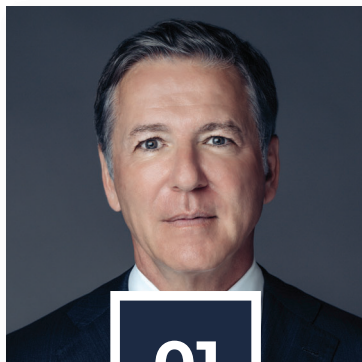


# Governance

At Dumas, responsible management is vital to ensuring compliance with laws and our clients' policies, and earning respect from our employees. We operate with a singular mindset that is applied to all levels of business that Dumas adheres to ethical business practices.

## Board of Directors

Our board of directors is made up of four individuals with extensive international mining and governance experience. As of December 31, 2022, the directors of Dumas were:



01

Dan Dumas



02

Steve Dixon



03

Fernando Garcia  
Rosell



04

Paula Caldwell



## Delegation of Authority

A comprehensive delegation of authority document has been in place for several years. When a company the size of Dumas is operating in various jurisdictions, it is vital to have very clear guidelines for the decision making and approval process. It can be easy for people to be complacent so giving them the tools to know which decisions require what level of approval(s), it allows for an ease of discharging one's responsibilities. This is a living document that requires updating and consideration on a regular basis, followed by clear communication to all parties involved.

## Code of Conduct and Business Ethics (the "Code")

This document describes the ethical and legal responsibilities of Dumas directors, officers, employees, and all others who represent Dumas around the world. The Code encapsulates our core values and reflects the standard of conduct expected of Dumas' customers, investors, shareholders, business partners, and generally, the communities in which Dumas does business. Employees are expected to comply with the Code without exception. Dumas applies a zero-tolerance policy, and those parties responsible for enforcing the Code are expected to respond accordingly upon becoming aware of any violation. Some topics covered by the Code:

- Bribery, illegal payments to government officials and others
- Accepting gifts and favours
- Fair competition and purchasing practices
- Money-laundering
- Keeping accurate business records – financial and otherwise
- Compliance with applicable laws, including without limitation laws related to healthy and safety, workplace harassment, and the environment.
- Conflicts of interest
- Protecting company assets (tangible and non-tangible) and confidential information
- Fair and equitable treatment of all employees and applicants
- Safe workplaces
- Proper internet usage

## The Whistleblower Policy

The Whistleblower Policy was developed in keeping with Dumas' commitment to the highest standards of ethical conduct and integrity. Its purpose is to encourage and enable employees to raise concerns about violations or perceived violations of the Code of Conduct and Business Ethics without fear of harassment or retaliation. Employees have the ability to anonymously and confidentially notify the Whistleblower Committee, through phone or email, of any questionable financial reporting, accounting, internal controls, accounting matters, fraud, non-compliance with safety procedures, breaches of the Code of Conduct and Business Ethics, or any improprieties relating to operations in general.



# Innovation

## Inventions

Like any industry, mining has made great strides over its history to improve its operations. Dumas contributes to that innovation by always looking at its tools and functions for ways that work can be done more safely and efficiently. Clients and contractors alike reap the benefits from these innovations, and we are proud to have any inventive and creative people on our team. Some of these developments:

- Reduce vibrations, noise, and dust created from a piece of equipment
- Reduce fatigue on operators
- Allow for remote operation meaning work can start in an active work space before the gas is cleared
- Create a safer workspace for individual employees who need to be on the mine floor

## Digital Transformation

Dumas is evolving the way in which data is collected and reports are generated throughout the organization. Paper forms and documents requiring a physical signature have been replaced with electronic tablets and e-signatures. Individuals now use one central Power BI application to input information rather than keeping data on separate spreadsheets. This digital transformation is ongoing, but seeks to ensure all employees, as well as our clients, are fully connected to the same up-to-date information. Our cloud-based data centre and technology services provide secure and consistent access to Dumas' confidential information.

The Power BI tools have been developed to give operations and clients the visibility to see what they need to know in real time - most often equipment usage and personnel shift schedules.

## Cybersecurity

Dumas' cybersecurity strategy ensures confidential information is securely stored and available to the correct owners. Ongoing threats are continuously monitored and proactively managed. Employees have received increased training on cyber threats, empowering them with knowledge and awareness of this ever-increasing problem.





# A New Spin on an Old Concept

**In 2019, Dumas invented a turntable system** in a rockbreaker room at Alamos Gold Inc.'s Young-Davidson Mine that allows two raises to be excavated from the same staging area. This design was patent-pending at the end of 2022.

## Driving two Raises at Once

With the amount of development and construction needed, our client, Alamos, set tight time-lines for the completion of the work in its lower mine, essentially requiring the crews to drive the twin raises that were foundation of the project at the same time. The added challenge was that the two raises – both around 275 meters long – needed to be driven from the same location at the level where the rockbreaker station was to be located.

Finding a way to drive the two raises at the same time was critical. “For us, not being able to drive those two at once essentially meant adding close to three months of raise driving into the construction project,” said Alamos’ superintendent Leon Grondin-Leblanc.

## Operating the Turntable

Positioning and entering the Alimaks using the turntable requires workers to take a few extra steps in comparison to traditional operations. The first climber is positioned on the turntable and lined up with the first raise, the crew gets set up and then climbs up the raise. With the turntable now free, it is lined up with the second climber and the process is repeated. Grondin-Leblanc said they are able to perform this process “without scrambling for time” because the roller design of the turntable is efficient, and they have assigned an extra staff member to ensure both Alimaks are properly prepped and loaded with the necessary gear.





# ENVIRONMENT

# Environment

The mining industry has shifted its focus to environmental issues in a more concerted way over the past few years. As the desires and needs of our clients and stakeholders have evolved to target the climate crisis and search for new ways to manage our natural resources, Dumas has made strides to align ourselves with those best practices. We know there is work to be done by all parties, and we want to make our own contributions as a responsible partner. As we develop our ESG strategy, we will increase our environmental efforts.

## Zero Waste Initiative

This year we took steps to reduce the waste produced at our office locations, particularly in our kitchens. Coffee waste, take-out containers, and other food related matter is our main source of waste in our offices. We offer reusable dishes and cutlery for office staff to use, we collaborate with Nespresso and Keurig to recycle the coffee pods, and we have organic bins to keep food waste separate from the recycling and out of the landfill.

## Travel

A benefit of the COVID-19 pandemic was that we learned what we could do virtually without having to travel in person to various locations. Although our travel to conferences and client sites has resumed, we have been able to reduce the frequency of trips and the number of people travelling, opting at times for online meetings.

## Environmental Review

In fall of 2022, we engaged an independent consultant to conduct an environmental compliance review of the Timmins Maintenance Facility. The review concluded that the facility manages environmental compliance quite well. Additional best practices enumerated in the consultant's report have been incorporated into daily operations, as overseen by the HSE team and facility supervision. Of particular importance, given the location beside the Mattagami River, is spills training for all staff, and proper maintenance of the above ground diesel tank.



## Examples of our Employee Engagement Initiatives:

01

### Community Cleanup

As part of the company's commitment to a greener and safer environment, Dumas employees participated in an organization-wide cleanup initiative in Toronto (Woodbine Beach Park), Timmins (Gillies Lake) and Sudbury (Bell Park). The event was held in support to The Ocean Wise Shoreline Cleanup (OWSC), a national conservation initiative started in Vancouver in 1994 to increase awareness about the negative effects of litter on shoreline ecosystems.

8.4 kilograms of litter was collected in the participating locations, which included 1374 cigarette butts, 223 paper pieces, 156 plastic pieces among a myriad of other items. This eco-friendly event has allowed Dumas employees to become real citizen scientists, contributing to waste research, raising litter awareness, engaging employees in a value-based activity, and making a positive impact in local communities.



## 02

### One Tree for Every Dumas Employee

In 2022, Dumas has sponsored the planting one tree for every Dumas employee – a total of 335 trees across North America. The tree planting was facilitated by two non-profit environmental tree planting charities (One Tree Planted and Tree Canada) which focus on forest restoration and social impact in urban and rural areas around Canada (Ontario, Manitoba and Nova Scotia) and Mexico.

Reforestation and environmental protection are essential to mitigate deleterious climate change effects. On average, 4.7 million hectares of forest are destroyed annually for agricultural and grazing purposes, a process that releases copious amount of greenhouse gas emissions, such as carbon dioxide and methane, thus warming our planet. At Dumas, it is our priority to mitigate against those effects to ensure a safe and clean environment for all.



# Goals for 2023

**01**

**Implement Diversity and Inclusion Policy**

**02**

**Adopt formal Indigenous Engagement Strategy**

**03**

**Install electrical vehicle charging stations in Timmins**

**04**

**Provide crisis management training to senior management**

**05**

**Reduction of 20% for company-wide TRIFR – from 2.06 to 1.65 - with the ultimate goal of Zero Harm.**

**06**

**Provide simultaneous Spanish/English translation for Town Halls and other meetings**

**07**

**Track carbon footprint for travel**

