

## **Appendix 69**

---

### **Agnico Eagle Kivalliq Projects 2019 Socio-Economic Monitoring Report**

---



# Agnico Kivalliq Projects

2019 SOCIO-ECONOMIC MONITORING PROGRAM REPORT

**DATE OF SUBMISSION:**

March 2020

**SUBMITTED TO:**

Marie-Pier Beaucage, Superintendent, Communications and Community Affairs  
Agnico Eagle Mines Ltd.  
Marie-Pier.beaucage@agnicoeagle.com

**PREPARED BY:**

Aglu Consulting and Training Inc.  
Box 127  
217 Uqquaq Street  
Rankin Inlet, Nunavut  
X0C 0G0

*In partnership with:*  
Stratos Inc.  
1404-1 Nicholas Street  
Ottawa, Ontario  
K1N 7B7  
Tel: 613 241 1001  
[www.stratos-sts.com](http://www.stratos-sts.com)



# Executive Summary

---

## The Agnico Kivalliq Projects

The Meadowbank gold mine, Meliadine gold mine and Whale Tail gold deposit are located in the Kivalliq region of Nunavut on Inuit owned lands (IOL). Meadowbank falls approximately 70 km north of the Hamlet of Baker Lake, or 110 km by road. Whale Tail, a satellite deposit to the Meadowbank mine, is located approximately 50km north of Meadowbank. Meliadine is located near the western shore of Hudson Bay, about 25 km north of Rankin Inlet.

Agnico Eagle Mines acquired the Meadowbank property from Cumberland in 2007, with construction of the mine taking place between 2007 and 2010 and production beginning in 2011. Most mining activities at the Meadowbank site were completed in Q4 of 2019. The discovery and development of a satellite deposit in the Amaruq area, called Whale Tail, which is 50 kilometres away from Meadowbank site, has extended the life of the Meadowbank Complex by supplying a new source of ore to the existing Meadowbank mill. The Whale Tail satellite deposit achieved commercial production on September 30, 2019 and has an estimated seven-year mine life.

About 290 km southeast of Meadowbank, Agnico Eagle's Meliadine gold project began construction and development activities in 2017 and achieved commercial production on May 14, 2019. Phase 2 expansion activities commenced in Q4 2019, including the development of Tiriganiaq open pits which will be mined from 2020 to 2027. Meliadine is forecast to have a 14-year mine life.

## About this Report

This report provides the results of the Agnico Eagle Projects Socio-Economic Monitoring Program (SEMP), developed in consultation with the Kivalliq Socio-Economic Monitoring Committee (SEMC). The purpose of this report is to:

- comply with the relevant sections of the **Nunavut Land Claims Agreement (NLCA)**,
- comply with the terms and conditions of the **Meadowbank Project Certificate [No.: 004]** issued by the Nunavut Impact Review Board (NIRB), including reporting on the socio-economic impact predictions made in Cumberland Resource's Final Environmental Impact Statement (Meadowbank FEIS);
- comply with the terms and conditions of the **Meliadine Project Certificate [No.: 006]** issued by the NIRB, including reporting on the socio-economic impact predictions made in Agnico Eagle's Final Environmental Impact Statement (Meliadine FEIS);
- comply with the terms and conditions of the **Whale Tail Project Certificate [No.: 008]** issued by the NIRB, including reporting on the socio-economic impact predictions made in Agnico Eagle's Final Environmental Impact Statement (Whale Tail FEIS);
- identify any **unanticipated effects** associated with the projects;
- identify and recommend **mitigation measures**;
- act as the primary vehicle for reviewing the findings of the SEMP in **collaboration** with members of the Socio-Economic Monitoring Committee Working Group (SEMC WG);
- fulfill best practices in **social responsibility**; and
- act as a **valuable resource** for communities, governments and interested stakeholders.

# Summary of Findings

Table 1 below provides an overview of the results of this year's monitoring program. Please refer to the Methods section for a more detailed description of how to read the table.

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010)	↓ Decreasing / <b>N/A</b> Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

Table 1. 2019 Monitoring results

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>1.1 Total project employment (Agnico Eagle &amp; contractors)</b>						
Project employment (permanent & temporary, on-call, students & co-op & contractor)	N/A	↑	↑	N/A	→	Employment at Meadowbank / Whale Tail grew by 15% overall in 2019 to 1,649, with both Agnico Eagle and contractor employees increasing from 2018. Contractors account for 37% of Meadowbank & Whale Tail employment.  Overall employment remained fairly stable at Meliadine in 2019, decreasing by 2% to 1,194. Although Agnico Eagle employees increased year-over-year (up 25%), contractor employees dropped by 21%. Contractors account for 49% of Meliadine employment.
<b>1.2 Project Inuit employment (Agnico Eagle and contractors)</b>						
Project Agnico Eagle employment (Inuit & non-Inuit)	N/A	↑	↑	N/A	↑	Across both projects in 2019, Agnico Eagle and contractors employed 476 Inuit FTEs, an increase of 9% from 2018 and accounting for 18% of the workforce.
<i>Inuit FTEs</i>	N/A	↑	↑	N/A	↑	
<i>Inuit FTE rate</i>	N/A	→	↓	N/A	→	At Meadowbank & Whale Tail there were 292 Inuit FTEs. While this is a 5% increase from 2018, Inuit as a percentage of the workforce dropped 1% to 20%.
Project contractor employment (Inuit & non-Inuit)	N/A	→	→	N/A	→	At Meliadine in 2019, Agnico Eagle and its contractors employed 184 Inuit FTEs, a 15% increase from 2018. Inuit now represent 16% of the workforce, up from 15% in 2018.
<i>Inuit employees / FTEs</i>	N/A	→	→	N/A	→	
<i>Inuit employee / FTE rate</i>	N/A	↓	↓	N/A	↑	
<b>1.3 Project Agnico Eagle employment by Kivalliq community</b>						
Project employment by Kivalliq community	N/A	↑	↑	N/A	↑	The number of Kivalliq-based employees has risen by at least 5% every year since 2016, reaching 334 and 72 at Meadowbank / Whale Tail and Meliadine, respectively, in 2019. In 2019, over half (57%) of Meadowbank / Whale Tail's Kivalliq-based employees were from Baker Lake and 56% of Meliadine's Kivalliq-based employees were from Rankin Inlet.
<b>1.4 Project employment by gender</b>						
Project employment (gender)	N/A	↑	↑	N/A	↑	Overall female employment (Agnico Eagle and contractor) for both projects remained at 18% in 2019. Inuit female employment rose to 31% from 30% in 2018, with similar levels at both projects.
<i>employees</i>	N/A	↑	↑	N/A	↑	
<i>rate</i>	N/A	→	→	N/A	↑	Agnico Eagle female employment at Meadowbank / Whale Tail remained fairly stable, declining slightly (by 1%) to 21% in 2019 after steadily increasing since 2013 from a low of 10%. It significantly surpasses the Canadian mining sector average of 15% in 2018.  Meliadine female employment increased in 2019 to 12% from 10% in 2018.
<b>1.5 Project turnover</b>						
Agnico Eagle Inuit employee turnover by reason	N/A	→	→	N/A	→	Turnover rates at Meadowbank and Whale Tail increased in 2019 for both Inuit (+5% to 39%) and non-Inuit (+1% to 11%), the highest levels since 2011 and 2012, respectively.
Turnover rates (Inuit and non-Inuit)	N/A	→	↑	N/A	↓	Turnover rates dropped by 2% to 28% for Inuit and rose 4% to 14% for non-Inuit at Meliadine in 2019. The turnover rate for Inuit employees at all Agnico Eagle projects is consistently higher than that for non-Inuit employees. Resignations (57%) and Dismissals (35%) account for the vast majority of Inuit terminations across the sites.
<i>Inuit rates</i>	N/A	→	↑	N/A	↓	
<i>Non-Inuit rates</i>	N/A	→	→	N/A	↑	
Turnover rate by community	N/A	→	→	N/A	→	
<b>2.1 Income paid to projects' Inuit employees</b>						

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
Income paid to Agnico Eagle project Inuit employees	N/A	↑	↑	N/A	↑	Total income paid to both project's Inuit employees (excluding contractors) in 2019 was \$33.4M, an increase of 43% from 2018. Inuit income at Meadowbank / Whale Tail rose by 33% in 2019. Inuit income at Meliadine rose by 89% in 2019.
2.2 Income by Kivalliq community						
Median employment income of tax filers by Kivalliq community	→	↑	N/A	N/A	N/A	Median income in Baker Lake and Rankin Inlet have been above the median income for the Kivalliq region during several years since Meadowbank opened, including 2016 (the latest year for which data is available). Baker Lake in particular has experienced a large rise in median income from 2014 to 2016 (up from \$23K to \$34K). Growth in median employment income has been most positive among communities with the highest levels of Agnico Eagle employment.
3.1 Contract expenditures						
Contract expenditures on NTI-registered businesses						In 2019, while contracting to Inuit businesses across both projects declined slightly to \$501M, spending on Inuit businesses as a percentage of total spend rose to 58%. There has been a continual rise in the percentage of Inuit business spend, starting from 13% in 2011.
<i>NTI expenditures</i>	N/A	↑	↑	N/A	↓	
<i>Proportion NTI</i>	N/A	↑	↓	N/A	↑	Inuit business spending at Meadowbank and Whale Tail increased in 2019 to \$309M, although as a percentage of total spend it is down slightly to 62% (from 65%). While Inuit business spending at Meliadine decreased in 2019 to \$192M due to the overall drop in expenditures at Meliadine as construction wrapped up, the percentage of Inuit spend increased from 48% to 52% in 2019.
NTI-registered business expenditures by Nunavut community	N/A	N/A	N/A	N/A	N/A	Significant changes in NTI-registered business expenditures within communities included a sizable decrease in Baker Lake, which dropped from \$93M in 2017 to \$38M in 2018 and \$30M in 2019, and Rankin Inlet which increased from \$286M to \$295M from 2018 to 2019. The amount spent in non-Kivalliq Inuit communities increased from 2017 to 2019, from \$99M to \$170M.
Contract expenditure on Nunavut-based businesses						Meadowbank / Whale Tail contract expenditures on Nunavut-based businesses (including NTI-registered businesses) increased to \$393M in 2019. Meliadine's expenditures decreased from \$261M to \$194M as construction wrapped up.
<i>Nunavut-based expenditures</i>	N/A	↑	↑	N/A	↓	
<i>Proportion Nunavut-based</i>	N/A	/	↓	N/A	/	Nunavut spending during the construction phase of Meliadine significantly exceeded the prediction of \$866M, and Kivalliq-based spending has also far exceeded the prediction of \$175M, with a total of \$583M spent (2012 dollars <sup>1</sup> ).
Contract expenditures from Meadowbank / Whale Tail on Baker Lake-based businesses and from Meliadine on Rankin Inlet-based businesses	N/A	↓	↓	N/A	/	Meadowbank / Whale Tail's contract expenditures on Baker Lake businesses dropped from \$30M to \$21M in 2019. Meliadine's contract expenditures on Rankin Inlet businesses decreased from \$177M to \$134M in 2019.
4.1 Investment in education-based initiatives						
Agnico Eagle investments in education-based initiatives	N/A	N/A	N/A	N/A	N/A	In 2019, Agnico Eagle made \$796,000 in contributions to education-based initiatives, with investments since the beginning of operations totalling over \$2.4 million.
4.2 Secondary school graduation by region						
Secondary school graduation rate by region	↑	↑	N/A	↑	N/A	The graduation rate in Kivalliq region fluctuates from year to year, though shows an overall upward trend that began in 2008. Rates have been at all-time highs for the region, and consistently higher than those in the other two regions, since 2010.
4.3 Project training and education						
Agnico Eagle investments in mine training and education programs	N/A	→	→	N/A	→	Agnico Eagle's financial investments in externally delivered training programs have dropped substantially since 2016; internal spending has increased accordingly to maintain a

<sup>1</sup> 2012 dollars calculated with Bank of Canada's Inflation Calculator <https://www.bankofcanada.ca/rates/related/inflation-calculator/>

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
Average mandatory training hours provided to Agnico Eagle Inuit employees	N/A	→	→	N/A	↑	minimum of \$3.68M in training spending as per the IIBA with the KIA.
Average specific training hours provided to Agnico Eagle Inuit employees	N/A	→	↓	N/A	↑	Mandatory training per Inuit FTE was 10 hours at Meadowbank / Whale Tail and 30 hours at Meliadine in 2019.
Participation in career and skills programs	N/A	/	/	/	/	Specific training per FTE was 56 hours at Meadowbank / Whale Tail and 151 hours at Meliadine.
Meadowbank pre-apprenticeship and apprenticeship participation by type	N/A	→	↓	N/A	N/A	There were 93 TASK week participants in Baker Lake, Chesterfield and Arviat, up from 48 in 2018.
4.4 Project employment by skill level						
Project Agnico Eagle Inuit employees by skill-level	N/A	↑	↑	N/A	↑	<p>In 2019 there were 14 Inuit employees working at Agnico Eagle projects in positions classified as 'skilled' or 'management and professional', an increase of 1 from 2019. The majority of these positions are at Meliadine (11 of the 14).</p> <p>The number of skilled workers at both projects has fluctuated since 2014, between 5 and 10, with 6 employed in 2019. Meadowbank and Whale Tail have struggled to increase the number of skilled Inuit, with the highest number being 6 since 2014 and a current low of 2.</p> <p>The overall number of semi-skilled Inuit employed has increased steadily from 2014, with a 19% increase in 2019 to 222. Despite increases in the number of semi-skilled Inuit at both sites, the proportion of Inuit in this role declined slightly from 2018 to 2019. This may be due in part to a tight labour market for semi-skilled Inuit mixed with an increasing demand for these positions. The number of unskilled Inuit workers has also steadily increased, to a total of 2016 in 2019 – a 4% increase on 2018 and accounts for all of the unskilled positions at both sites.</p>
5.1 Perceptions of culture and traditional lifestyle						
Self-reported effect of project on culture and traditional activities	N/A	N/A	/	N/A	/	<p>This is the first year an Inuit employee survey was conducted. A large majority of survey respondents strongly agree (59%) or somewhat agree (21%) that knowledge and respect of Nunavut's environment and land is valued by Agnico Eagle.</p> <p>When asked about the impact of the mine on their ability to participate in cultural and traditional activities, 10% said they participated more, 34% felt they participated the same amount, 31% indicated their participation had decreased.</p>
5.2 Culture and traditional lifestyle						
Proportion of total population identifying Inuktitut as their mother tongue by community	→	↓	N/A	↓	N/A	The proportion of the population identifying Inuktitut as their mother tongue has remained relatively stable in the smaller Kivalliq communities from 2006 to 2016, but has declined in Rankin Inlet, Baker Lake, and Chesterfield Inlet (by 10 to 18 percentage points) over this period.
Use of AWAR by community	N/A	↑	/	N/A	/	There was a decrease in usage of the Meadowbank AWAR from 2015 to 2018, but a jump in 2019 to the second-highest usage on record. The AWAR connecting Rankin Inlet to Meliadine was used 2,439 times for traditional activities in 2019, an increase of 25% from 2018. However, the 2019 figures need to be interpreted with caution since as of 2019, the count refers to individual members rather than the number of vehicles.
5.3 Country food use at project						
Country food kitchen usage	N/A	→	↓	N/A	↑	The number of meals served featuring country food has remained steady at Meadowbank since 2011; this number represents one serving of country food per month to all on-site staff. The country food kitchens and events have seen steady use at Meadowbank / Whale Tail, although there was a drop in the use of the country food kitchen in 2019. The Meliadine country food kitchen saw a large increase in use in 2019 to an average of well over once per day.

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
Country food night events	N/A	/	↑	N/A	↑	Meadowbank / Whale Tail hosted 12 country food night events in 2019, and Meliadine hosted 11 events 2019.
6.1 Employee migration						
Project Agnico Eagle Inuit employees residing outside Nunavut						At Meadowbank / Whale Tail, the number of Inuit employees residing outside Nunavut has remained stable since 2015, currently at 21 which accounts for 7% of Inuit workforce. At Meliadine, there has been a rapid increase in the number of Inuit employees residing outside Nunavut, from 0 in 2016 to 14 in 2019, although the percentage of Inuit workforce residing outside of Nunavut has only increased by 1% in 2019 (for a total of 14%). The increase in Meliadine employees working in the South is due to the direct hiring of Inuit employees who are already living in the South (i.e. this does not constitute out-migration).
<i>Total Inuit employees</i>	N/A	→	↓	N/A	↑	
<i>Proportion of Inuit employees residing outside Nunavut</i>	N/A	→	↓	N/A	↑	
6.2 Population estimates in Kivalliq communities						
Population estimates of :						Yearly population estimates do not indicate an increase in the population growth rate of Baker Lake or of other communities with significant Agnico Eagle employment (Arviat, Rankin Inlet) since the mine opened, or relative to other communities in the region. If other factors (births and deaths) are assumed constant, the population data does not suggest significant migration to Arviat, Baker Lake (or other communities with high Agnico Eagle employment).
<i>Estimates in communities</i>	↑	↑	N/A	↑	N/A	
<i>Annual percent change</i>	→	→	N/A	→	N/A	
7.1 Agnico Eagle Programs						
Agnico Eagle wellness programs offerings & utilization by project employees	N/A	N/A	N/A	N/A	N/A	Agnico Eagle continues to offer a variety of wellness programs to both employees and community members. Where data can be and are collected, all programs have seen some usage by their intended audience.
Agnico Eagle wellness programs offerings & utilization by community members	N/A	N/A	N/A	N/A	N/A	
7.2 Perceptions of health & wellness						
Self-reported effect of project on health & wellness	N/A	N/A	/	N/A	/	<p>At least 80% of Inuit employee survey respondents believe Agnico Eagle has created a positive work environment driven by respect, indicate they are happy at work, and say they have shared positive work values with youth at home or in the community.</p> <p>There do not appear to be significant systemic impacts on relationships related to working at Agnico Eagle (based on survey responses), as nearly half reported no change, and an equal and smaller number reported either a positive or negative impact.</p> <p>Inuit employee survey respondents worry the most about family and financial situations, and some struggle with loneliness; work-related difficulties impact fewer than 25%.</p> <p>Nearly 60% of Inuit survey respondents reported that they did not save any money over the last year, and two thirds of survey respondents reported that they did not seek or receive financial advice in the past year.</p>
7.3 Criminal violations						
Criminal violations per hundred people by Kivalliq community	/	/	/	/	/	Total criminal violation rates in Baker Lake and Rankin Inlet reached historic high levels in 2011 and 2012, following the opening of Meadowbank. Recent data (2017) indicates a continuing downward trend (since 2012) in criminal violations in Baker Lake, along with those in Arviat. However, Rankin Inlet has seen sharp rises in criminal violations from 2015 to 2017, the latest year for which data is available.
Criminal violations per hundred people by type (Baker Lake, Rankin Inlet, Chesterfield Inlet)						
<i>Baker Lake</i>	→	↓	N/A	→	N/A	
<i>Rankin Inlet</i>	→	↓	N/A	→	N/A	
<i>Chesterfield Inlet</i>	↑	→	N/A	↑	N/A	
7.4 Health centre visits						
Health centre/clinic visits by Kivalliq community by reason for visit	↓	↑	N/A	↑	N/A	Changes in the number of individual visits to health centres by reason for the visit can provide some indication of individual and community wellness. From 2009 to 2016, the number of health centre visits increased for a number of different types of services, including for: mental health and behavioural disorders (240% increase), signs of symptoms of illness (cause



Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
						unknown; 76% increase), musculoskeletal system diseases (60% increase), and injuries and poisonings (39% increase). A number of factors may be contributing to these changes, including but not limited to: increased needs for medical care due to changes in community health, increased capacity of health centres (size, services), greater awareness of available health services, and willingness to seek help.
<b>7.5 Housing</b>						
Persons on waitlist for public housing by community	/	/	/	/	/	While there is potential for mining projects to impact housing supply and demand, (e.g. through changes in income, increased in and out migration, private investment) there is not enough data to draw conclusions on impacts to housing in the territory.
<b>7.6 Food security</b>						
Food security by region or community	N/A	N/A	N/A	N/A	N/A	While there is no available year-over-year data on food security in Kivalliq communities, Agnico Eagle projects offer potential pathways that may positively impact food security in the Kivalliq. This includes providing employees with healthy food choices while on site; increasing household incomes, allowing for greater food purchasing; and enhancing availability and accessibility of country food. However, 59% of Inuit survey respondents reported that they were worried their food would run out before they got more money all, most or some of the time, and only 22% never worried about running out of food.
<b>7.7 Suicide</b>						
Suicides per 10,000 people by region	/	/	/	/	/	There is a persistent and territory-wide suicide crisis in Nunavut. The factors contributing to suicide are numerous and complex, so it is difficult to assess impacts of Agnico Eagle's projects on suicide rates. Community suicide rates (e.g. for Baker Lake) are highly variable from year to year. Trends are more apparent in long-term and/or regional data.
<b>8.1 Health and safety training</b>						
Average (per FTE) mandatory training hours provided to Agnico Eagle Inuit employees	N/A	→	→	/	↑	Mandatory training hours remained the same at Meadowbank / Whale Tail in 2019 and have been steady since 2017. Meliadine Inuit mandatory training increased from 19 hours / FTE in 2018 to 30 in 2019, likely due to the onset of operations and related mandatory training.
<b>8.2 Health and safety on-site</b>						
Average (per-FTE) visits by project Agnico Eagle employees to clinic for work-related or other reasons	N/A	↑	↑	↓	→	Since they have been offered, approximately 75% of visits to Agnico Eagle clinics, at both Meadowbank / Whale Tail and Meliadine, have been for non-work-related conditions. This indicates that these clinics serve an important function in addressing the general non-work-related health/medical needs of workers. Clinic visits at Meadowbank / Whale Tail rose significantly in 2019, with work-related visits more than doubling. Additional visits were likely driven by the addition of a clinic at Whale Tail (in addition to the existing one at Meadowbank), as well as significant activity at Whale Tail since February 2019.
Project combined lost-time and light duty accident frequency (per 200,000 person-hours)	N/A	/	↓	/	↓	The lost time and light duty accident frequency rate (incidents per 200,000 person-hours worked) at Meadowbank and Whale Tail remained relatively stable at 2.62 (up marginally from 2.55 in 2018) and declined by 47% to 1.64 at Meliadine. Note that 2019 still involved a significant amount of construction. Compared to mining industry benchmarks, the injury rate is higher than the ICMM member company average of 0.68 in 2018; however, individual ICMM member company injury rates ranged as high as 2.02 per 200,000 person-hours worked.
<b>9.1 Use of GN health services</b>						

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
Kivalliq community health centre visits per capita	/	/	N/A	/	N/A	It is unclear whether and to what extent Agnico Eagle's projects have impacted health centre usage in Kivalliq communities. In 2019, 86 employees were referred to community health care centres, down from 105 in 2018. Since 2010, approximately 75% of visits to Agnico Eagle clinics have been for non-work-related conditions. This indicates that these clinics may lessen the local health infrastructure burden.
Employees referred to community health care centre (personal and work-related) (2019)	N/A	N/A	↓	N/A	↓	
Incidents requiring use of GN emergency health services	N/A	↓	↓	↓	↓	
9.2 Use of public infrastructure						
Estimates of use of public physical infrastructure directly related to Project (airports, port, meeting facilities, roads)	N/A	N/A	N/A	N/A	N/A	The use of public physical infrastructure by Meadowbank / Whale Tail and its employees consists primarily of the use of airports and has been relatively consistent since operation began in 2010. There are no indications of significant positive or negative impacts on this infrastructure. There is greater use of public infrastructure in Rankin Inlet from Meliadine than in Baker Lake from Meadowbank. This is largely due to the use of the Rankin Inlet airstrip, local roads (although a bypass road has been created) and the relatively central location of the community boat launch area for barge landings as compared to Baker Lake. There are no indications of significant positive or negative impacts on this infrastructure. Both Meliadine and Meadowbank AWARs continue to see significant community usage.
All-weather access road (AWAR)	N/A	↓	/	↑	/	
9.3 Social assistance						
Per capita social assistance expenditures by community	↓	/	N/A	↓	N/A	Per capita social assistance expenditures declined in all Kivalliq communities in 2018 (the latest year for which data is available) following an increase across communities starting in 2012, though current levels are still above the historical average. The percentage of households receiving social assistance has been remaining steady or declining for most Kivalliq communities over the past 10 years. Despite declines from historical highs, social assistance data does not show a clear correlation between Agnico-related employment and social assistance requirements in Baker Lake or Arviat. Data suggests that both expenditures and percentage of households receiving social assistance have been declining in Rankin Inlet since Meadowbank began operation, though this may be due to a number of factors such as an increase in government jobs.
Percentage of households receiving social assistance by community	↓	↓	N/A	↓	N/A	
10.1 Royalties and taxes						
Project payments, royalties and taxes	↑	↑	↑	↑	↑	Agnico Eagle continues to pay taxes, royalties and other payments to the Government of Nunavut, Government of Canada, NTI and the KIA. Total values paid across the two sites rose from \$68.9M in 2018 to \$89M in 2019.
10.2 Trade Balance						
Nunavut trade balance	↓	↓	↓	↓	↓	Nunavut's trade balance held fairly steady from 2011 to 2016 but has since dropped \$317M to -\$1,385M in 2018 (the most recent year for which data is available). This coincided with the construction of Meliadine, as large construction projects tend to increase the trade deficit. However, the actual trade deficit in 2018 of \$1,385M is much less than the \$1,866M predicted in the Meliadine FEIS or the \$1,807M which occurred in 2008 during Meadowbank's construction.
10.3 Nunavut GDP						
Nunavut GDP by all industries and mining, quarrying and oil & gas	↑	↑	N/A	↑	N/A	Coinciding with increased mining activity in the Kivalliq and the rest of Nunavut, the territory's GDP has grown at an average annual rate of approximately 7.5% from 2009 to 2018. This growth can largely be attributed to an increase in mining, quarrying and oil & gas activity (including Agnico Eagle's projects as well as Baffinland's Mary River project and TMAC Resource's Hope Bay Project). 2019 data is not currently available.

# Table of Contents

---

<b>Executive Summary</b> .....	<b>i</b>
The Agnico Kivalliq Projects .....	i
About this Report .....	i
Summary of Findings.....	ii
<b>Table of Contents</b> .....	<b>viii</b>
<b>Introduction</b> .....	<b>1</b>
The Agnico Kivalliq Projects .....	1
Report Purpose.....	2
<b>Context</b> .....	<b>2</b>
Socio-Economic Monitoring Committees.....	2
NIRB Project Certificate Conditions.....	3
The Meadowbank, Meliadine and Whale Tail Inuit Impact and Benefit Agreements (IIBAs).....	4
<b>Methods</b> .....	<b>4</b>
Indicator Selection .....	4
Involvement of Socio-Economic Monitoring Committee.....	5
Data Sources .....	5
Report Structure .....	5
Analysis and Interpretation .....	6
<b>Other key sources of information</b> .....	<b>8</b>
Inuit Workforce Barriers & Strategies Study.....	8
Kivalliq Labour Market Analysis.....	9
Community Liaison Committee (CLC) Annual Reports .....	10
Nunavut Inuit Labour Force Analysis (NILFA) Stakeholder Engagement Report .....	11
AEM's Conceptual Socio-Economic Closure Plan .....	12
AEM's Inuit & Nunavummiut Employee Survey.....	13
<b>VSEC 1: Employment</b> .....	<b>15</b>
Existing Management & Mitigation .....	16
1.1 Total project employment (Agnico Eagle & contractors).....	17
1.2 Project Inuit employment (Agnico Eagle and contractors).....	19
1.3 Project Agnico Eagle employment by Kivalliq community .....	21
1.4 Project employment by gender .....	23
1.5 Project turnover.....	24
<b>VSEC 2: Income</b> .....	<b>29</b>
Existing Management & Mitigation .....	29
2.1 Income paid to projects' Inuit employees.....	30
2.2 Income by Kivalliq community.....	31
<b>VSEC 3: Contracting and Business Opportunities</b> .....	<b>33</b>
3.1 Contract expenditures .....	34
<b>VSEC 4: Education and Training</b> .....	<b>37</b>
Existing Management and Mitigation.....	38
4.1 Investment in education-based initiatives .....	38

4.2	Secondary school graduation by region .....	40
4.3	Project training and education .....	42
4.4	Project employment by skill level.....	46
4.5	Trade certificates / apprenticeships in Nunavut.....	49
<b>VSEC 5: Culture and Traditional Lifestyle .....</b>		<b>50</b>
	Existing Management and Mitigation.....	51
5.1	Perceptions of culture and traditional lifestyle .....	51
5.2	Culture and traditional lifestyle.....	53
5.3	Country food use at project.....	55
<b>VSEC 6: Population Demographics .....</b>		<b>57</b>
	Existing Management and Mitigation.....	58
6.1	Employee migration .....	58
6.2	Population estimates in Kivalliq communities .....	60
<b>VSEC 7: Individual and Community Wellness .....</b>		<b>62</b>
	Existing Management and Mitigation.....	63
7.1	Agnico Eagle Programs .....	64
7.2	Perceptions of health & wellness .....	64
7.3	Criminal violations .....	66
7.4	Health centre visits by reason for visit .....	69
7.5	Housing .....	70
7.6	Food security.....	72
7.7	Suicide .....	73
<b>VSEC 8: Health and Safety.....</b>		<b>75</b>
	Existing Management and Mitigation.....	76
8.1	Health and safety training .....	76
8.2	Health and safety on-site .....	77
<b>VSEC 9: Community Infrastructure and Services.....</b>		<b>80</b>
	Existing Management and Mitigation.....	81
9.1	Use of GN health services .....	81
9.2	Use of public infrastructure .....	83
9.3	Social assistance .....	84
<b>VSEC 10: Nunavut Economy .....</b>		<b>87</b>
	Existing Management and Mitigation.....	88
10.1	Royalties and taxes.....	88
10.2	Trade Balance.....	90
10.3	Nunavut GDP.....	91
<b>Existing Management and Mitigation.....</b>		<b>92</b>
<b>References .....</b>		<b>107</b>
<b>Appendix A. Project Certificates T&amp;C Concordance .....</b>		<b>111</b>
<b>Appendix B. TMS Report 2019.....</b>		<b>117</b>
<b>Appendix C. The Inuit &amp; Nunavummiut Employee Survey Results.....</b>		<b>1</b>

## LIST OF TABLES

Table 1. 2019 Monitoring results .....	ii
Table 2. Inuit Workforce Challenges and Management .....	16
Table 3. Employment (temporary, permanent and contractor) key figures .....	18

## LIST OF CHARTS

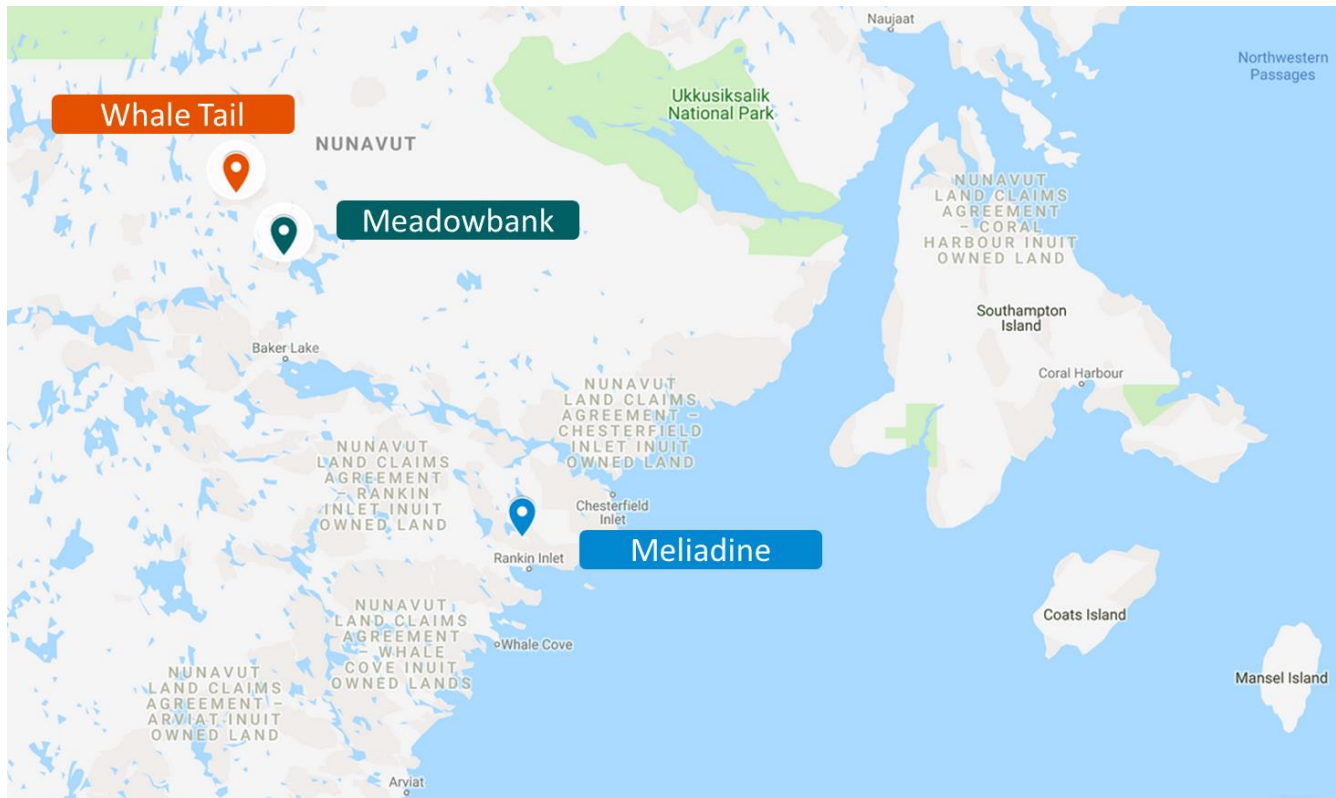
Chart 1. Project employment (permanent & temporary, on-call, students & co-op & contractor) .....	18
Chart 2. Project Agnico Eagle employment (Inuit & non-Inuit) .....	19
Chart 3. Project contractor employment (Inuit & non-Inuit) .....	20
Chart 4. Project employment by Kivalliq community .....	22
Chart 5. Project employment (gender) .....	23
Chart 6. Agnico Eagle Inuit employee turnover by reason .....	24
Chart 7. Turnover rates (Inuit and non-Inuit) .....	25
Chart 8. Turnover rate by community .....	25
Chart 9. Survey results pertaining to confidence in abilities and concerns around job retention .....	26
Chart 10. Income paid to Agnico Eagle project Inuit employees .....	30
Chart 11. Median employment income of tax filers by Kivalliq community .....	32
Chart 12. Contract expenditures on NTI-registered businesses .....	34
Chart 13. NTI-registered business expenditures by Nunavut community .....	35
Chart 14. Contract expenditure on Nunavut-based businesses .....	35
Chart 15. Contract expenditures from Meadowbank / Whale Tail on Baker Lake-based businesses and from Meliadine on Rankin Inlet-based businesses .....	36
Chart 16. Agnico Eagle investments in education-based initiatives (In thousands of dollars) .....	39
Chart 17. Secondary school graduation rate by region .....	40
Chart 18. Agnico Eagle investments in mine training and education programs (in thousands of dollars) .....	42
Chart 19. Average mandatory training hours provided to Agnico Eagle Inuit employees .....	43
Chart 20. Average specific training hours provided to Agnico Eagle Inuit employees .....	43
Chart 21. Participation in career and skills programs .....	44
Chart 22. Meadowbank pre-apprenticeship and apprenticeship participation by type .....	44
Chart 23. Project Agnico Eagle Inuit employees by skill-level .....	46
Chart 24. 2019 Agnico Eagle FTEs by skill level (Inuit and non-Inuit) .....	47
Chart 25. Survey result of perceived overall impact of Agnico Eagle on communities .....	51
Chart 26. Survey results pertaining to impact of mining on participation in cultural and traditional activities .....	52
Chart 27. Proportion of total population identifying Inuktitut as their mother tongue by community .....	53
Chart 28. Survey results pertaining to use of Inuktitut .....	54
Chart 29. Project Agnico Eagle Inuit employees residing outside Nunavut .....	58
Chart 30. Population estimates of Rankin Inlet and Baker Lake, Inuit and non-Inuit .....	60
Chart 31. Annual percent change in population estimates of Kivalliq communities .....	60
Chart 32. Criminal violations per hundred people by Kivalliq community .....	67
Chart 33. Criminal violations per hundred people by type (Baker Lake, Rankin Inlet, Chesterfield Inlet) .....	68
Chart 34. Kivalliq community health center visits by reason for visit .....	70
Chart 35. Persons on waitlist for public housing by community .....	71
Chart 36. Survey results pertaining to food security .....	73
Chart 37. Suicides per 10,000 people by region .....	74
Chart 38. Average (per FTE) mandatory training hours provided to Agnico Eagle Inuit employees .....	76
Chart 39. Average (per-FTE) visits by project Agnico Eagle employees to clinic for work-related or other reasons .....	78
Chart 40. Project combined lost-time and light duty accident frequency (per 200,000 person-hours) .....	78
Chart 41. Kivalliq community health centre visits per capita .....	81
Chart 42. Employees referred to community health care centre (personal and work-related) (2019) .....	82

Chart 43. Incidents requiring use of GN emergency health services .....	82
Chart 44. Per capita social assistance expenditures by community .....	85
Chart 45. Percentage of households receiving social assistance by community.....	86
Chart 46. Project payments, royalties and taxes .....	88
Chart 47. Nunavut trade balance.....	90
Chart 48. Nunavut GDP by all industries and mining, quarrying and oil & gas .....	91

# Introduction

## The Agnico Kivalliq Projects

The Meadowbank gold mine, Meliadine gold mine and Whale Tail gold deposit are located in the Kivalliq region of Nunavut on Inuit owned lands (IOL). Meadowbank falls approximately 70 km north of the Hamlet of Baker Lake, or 110 km by road. Whale Tail, a satellite deposit to the Meadowbank mine, is located approximately 50km north of Meadowbank. Meliadine is located near the western shore of Hudson Bay, about 25 km north of Rankin Inlet.



Agnico Eagle Mines (AEM) acquired the Meadowbank property from Cumberland in 2007, with construction of the mine and mill taking place between 2007 and 2010. Production began in 2011, with the mill processing an average of 11,000 tonnes of ore per day from three deposits. Meadowbank produced its three millionth ounce of gold in 2018. Most mining activities at the Meadowbank site were completed in Q4 of 2019. The discovery and development of a satellite deposit in the Amaruq area, called Whale Tail, which is 50 kilometres away from Meadowbank site, has extended the life of the Meadowbank Complex by supplying a new source of ore to the existing Meadowbank mill. The Whale Tail mining operation uses the existing infrastructure at the Meadowbank Mine (mining equipment, mill, tailings, camp and airstrip). Additional infrastructure has been built at the Whale Tail site (truck stop/warehouse, fuel storage, and an additional camp facility). Whale Tail ore is transported using long-haul off-road type trucks to the mill at the Meadowbank site for processing. The Whale Tail satellite deposit achieved commercial production<sup>2</sup> on September 30, 2019. In 2019, the Meadowbank mill processed 2.38 million tonnes of ore, producing 158,208 ounces of gold compared to 248,997 in 2018. The lower production was due to the use of lower grade stockpiled ore which was processed as the mine transitioned through the last few months

<sup>2</sup> Commercial production is achieved when a mill has processed ore for 30 days at a minimum of 60% of its planned capacity.

of mining at the Meadowbank site. The ramp up of activity at Whale Tail was slower than expected in Q4 partly due to issues with dewatering, site installations and internal workforce movements into new positions. By the end of 2019, all positions had been filled and additional workforce personnel were available to address any backlogs. Production is expected to ramp up in 2020. Mineral reserves at Whale Tail are approximately 3.3 million ounces of gold, 2.7 million of which are open pit with the remaining underground reserves. Average annual gold production at Whale Tail over its 7-year mine life is forecast to be 443,000 ounces.

About 290 km southeast of Meadowbank, Agnico Eagle's Meliadine gold project began construction and development activities in 2017 and achieved commercial production on May 14, 2019. In 2019, Meliadine produced 238,394 ounces of gold from ore mined underground and is projected to produce 350,000 ounces in 2020. The ability of the mill to exceed its planned capacity resulted in Agnico Eagle's decision to accelerate the planned Phase 2 expansion activities, including the ongoing development of Tiriganiaq open pits which will be mined from 2020 to 2027. Stripping commenced in Q4 2019 and the first ore is expected in Q4 2020 from these pits. The increased production will result in increased mill processing from a daily average of 3,346 tonnes per day in 2019 to 4,600 by Q4 2020. Meliadine has 4.067 million ounces of gold reserves and an estimated 14-year mine life.

## Report Purpose

This report provides the results of the Agnico Eagle Kivalliq Projects Socio-Economic Monitoring Program (SEMP), developed in consultation with the Kivalliq Socio-Economic Monitoring Committee (SEMC). The purpose of this report is to:

- comply with the relevant sections of the **Nunavut Land Claims Agreement (NLCA)**;
- comply with the terms and conditions of the **Meadowbank Project Certificate** issued by the NIRB, including reporting on the socio-economic impact predictions made in Cumberland Resource's Final Environmental Impact Statement (Meadowbank FEIS);
- comply with the terms and conditions of the **Meliadine Project Certificate** issued by the NIRB, including reporting on the socio-economic impact predictions made in Agnico Eagle's Final Environmental Impact Statement (Meliadine FEIS);
- identify any **unanticipated effects** associated with the mines;
- identify and recommend **mitigation measures**;
- act as the primary vehicle for reviewing the findings of the SEMP in **collaboration** with members of the Socio-Economic Monitoring Committee (SEMC);
- fulfill best practices in **social responsibility**; and
- act as a **valuable resource** for communities, governments and interested stakeholders.

## Context

---

### Socio-Economic Monitoring Committees

In 2007, the Government of Nunavut established three regional-based Socio-Economic Monitoring Committees (SEMCs) to monitor the socio-economic impacts of projects in each of the Territory's regions against project certificate terms and conditions specified by the NIRB. The SEMCs' Terms of Reference state that the committees will assist proponents in developing project monitoring programs and prepare reports and publish information on the impact of major development projects on the health and well-being of communities and residents in the region.



Both the Kivalliq committee and the Agnico Eagle projects are required to produce annual monitoring reports, with the former focused at the level of the region and the latter at the project level. This system allows for project-level information to inform a regional picture of the socio-economic health of the Kivalliq, better capturing cumulative effects. This will become increasingly important as additional mining operations come online in the region.

The first Meadowbank Socio-Economic Monitoring Report was completed in consultation with the Kivalliq SEMC and accepted by the Nunavut Impact Review Board in 2015. This is the third report produced under the new Agnico Eagle Projects SEMP and the second which includes the Whale Tail project. It builds on the foundation laid in the previous reports, evolving to address gaps, minimize overlap with regional SEMC reporting, increase consistency across SEM reports from different operators, and improve Agnico Eagle's and the SEMC's understanding of trends. The Methods section of this report provides further information on the report's design, and indicator selection.

## NIRB Project Certificate Conditions

The requirement for a Socio-Economic Monitoring Program and associated annual report are outlined in the project certificates for Meadowbank, Meliadine and Whale Tail. The key project certificate conditions are provided below. A concordance table including a complete list of relevant project certificates can be found in Appendix A.

### **Meadowbank Project Certificate, Condition 64:**

*"Cumberland shall work with the GN and INAC to develop the terms of reference for a socio-economic monitoring program for the Meadowbank Project, including the carrying out of monitoring and research activities in a manner which will provide project specific data which will be useful in cumulative effects monitoring (upon request of Government or NPC) and consulting and cooperating with agencies undertaking such programs. Cumberland shall submit draft terms of reference for the socio-economic monitoring program to the Meadowbank SEMC for review and comment within six (6) months of the issuance of a Project Certificate, with a copy to NIRB's Monitoring Officer." (Nunavut Impact Review Board, 2006, p. 20)*

### **Meliadine Project Certificate, Condition 89**

*"The Proponent shall develop the Meliadine Socio-economic Monitoring Program to monitor the predicted impacts outlined in the FEIS as well as regional concerns identified by the Kivalliq Socio-economic Monitoring Committee (SEMC). Where possible, the Proponent is encouraged to work in collaboration with all other socio-economic stakeholders such as the KIA, GN, AANDC and the communities of the Kivalliq region in developing this program, which should include a process for adaptive management and mitigation in the event unanticipated impacts are identified. Details of the Meliadine Socio-economic Monitoring Program are to be provided to the NIRB upon finalization, and within one year of issuance of the Project Certificate."*

### **Whale Tail Project Certificate, Condition 46**

*"The Proponent should develop a Project-specific Whale Tail Pit Socio- Economic Monitoring Program designed to:*

- Monitor for project-induced effects, including the impacts predicted in the Environmental Impact Statement through indicators presented in the Whale Tail Pit Socio-Economic Monitoring Plan;*
- Reflect regional socio-economic concerns identified by the Kivalliq Socio-Economic Monitoring Committee (KivSEMC);*
- Work in collaboration with all other socio-economic stakeholders such as the Kivalliq Inuit Association, the Government of Nunavut, and Indigenous and Northern Affairs Canada, and the communities of the Kivalliq region to develop the program; and*

- *Include a process for adaptive management and mitigation to respond if unanticipated impacts are identified”*

## The Meadowbank, Meliadine and Whale Tail Inuit Impact and Benefit Agreements (IIBAs)

The original Meadowbank Inuit Impact and Benefit Agreement (IIBA) between Cumberland Resources and the Kivalliq Inuit Association (KIA) was signed in August of 2006. A Production Decision under the Meadowbank IIBA was given to the KIA by Agnico Eagle in December of 2007. This Production Decision was a key point in triggering many of the requirements under the Meadowbank IIBA and led to implementation of the agreement after Meadowbank went into production.

In 2009, Agnico Eagle and the KIA began a review of the Meadowbank IIBA with both parties suggesting changes in the text to refine and improve the functionality of the Meadowbank IIBA in achieving its objective of maximizing Inuit benefit from the Meadowbank Project in the form of employment, training and business opportunities. Agreement on a revised Meadowbank IIBA was subsequently reached with the final revised IIBA approved by the two parties on October 18, 2011. The IIBA for Meadowbank was again renegotiated in 2017 and is aligned with the 2015/2017 Meliadine IIBA and 2017 Whale Tail IIBA.

A key feature of the original Meadowbank IIBA was the establishment of an Implementation Committee with members from the KIA and Agnico Eagle to monitor and manage the IIBA implementation. The 2017 Meadowbank IIBA, following the structure established by the 2015/2017 Meliadine IIBA, also established an Employment and Culture Committee (ECC), a Business Opportunities Committee (BOC), as well as site-specific On-Site Working Groups (OSWGs). These committees work together to consider Inuit employment, contracting, training and other project related IIBA matters.

## Methods

---

### Indicator Selection

In the summer of 2017, Agnico Eagle, with their partners in the SEMC, created the Agnico Kivalliq Projects Socio-economic Monitoring Program. This program provides the framework for socio-economic monitoring of Agnico Eagle’s mineral projects in the Kivalliq Region of Nunavut. This includes monitoring against the predicted impacts described in the Final Environmental Impact Statements (FEIS) of each project, as well as the concerns and priorities identified by the Kivalliq Socio-Economic Monitoring Committee (Kivalliq SEMC). This program superseded the project-specific SEMP for the Meadowbank Gold Mine. By integrating multiple projects within a single monitoring framework, it aimed to promote consideration of cumulative impacts and streamline development and review of monitoring reports, while respecting the unique regulatory requirements of individual projects. This program was refined in Spring 2019 to include the Whale Tail expansion project, integrate additional available data, and respond to recommendations from Crown Indigenous Relations and Northern Affairs Canada (CIRNAC). Where possible, the SEMP also aligns with the territorial core indicators developed by the Government of Nunavut.

The Agnico Kivalliq Projects Socio-Economic Working Group (Working Group) was established to support the design and implementation of the SEMP. The Working Group supported the development of the Program framework and supported the identification of and access to priority data useful in improving the socio-economic performance of the projects.

In 2019, Indicator 4.1 was changed in this report from “Investments in school-based initiatives” to “investments in education-based initiatives” to more accurately reflect the content.

## Involvement of Socio-Economic Monitoring Committee

Agnico Eagle engaged with members of the SEMC on the development of the SEMP to ensure the annual reports are as useful as possible. This engagement included ongoing discussions with GN's department of Economic Development and Transportation (which coordinates and chairs the SEMC), as well as annual participation in the Kivalliq SEMC meetings.

## Data Sources

This report compiles data primarily from Agnico Eagle, Nunavut Bureau of Statistics, Statistics Canada and Government of Nunavut departments. Data collected by Agnico Eagle cover the years 2010 (or 2011) to 2019. Data from non-project sources (e.g. GN departments, Nunavut Bureau of Statistics, StatsCan), the most currently available data as of February 2020 was used. Analysis typically begins in 2010, unless pre-2006 data is needed for a better understanding of baseline conditions prior to Meadowbank operation. Where Government of Canada census data is required, only 2006, 2011, and 2016 data is available and changes during intervening years cannot be reported.

For certain metrics reliant on non-project sources, data for the reporting year (2019) was not available at the time of publication. In some cases, there is a regular time lag in the release of data due to verification and approval requirements and only data up to 2017 or 2018 is reported. In other cases, data for the reporting year is expected but had not been made available at the time of report finalization. These cases are flagged for the reader wherever such data is presented.

Given the realities of the transition between operations at Meadowbank and Whale Tail, most Agnico Eagle data is presented collectively for the two sites. For many data sets there is often no clear distinction between the two projects. For example, many employees work at both the Meadowbank and Whale Tail operations and therefore employment or income information cannot be parsed between the two projects.

## Report Structure

### **Executive Summary**

The executive summary provides an overview of Kivalliq projects, this report and 2019 report findings in tabular form.

### **Context and Methods**

Context and methods sections outline additional details on the report, including SEMCs, regulatory requirements, SEMP design and data sources.

### **VSECs 1 through 10**

The body of this report presents project-specific and public data related to 10 valued socio-economic components (VSECs) to ensure the requirements of individual project certificates are being adequately met. Additionally, whenever possible, the report provides a cumulative / regional lens to better identify and assess the effects of Agnico Eagle's projects on the Kivalliq region.

The report is organized by VSEC, including: a summary page describing the VSEC, relevant FEIS predictions, the associated indicators and metrics used to monitor the VSEC, and key findings.

For each indicator, this report addresses the following:

- **Prediction:** Provide the prediction from the projects' FEIS against which the indicator will be assessed. This will include directionality and magnitude as well as specific targets/levels, where available.
- **Data and Trends:** Present and describe the indicator data in a clear manner through the use of charts, tables and text.
- **Interpretation:** Analyse the data and assess trends against the specific indicator prediction and impact / goal statements, more generally. Where possible, examine changes in trends over time with respect to the periods before and after the commenced operation, recognizing that isolating the effects of individual projects will become challenging with multiple operations in the region.

### **Existing Mitigation and Management Measures**

A complete listing of management and mitigation measures, including 2019 updates and initiative descriptions are provided at the end of the report. Note that descriptions of existing Agnico Eagle programs and practices that are relevant to performance (enhancing benefits or mitigating impacts) for indicators associated with that VSEC are discussed in interpretation sections.

### **Appendix A Project Certificate T&C Concordance**

A complete list of project certificate T&Cs and concordance to where relevant discussions can be found within the report body

### **Appendix B TMS Report**

This section provides the detailed training report for 2019.

### **Appendix C 2019 Inuit Employee Survey Results**

This section outlines the complete Inuit Employee Survey Results for 2019 summarized by question

## **Analysis and Interpretation**

Throughout this report, we present available data using a combination of narrative, tables and charts. We provide an interpretation of the data for each indicator, including identification of significant trends and an explanation for the trends where possible. Given the complexity of socio-economic phenomena (i.e. multiple factors at play), there are limitations in establishing causal relationships between mining activities and the results from certain socio-economic indicators.

In addition to the narrative interpretation provided for the indicators, summary tables are included at the front end of each VSEC section. These tables use arrows and symbols to provide a high-level snapshot of trends for the various indicators. These trends are considered separately for both Meadowbank / Whale Tail and Meliadine. The dimensions used to summarize trends in the summary table are as follows:

### **Time horizon**

The time horizons over which trends / movements are viewed.

- **Pre-development (pre-dev):** trend prior to the operation / construction phase of the project (prior to 2010 for Meadowbank / Whale Tail; prior to 2017 for Meliadine)

- **Post-development (post-dev):** trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)
- **Last year:** movement from 2018 to 2019.

### **Direction**

The direction of movement of the indicator over the given time period.

- **↑:** Increasing
- **↓:** Decreasing
- **→:** Remaining stable
- **/:** No discernable trend
- **N/A:** Not applicable

# Other key sources of information

---

## Inuit Workforce Barriers & Strategies Study

The Inuit Workforce Barriers and Strategies (IWBS) Study (Mining Industry Human Resources Council (MiHR), 2018a) was delivered in 2018 as an element of Meliadine IIBA between Agnico Eagle and the Kivalliq Inuit Association. Consideration of this study in the SEMR was also required by the Whale Tail Project Certificate T&C No. 50. As per Agnico Eagle's IIBAs, the IWBS is updated every 3 years, and therefore was not updated in 2019.

The purpose of the IWBS was to better understand the existing barriers and develop potential strategies to support and improve the ability of Inuit to achieve their life goals through attaining and maintaining employment at Agnico Eagle sites in the Kivalliq. The project was directed and governed by the Employment and Culture Committee (ECC) of the Meliadine IIBA. Discussion and consideration of the IWBS findings are incorporated into the interpretations of this report. Key findings directly from the report are provided in the box below.

### **IWBS key findings as presented in the executive summary**

“The following is a summary of the key findings from this research organized into the phases of a traditional human resource management lifecycle:

- There are challenges in attracting workers in a tight local labour market. The main attractors to working full time are financial and personal motivations; however, these attractors are challenged by factors such as earnings-based rent increases and the family impacts of a rotational work schedule. Findings from this study indicate that there is limited awareness of what mining work involves and what employment opportunities there may be.
- The recruitment and hiring processes currently in place at AEM may be creating unintended barriers for Inuit workers. For example, the lengthy Labour Pool process, a limited understanding of particular skills sought by AEM, as well as pragmatic challenges with the recruitment and application processes.
- Once employed, barriers to full Inuit engagement and job satisfaction include language barriers and a perception of cultural disconnect in the workplace.
- Skills gaps and cultural norms concerning career advancement can create barriers, meaning that Inuit employees may need more encouragement to apply for advancement, particularly for supervisory positions. The timeframes and steps required to advance from an entry-level position upward can also pose challenges.
- Turnover is high, including both resignations and dismissals. Some interviewees reported a tendency to resign instead of approaching supervisors or HR to problem-solve the issue that may be affecting availability.
- Confusion around the re-hiring process can result in unmet expectations. The length of time waiting for eligibility and progression on the labour pool list may result in losing out on job candidates who could have been re-hired after leaving for a variety of voluntary or involuntary reasons.

There are a number of strategies that AEM and KIA could consider to positively impact the Inuit workforce. These include:

- Enhancing communication to potential workers and community stakeholders to build greater awareness of employment opportunities and foster a ‘new narrative’ that is more consistent with today’s realities of mining work.
- Addressing selected priority barriers that are the ‘critical pain points’ and root causes that add to costs and create stress for managers and workers. Based on the research findings, these would be absenteeism and lateness; preventable turnover and cultural disconnects in the workplace.
- Foster and capitalize on early successes and quick wins that signal change. Some of the recommended pragmatic actions are already under consideration or in progress, including onsite adult educator(s), increased use of Inuktitut in signage and written materials onsite, and creation of ‘clear language’ versions of company information.
- Develop pilots of innovative approaches that demonstrate recognition that ‘business as usual’ is not sufficient to meet the desired level of Inuit employment, and to show commitment and openness to meaningful change. Build on opportunities created by new mining operations at Meliadine and Amaruq such as implementing new rotation schedules, greater reliance on teams, enhanced pre-employment skills training, accelerated hiring and advancement, and time-limited job shadowing.”

Source: (Mining Industry Human Resources Council (MiHR), 2018a, pp. 1, 2)

## Kivalliq Labour Market Analysis

The Kivalliq Labour Market Analysis (KLMA) (Mining Industry Human Resources Council (MiHR), 2018b) was delivered in 2018, conducted on behalf of Agnico Eagle, the KIA and the ECC. As with the IWBS, consideration of this study in the SEMR is also required by the Whale Tail Project Certificate T&C No. 50. As per the Agnico Eagle's IIBAs, the KLMA is updated annually, however the final 2019 KLMA is not expected to be finalized until April 2020.

The purpose of the KLMA is to provide an objective and independent analysis of the availability of Inuit labour for the three AEM projects in the region – and to identify the labour market challenges and opportunities that may affect that availability. Discussion and consideration of the KLMA findings are incorporated into the interpretations of the report. Key findings directly from the report are provided in the box below.

### **KLMA Key Findings: Challenges and Opportunities in the Kivalliq Region**

“1. Aligning AEM Inuit Employment Goals (IEGs) with AEM demand will require a greater share of the labour force:

- In 2016, AEM labour force share was 26% (baseline); AEM Inuit employment was 35%;
- In 2021, 78% AEM labour force share is required to meet an Inuit employment target of 50%, a significant increase and key challenge;

2. Fundamental skills mismatches:

- Skills gap, especially in Skill Level C (requiring occupation-specific training) and in Supervisors, Coordinators and Foremen occupations;
- Skill surplus in Skill Level D (requiring on-the-job training) and in Support Worker occupations;

3. High rates of absenteeism and turnover:

- About 380 hours per Inuit worker per year on average (about 1 month assuming 12-hour shifts);
- "Absenteeism" and "family situation" are commonly cited as reasons for termination.
- Over one-half of Inuit terminations are from resignations; nearly one-third from dismissals;
- A large contingent of Inuit at AEM with less than one year of employment at AEM;
- Turnover rate is higher among Inuit workers, especially among women and in Skill Level D;

4. The hidden labour force represents a source of potential labour supply:

- Estimated at about 1,000 people in 2016;
- Many in prime working age group: about 59% (under the expanded scenario) are 25 years and older;
- Many are less likely to have a formal certificate, but a trend toward more education;
- Some may be engaged in the non-wage economy;

5. The observed labour force spiked in 2016:

- Increases in participation for those under 30 years old and over 50 years old;

6. AEM recruitment scenario considers potential untapped sources of labour:

- AEM's relevant labour supply (baseline) is expected to represent about 12 out of 100 in the overall population with 3 out of 100 expected to already be employed by AEM in 2021;
- Relevant labour force groups (baseline) sum to about 1,000 people, notwithstanding projected AEM employment;
- Non-relevant labour force groups sum to about additional 4,100 people, notwithstanding projected employment. However, this category is likely more difficult to recruit;
- A 5% recruitment scenario - possible increase of 255 new hires, resulting in AEM employment of 600 Kivalliq Inuit in 2021.”

Source: (Mining Industry Human Resources Council (MiHR), 2018b)

## Community Liaison Committee (CLC) Annual Reports

The Baker Lake Community Liaison Committee has been meeting since 2011. The Committee consists of AEM staff and local stakeholders and was established to inform stakeholders on the activities at the mine and to consult them on specific projects or issues. 2019 was the first year an annual report was developed for the CLC.

### **Baker Lake Community Liaison Report Record of Discussion**

Agnico Eagle produces an annual Baker Lake Community Liaison Committee Report. The following topics were discussed during 2019 Baker Lake Community Liaison Committee meetings, with the outcome provided in the sub-bullet where relevant.

- CLC Terms of Reference, including vision, purpose, membership and communication
- AEM Operations general project updates
- Inuit employment statistics from 2018, including Baker Lake employment statistics
  - CLC identified wellness, specifically mental health, as a priority area for discussion
- Caribou migration, caribou road crossings, blasting protocol during migration; All Weather Access Road (AWAR) closure and use of the road during closures; Wildlife monitoring and reporting on the AWAR, including accidental wildlife fatalities.
  - It is recommended that continued collaboration between Agnico Eagle, Baker Lake HTO and KIA needs to occur to discuss community concerns around road closure and caribou migration protocol. Additionally, a renewed communications plan should be developed to refresh community on caribou migration protocol and AWAR safety rules.
- Update on progress of Amaruq fish-out
- The new Human Resources initiative on Civility and Respect in the Workplace launched at Agnico Eagle's Nunavut project sites in 2019
  - CLC was satisfied with the Civility in the Workplace policy and guideline, but felt that content and design should be culturally appropriate for the northern audience
- Agnico Eagle's two Facebook pages
- Update on the Fuel Farm expansion and road access impacts
- Introduction to the new Education Department, including programs and initiatives and Agnico Eagle's involvement in the Inuit Career Fair in Baker Lake
  - Update on education initiatives received positively, and CLC members are open to collaboration

In mid-2019, as Agnico Eagle faced challenges in scheduling the second CLC of the year, Agnico Eagle did an internal review of the Baker Community Liaison Committee challenges in order to address the current challenges. The analysis resulted in the following recommendations:

- Information and consultation need to happen at the right time in order to incorporate feedback in a time-sensitive way
- Discussion topics need to be important to, and chosen by, the community, and community members need to be aware of topics of discussion ahead of the meeting
- There needs to be a clear and useful mandate for the members. This includes internal Agnico Eagle members, especially those in operations responsible for incorporating feedback into site practices
- It might be ideal for membership to 'turn over' to allow others to participate (as is outlined in the CLC Terms of Reference)
- It needs to be a clear responsibility of members to disseminate information within their organizations and networks, and Agnico Eagle needs to ensure there are ways for them to do this easily (e.g. simple meeting summaries)
- Agnico Eagle needs to be transparent about the Committee and its work with the community, including advertising what the Committee does

Based on the analysis and following several attempts at rescheduling the second CLC meeting of the year, Agnico Eagle decided to suspend the CLC while it revised its internal CLC procedure, reviewed with operations staff, and set up tools to increase the effectiveness of the Committee, with the intent of restarting the Committee in the new year.

Source: (Agnico Eagle, 2019c)



# Nunavut Inuit Labour Force Analysis (NILFA) Stakeholder Engagement Report

The Nunavut Inuit Labour Force Analysis (NILFA) is an obligation under Article 23 of the *Nunavut Agreement* intended to inform Government of Canada and Government of Nunavut Inuit employment plans and pre-employment training plans. NILFA is complemented by a NILFA Stakeholder Engagement Report summarizing discussions held with Nunavut Sivuniksavut students in November 2018.

Key findings from the **NILFA Stakeholder Engagement Discussions** are summarized below. While many of the key findings were made in relation to government employment, many are relevant to employment with Agnico Eagle as well.

## High School and Post-Secondary Education

- Building relationships (e.g. career counsellors) and conducting activities (e.g. career fairs) with high schools can build interest.
- Specific and relevant courses could be taught in high schools.
- Support should be offered to help Inuit transition from high school to post-secondary education.

## Hiring and Recruitment

- Technical or science-related occupations were the most difficult to fill; recruiting for entry-level positions and providing skills development opportunities might help.
- Make job postings more concise, visually appealing, identifying benefits, and using less technical job titles. Highlight opportunities for fieldwork or outdoor work.
- Knowledge of the nature of (government) jobs seemed limited. Expanding outreach in high school and colleges could help enhance interest.
- Career fairs, speaking opportunities by Inuit role models, and greater outreach on job postings and on the types of jobs available can help inform awareness and career decision-making.

## (Government) and Pre-Employment Training and Skills Development

- Inuit prefer training in their home communities due to family and community responsibilities.
- Experiential learning and traditional knowledge can support science-related skill development.
- Apprenticeship is a best practice to enhance Inuit employment.
- A rotational program could help Inuit learn about different departments and jobs and enhance career decision-making.
- A circle of support including mentors, tutors and peers drives effective learning outcomes.

## Retention of Inuit (Government) Employees

- Flexible schedules, regular team-building, personal interactions and Inuit Qaujimagatuqangit (IQ) days help Inuit employees feel more welcome and improve retention.
- Developing a trauma-informed workplace may enable better support for personal challenges.

## Advancement and Promotion of Inuit (Government) Employees

- It is important to have Inuit in leadership and management roles and to enable exposure to these roles.
- Employee advancement and development is enhanced when managers focus on employee growth, conduct regular discussions on career plans, and encourage skills and training opportunities.
- Employee networks and peer support enable improved career development and the ability to deal with challenging situations.

Source: (Employment and Social Development Canada, 2019)

## AEM's Conceptual Socio-Economic Closure Plan

In accordance with their Project Certificate, Agnico Eagle has prepared a conceptual Socio-economic Closure Plan “to ensure workers at the project would be supported once operations cease”. Socio-economic closure planning in the context of Agnico Eagle’s Kivalliq operations is an integrated process that considers the schedules, workforces and contributions of Meadowbank, Whale Tail and Meliadine. Agnico Eagle undertook a number of studies, engagements and consultations to inform the development of the Conceptual Closure Plan. Engagements included: focus group research in Baker Lake regarding community life following the closure of the mine and risks presented by the mine closure (2016); a half day workshop on February 12, 2019, involving the Kivalliq Inuit Association, Hamlet of Rankin Inlet, the Government of Nunavut and Crown-Indigenous Relations and Northern Affairs Canada; and a meeting with the Baker Lake Hamlet Council on February 20, 2019. The latter two meetings included a presentation on Agnico Eagle’s planned closure schedule, the process for closure planning and a collaborative goal-setting exercise driven by the participants.

The closure plan includes:

- An overview of the approach to closure planning
- An assessment of risks and opportunities
- A planning framework, including details around objectives, goals, roles & responsibilities and monitoring and evaluation
- Recommendations, including establishing structures for ongoing closure planning and implementation

### Conceptual Socio-Economic Planning Goals

**Inuit Quajimajatuqangit:** IQ should be sought out and incorporated throughout the closure planning process to create culturally appropriate strategies tailored to the local context.

**Transferable Skill Development:** Inuit employees must be given opportunities to attain certification with an aim to applying skills to other industries as a lasting legacy for Agnico Eagle beyond closure.

**Economic Diversification:** Employment and business opportunities for skilled workers need to be made outside of the mining industry to prevent them from moving to the south for employment.

**Entrepreneurship:** The entrepreneurial experience of local businesses should be built upon with an aim to expand the ability to participate in other economic activities related to, but not depending on mining.

**Learning:** Learning opportunities for [sic] need to be available to community members, particularly youth, and must include the wage economy, traditional values, and Inuit way of life.

**Traditional Practices:** Land-based livelihoods and activities are essential practices that contribute to Inuit wellbeing, and should be integral elements of the transition brought about by closure.

**Volunteerism:** Volunteerism must be fostered to build resilient, sustainable, and locally-driven solutions to the risks and opportunities posed by mine closure.

**Healthy Communities:** Social maladies and gaps in service provision need to be addressed in advance of closure to promote healthy, sustainable communities positioned to address the effects of closure.

**Collaboration:** Collaboration between communities, government, and Agnico Eagle in the early planning activities is needed to ensure all parties are pursuing closure planning in alignment

Source: (Golder Associates, 2019)

## AEM's Inuit & Nunavummiut Employee Survey

In the summer of 2019, Agnico Eagle developed an Inuit employee survey to gather data and insights on the perceptions of the projects' impacts on culture and traditional lifestyle, along with other topics. The initial survey design was presented at the April 2019 SEMC in Baker Lake for committee feedback and input. This voluntary survey was completed by 95 Inuit employees (or approximately 30% of Agnico Eagle's Inuit workforce; 56% identifying as male, 42% identifying as female and 94% living in Nunavut) across Meadowbank, Whale Tail and Meliadine. A complete list of summarized survey results (by question) are provided in Appendix C. A brief summary is also provided below. Results are further integrated throughout the VSEC sections where relevant.

### **Employment**

35% of Inuit employees report working at the mine for one year or less (41% for female and 32% for male), while 30% have worked there for three or more years. Notable is that only 14% of Arviat respondents had worked for three or more years, compared to closer to 40% for Baker Lake and Rankin Inlet. 67% of respondents worry about losing their job some, most or all the time.

### **Work culture**

80% of respondents feel happy at the mine all or most of the time in the last year. Only 2% were not happy much of the time. 77% reported that they spend time at the mine with someone they like some, most or all of the time. While 66% had someone to talk to if they felt worried or needed support at the mine some, most or all of the time, women were 13% more likely to have that support than men.

84% of respondents strongly (60%) or somewhat (24%) agree that respect and consideration of others and positive working relationships are encouraged in the workplace. Women are 15% more likely to strongly agree than men. Similarly, 83% of respondents strongly or somewhat agree that there are shared goals and a vision in the workplace.

Over 80% of Inuit employees report that they have discussed important work values (working hard, being on time, being safe) with children and youth in their homes and communities. Worrying about their family situation is one of the most difficult things at work for 54% of Inuit employees, with loneliness and worries about their financial situation also significant difficulties. Less than 25% of Inuit workers reported a work-related issue as the most difficult (camp life, type of work, or relationships with supervisors and colleagues). Only one respondent mentioned the use of French in the workplace as a difficult issue.

### **Training and development**

85% of Inuit employees feel that they have the skills to do their job most or all of the time. Men are more likely to be fully confident in their work skills, with 40% being confident all the time compared to 28% for women. A large majority strongly (46%) or somewhat (37%) agree that they are supported in developing new job-related skills. Interestingly, women were both more likely to strongly agree – and accounted for the only responses that somewhat or strongly disagreed – 7% compared to 0% of men.

### **Community**

A majority of respondents (58%) believe that Agnico Eagle has a neutral impact on their community. 41% believe the impact is positive, with only 1 respondent responding negatively. Respondents from Baker Lake and Arviat were more likely to respond positively. 87% of survey respondents feel that Agnico Eagle should be more present in schools to promote mining opportunities. 53% feel that Agnico Eagle is not present enough in the community and there was broad support for spending more time promoting job opportunities and being present in schools and community events. Individual responses suggested that Agnico Eagle could communicate with people more,

that senior management should meet with Hamlet councils and build relationships in the community and provide support for social counseling.

### **Housing and migration**

While 92% of respondents have not moved in the past year, 43% wanted to move in the next year. 28% of Nunavut-based respondents wanted to move to a southern community in the next year. 65% of those who wish to move cited improved services or housing as one of the reasons. 66% of respondents live in public housing, with less than 9% owning their own house (the others lived in friends'/family's houses or a rental).

### **Culture and traditional lifestyle**

75% of Inuit employees report that they have used Inuktitut at the mine outside of working hours some, most or all of the time, and 70% report that it is somewhat or very important for them to use Inuktitut at the workplace. While 72% report that working at the mine has not changed how much they speak Inuktitut at home, over twice as many women (25% to 12%) report that they now speak more Inuktitut at home. A large majority strongly (59%) or somewhat (21%) agree that knowledge and respect of Nunavut's environment and land is valued, with women 14% more likely to strongly agree.

51% somewhat or strongly agree that they have flexibility to take vacation or unpaid leave to participate in cultural or traditional activities in their communities, with a further 39% neither agreeing nor disagreeing. Only women (11%) strongly disagree that they have flexibility. Women are more likely than men (36% to 26%) to report that they participate less in traditional activities since working at the mine. While only around ~10% report that they can participate more now, 60% reported that they participated the same amount or did not know if their participation has changed.

### **Individual and community wellness**

Working at the mine impacts employees' personal relationships in different ways. For nearly half of the Inuit employees (47%), personal relationships are about the same since starting to work at the mine, with nearly an equal number reporting that their relationships are better (19%) and worse (17%). Women are twice as likely to report a positive impact on relationships (26% for women to 13% for men), and men are more likely to report a negative impact (19% to 13%) than women. Within communities, employees from Arviat are more likely to report improved relationships (29%) than those from Baker Lake or Rankin Inlet (19% for both).

Many Inuit employees are struggling with paying bills and debt: 20% report that they cannot pay most of their bills on time and are falling behind on debt, with 44% occasionally falling behind. 59% of Inuit employees did not save any money in the past year. 66% of Inuit employees did not seek financial advice in the past year. While 24% of employees were not interested in financial advice, 67% of Inuit employees were held back for various personal and other reasons that can likely be addressed, including: "I didn't know where to start", "I didn't feel comfortable talking about money", and "there is no financial advice in my workplace or community". Nearly half of women (48%) did not know where to start with financial planning. Men were 10% more likely to not be interested in financial advice (29% to 19% for women). In the different communities, no Rankin Inlet employees reported a lack of access to financial advice, whereas ~25% of Arviat and Baker Lake employees said there was no financial advice in their community or workplace.

Food insecurity is an issue for the Inuit workforce, with 59% reporting that they were worried their food would run out before they got more money all, most or some of the time.

# VSEC 1: Employment

## IMPACT / GOAL STATEMENT

Increased, stable employment for Inuit (including women and challenged workers) across Kivalliq communities

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “The potential impacts of employment are likely to take some time to gain full momentum, and overall are considered of high magnitude, positive, long term and of high significance, specifically to those individuals and their families who are able to benefit” (Cumberland Resources, 2006, p. 120)

**Whale Tail:** “The project will result in direct, indirect and induced employment opportunities.” (Golder Associates, 2016, pp. 3-C-38)

**Meliadine:** “Project would increase the demand for labour during construction and operational phases, which should lead to a considerable number of local jobs.” (Golder Associates, 2014, pp. 1-C-46)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>1.1 Total project employment (Agnico Eagle &amp; contractors)</b>						
Project employment (permanent & temporary, on-call, students & co-op & contractor)	N/A	↑	↑	N/A	→	Employment at Meadowbank / Whale Tail grew by 15% overall in 2019 to 1,649, with both Agnico Eagle and contractor employees increasing from 2018. Contractors account for 37% of Meadowbank & Whale Tail employment.  Overall employment remained fairly stable at Meliadine in 2019, decreasing by 2% to 1,194. Although Agnico Eagle employees increased year-over-year (up 25%), contractor employees dropped by 21%. Contractors account for 49% of Meliadine employment.
<b>1.2 Project Inuit employment (Agnico Eagle and contractors)</b>						
Project Agnico Eagle employment (Inuit & non-Inuit)						Across both projects in 2019, Agnico Eagle and contractors employed 476 Inuit FTEs, an increase of 9% from 2018 and accounting for 18% of the workforce.
<i>Inuit FTEs</i>	N/A	↑	↑	N/A	↑	
<i>Inuit FTE rate</i>	N/A	→	↓	N/A	→	At Meadowbank & Whale Tail there were 292 Inuit FTEs. While this is a 5% increase from 2018, Inuit as a percentage of the workforce dropped 1% to 20%.
Project contractor employment (Inuit & non-Inuit)						
<i>Inuit employees / FTEs</i>	N/A	→	→	N/A	→	At Meliadine in 2019, Agnico Eagle and its contractors employed 184 Inuit FTEs, a 15% increase from 2018. Inuit now represent 16% of the workforce, up from 15% in 2018.
<i>Inuit employee / FTE rate</i>	N/A	↓	↓	N/A	↑	
<b>1.3 Project Agnico Eagle employment by Kivalliq community</b>						
Project employment by Kivalliq community	N/A	↑	↑	N/A	↑	The number of Kivalliq-based employees has risen by at least 5% every year since 2016, reaching 334 and 72 at Meadowbank / Whale Tail and Meliadine, respectively, in 2019.  In 2019, over half (57%) of Meadowbank / Whale Tail's Kivalliq-based employees were from Baker Lake and 56% of Meliadine's Kivalliq-based employees were from Rankin Inlet.
<b>1.4 Project employment by gender</b>						
Project employment (gender)						Overall female employment (Agnico Eagle and contractor) for both projects remained at 18% in 2019. Inuit female employment rose to 31% from 30% in 2018, with similar levels at both projects.
<i>headcount</i>	N/A	↑	↑	N/A	↑	
<i>rate</i>	N/A	→	→	N/A	↑	Agnico Eagle female employment at Meadowbank / Whale Tail remained fairly stable, declining slightly (by 1%) to 21% in 2019 after steadily increasing since 2013 from a low of 10%. It significantly surpasses the Canadian mining sector average of 15% in 2018.  Meliadine female employment increased in 2019 to 12% from 10% in 2018.
<b>1.5 Project turnover</b>						

Agnico Eagle Inuit employee turnover by reason	N/A	→	→	N/A	→	Turnover rates at Meadowbank and Whale Tail increased in 2019 for both Inuit (+5% to 39%) and non-Inuit (+1% to 11%), the highest levels since 2011 and 2012, respectively.  Turnover rates dropped by 2% to 28% for Inuit and rose 4% to 14% for non-Inuit at Meliadine in 2019. The turnover rate for Inuit employees at all Agnico Eagle projects is consistently higher than that for non-Inuit employees. Resignations (57%) and Dismissals (35%) account for the vast majority of Inuit terminations across the sites.
Turnover rates (Inuit and non-Inuit)						
<i>Inuit rates</i>	N/A	→	↑	N/A	↓	
<i>Non-Inuit rates</i>	N/A	→	→	N/A	↑	
Turnover rate by community	N/A	→	→	N/A	→	

### Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	↓ Decreasing <b>N/A</b> Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

## Existing Management & Mitigation

A number of programs are in place to encourage Inuit employment, skills attainment, advancement and retention at Meadowbank, Whale Tail and Meliadine. A complete list of relevant Agnico Eagle programs and their descriptions is provided in the Existing Management and Mitigation section at the end of the report. A listing of these programs is provided below, aligned with barriers and challenges identified in the Inuit Workforce Barriers and Strategies (IWBS) and Kivalliq Labour Market Analysis (KLMA) reports. The phases of the human resources (HR) lifecycle are aligned with those introduced in the IWBS.

Table 2. Inuit Workforce Challenges and Management

Phase of HR Lifecycle	Barriers and Challenges	Active Programs and Practices
Attracting and building the talent pool	<ul style="list-style-type: none"> <li>Challenges of attracting workers in tight labour market (e.g. earnings-based rent increases, family impacts of rotational schedule, lack of daycare)</li> <li>Low levels of basic skills</li> <li>Limited awareness of the nature of mining work and employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Kivalliq Science Educations Community</li> <li>Education Department</li> <li>TASK Week</li> <li>Mining Matters</li> <li>Kivalliq Career Fairs</li> <li>MOU with GN</li> <li>Kivalliq Mine Training Society</li> <li>Take Our Kids to Work</li> <li>Education initiatives portfolio program</li> </ul>
Recruitment and hiring Re-hiring after termination	<ul style="list-style-type: none"> <li>Potential barriers and/or perceptions include lengthy labour pool process, limited understanding of relevant skills, pragmatic challenges of the process, perceptions of unfairness</li> <li>Confusion around re-hiring process</li> </ul>	<ul style="list-style-type: none"> <li>Community Coordinators Program</li> <li>Summer Student Employment Program</li> <li>Labour Pool Process (Information sessions, application, Work Readiness Training Program, Mandatory Training Program (i.e. Site Readiness), Labour Pool List</li> <li>E-learning program – general induction</li> </ul>
Engagement and satisfaction	<ul style="list-style-type: none"> <li>High levels of absenteeism and lateness, often related to family issues</li> <li>Language barriers</li> <li>Perception of cultural disconnect</li> <li>Two-week rotation</li> </ul>	<ul style="list-style-type: none"> <li>E-learning program – Inuit-focused modules</li> <li>Role Model Program</li> <li>Financial Literacy Training</li> <li>Cross-cultural Training</li> </ul>

Phase of HR Lifecycle	Barriers and Challenges	Active Programs and Practices
Career development	<ul style="list-style-type: none"> <li>Potential barriers due to skills gaps, cultural norms (e.g. more encouragement needed), and process of advancing out of entry level</li> </ul>	<ul style="list-style-type: none"> <li>Trainee Programs (Haul truck, long haul, process plant, underground)</li> <li>Super operator program</li> <li>Training Formula</li> <li>Career Path Program</li> <li>Training and Learning Management System</li> <li>Apprenticeship training</li> <li>Contractor training programs</li> <li>Adult Educators</li> <li>Nunavut Leadership Development Program</li> <li>RISE: Rapid Inuit-Specific Education Program</li> </ul>
Termination	<ul style="list-style-type: none"> <li>Absenteeism leading to dismissal</li> <li>Resignations e.g. due to family situations</li> <li>Tendency to resign rather than actively addressing the issue with supervisor/HR</li> </ul>	Agnico Eagle has created policies and practices for re-hiring Inuit employees under certain conditions after they have resigned or have been dismissed. They also undertake exit interviews and incorporate findings into annual planning.

## 1.1 Total project employment (Agnico Eagle & contractors)

### Predictions

#### MEADOWBANK

“It is expected that the construction phase workforce will average 160 and peak at 310, and the operation phase workforce is estimated at 370.” (Cumberland Resources, 2006, p. 119)

#### WHALE TAIL

“Operational employment is expected to be 931 positions.” (Golder Associates, 2016, pp. 7-45)

#### MELIADINE

- “1,700 positions, mostly contractors during construction phase.” (Golder Associates, 2014, p. 1-117)
- “700 positions during operational phase.” (Golder Associates, 2014, p. 1-118)

### Data & Trends

Chart 1 provides an overview of direct employment (i.e. Agnico Eagle and contractor employees) at Agnico Eagle’s Kivalliq projects. It is not currently possible to provide separate data for Meadowbank and Whale Tail, as there is no clear distinction between employees working at the two sites.

There are two measures used to count employment throughout this document. The **Headcount** figures in Chart 1 are a headcount of employees measured in December of each year, representing an estimate of total number of individuals who benefit through both part-time and full-time opportunities. The **Full Time Equivalent (FTE)** measure used elsewhere normalizes employment figures according to an average full-time worker. Due to updated reporting requirements for contractors, FTEs were used to express the contractor employment in 2018 and 2019 in Chart 1. Additional details on how FTEs are calculated and FTE data are provided in the following sections.

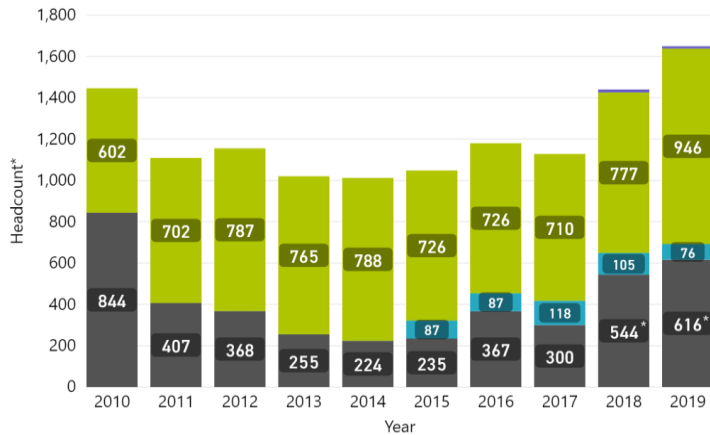
Employees at the mines are divided into one of the following categories:

- Permanent & Temporary:* Agnico Eagle employees whose current jobs are not specifically tied to a short-term project, with positions expected to be required throughout the life of the mines (Permanent) and Agnico Eagle employees whose current job will not continue beyond a specified period of time (Temporary).
- On-call:* Agnico Eagle employees with an indefinite contract who are called upon when the need arises.

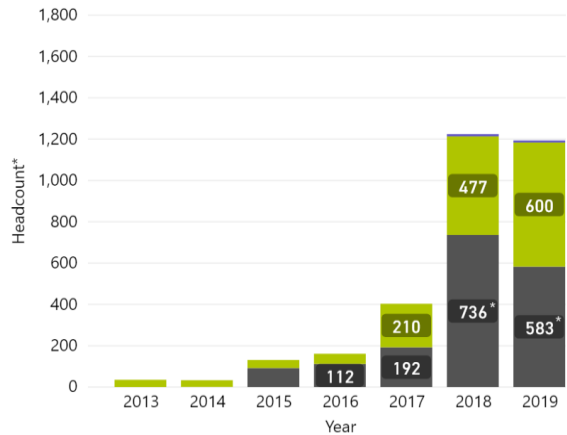
- **Contractors:** Employees of contractors.

Chart 1. Project employment (permanent & temporary, on-call, students & co-op & contractor)

**MEADOWBANK AND WHALE TAIL**



**MELIADINE**



• Contractor • On-call • Permanent & Temporary • Students & Co-op

(Agnico Eagle Mines, 2019) | \*note that 2018 and 2019 contractor data represent FTEs (rather than headcount) due to changes in data collection requirements

Table 3. Employment (temporary, permanent and contractor) key figures

Value	Meadowbank / Whale Tail	Meliadine
Prediction	931 (direct)	700
2019 Value	946 (temp and permanent) + 616 (contractors) <b>Total: 1,562 (excluding on-call &amp; students)</b>	600 (temp and permanent) + 583 (contractors) <b>Total: 1,183 (excluding students)</b>
Change from 2018	+18%	-2.5%

**Interpretations**

Total employment by Agnico Eagle and contractors at both projects was 2,843 in 2019, growing by 7% from 2018. Employment by Agnico Eagle grew by 19%, while contractor employment decreased by 6% due to fewer contractor employees at Meliadine as the project moved from construction to operation.

Employment at Meadowbank / Whale Tail grew by 15% overall in 2019 to 1,649, with both Agnico Eagle and contractor employees increasing from 2018. Contractors account for 37% of Meadowbank & Whale Tail employment. The increase in employment is explained by the ongoing construction at Whale Tail site in 2019, and ensuring sufficient workforce during the transition from Meadowbank to Whale Tail mining operations. The current number of 1,649 Agnico Eagle and contractor employees is significantly more than the prediction from the Whale Tail EIS of 931 employees.

Overall employment decreased at Meliadine in 2019, by 2% from the year before. However, the number of Agnico Eagle employees actually increased (up 25% from 2018), with contractor employees dropping by 21%.

Contractors account for 49% of Meliadine employment. These results are fairly typical in the mining industry as a project shifts away from a high level of contractor employment during construction and a greater number of directly employed workers during operation. The total number of Agnico Eagle and contractor employees is 1,194, compared to a prediction of 700 in the EIS. The accelerated Phase 2 activity including the preparation of the open pits could account for the higher number of employees than predicted.



## 1.2 Project Inuit employment (Agnico Eagle and contractors)

### Predictions

#### MEADOWBANK

There are no specific predictions in the Meadowbank FEIS regarding Inuit or Nunavummiut employment rates at Meadowbank.

#### WHALE TAIL<sup>3</sup>

- “25% of direct construction positions will be sourced locally, and are expected to be billed by the existing Meadowbank Mine workforce” (Golder Associates, 2016, pp. 7-51)
- “Operational employment is expected to be 931 positions... of these nearly half (392 or 42%) are expected to be filled by Nunavummiut<sup>4</sup>” (Golder Associates, 2016, pp. 7-52)

#### MELIADINE<sup>3</sup>

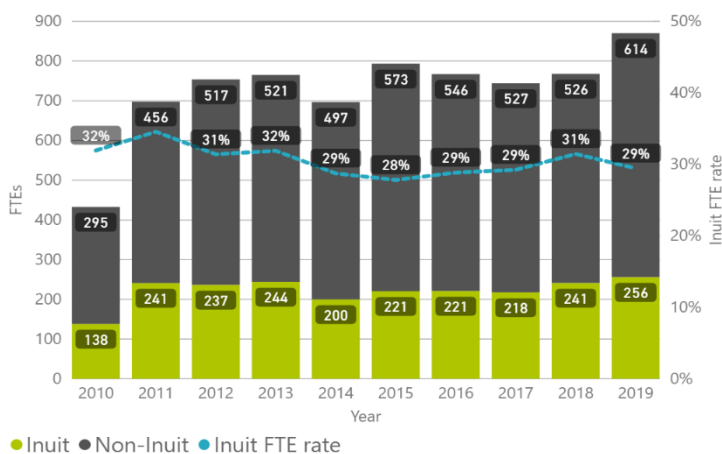
- “20% (340 positions) of peak construction phase workforce will be Inuit.” (Golder Associates, 2014, p. 1-117)
- “20% (140 positions) of operational phase workforce will be Inuit.” (Golder Associates, 2014, p. 1-118)

### Data & Trends

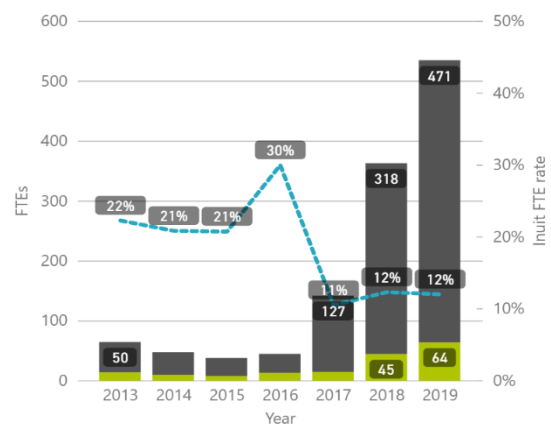
Chart 2 presents an overview of Agnico Eagle Inuit and non-Inuit full time equivalents (FTEs) at Meadowbank / Whale Tail and Meliadine. FTEs are a way to control for differences in the number of hours worked by different individuals, thereby providing a more accurate and comparable picture of employment over time and between projects. One FTE represents 2,184 person-hours of work – or the approximate number of hours worked by one employee on a full-time basis for a year. In other words, in 2019, there was the equivalent of approximately 256 full-time Agnico Eagle Inuit employees working at Meadowbank / Whale Tail. The blue lines indicate the Inuit FTE rate (% of the total number of FTEs that are Inuit).

Chart 2. Project Agnico Eagle employment (Inuit & non-Inuit)

#### MEADOWBANK AND WHALE TAIL



#### MELIADINE



(Agnico Eagle Mines, 2019)

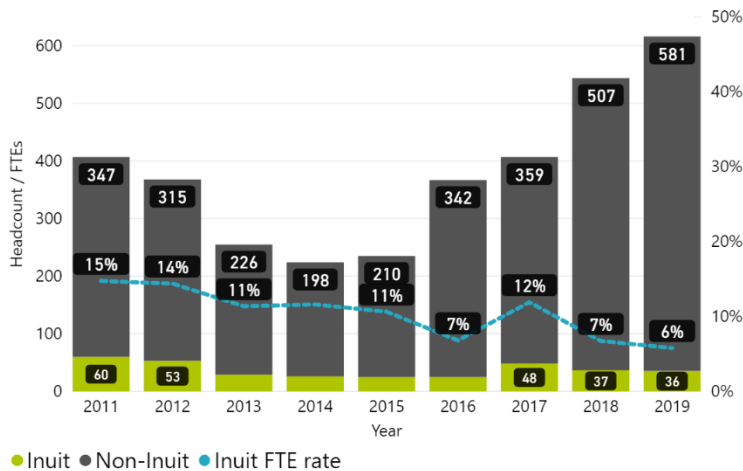
Chart 3 provides an overview of Inuit and non-Inuit employment of contractors at Meadowbank & Whale Tail and Meliadine.

<sup>3</sup> Note that the Whale Tail and Meliadine predictions include contractors.

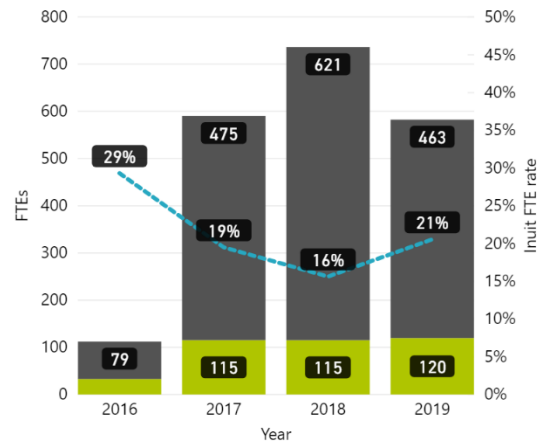
<sup>4</sup> Note that the data in this section distinguishes Inuit and non-Inuit, rather than Nunavummiut and non-Nunavummiut. For Agnico Eagle employees (i.e. non-contractors) these values are virtually identical at present. However, they may differ for contractor employees.

Chart 3. Project contractor employment (Inuit & non-Inuit)<sup>5</sup>

**MEADOWBANK AND WHALE TAIL**



**MELIADINE**



(Agnico Eagle Mines, 2019)

**Interpretation**

Across all projects in 2019, Agnico Eagle and its contractors employed 476 Inuit FTEs, an increase of 9% from 2018. Inuit as a percentage of all employees at both projects is 18%.

At Meadowbank & Whale Tail there were 292 Inuit FTEs (including Agnico Eagle and contractors), a 5% increase from 2018. The number of Agnico Eagle Inuit employees rose by 15, while the number of contractor Inuit employees fell by 1. Inuit represent 20% of the total workforce, down from 21% in 2018, and lower than the 42% predicted. There are several factors to consider when comparing actual percentage achieved to the prediction. First, the prediction was based on headcount, which results in higher numbers than FTEs: the actual headcount of Inuit employees at Meadowbank & Whale Tail is 391, virtually identical to the prediction of 392 Inuit positions. Second, with the total number of employees at Meadowbank & Whale Tail much higher than predicted, it is more challenging to meet the predicted Inuit percentage given the existing pool of Inuit workers to draw from.

At Meadowbank & Whale Tail, 29% of Agnico Eagle’s FTEs are Inuit whereas only 6% of contractor FTEs are Inuit. At Meliadine, there is an opposite trend: 12% of Agnico Eagle FTEs are Inuit whereas 21% of contractor FTEs are Inuit. This is partially explained by the nature of work being done by Inuit employees. At Meadowbank & Whale Tail, 56% of Agnico Eagle Inuit employees are doing unskilled or entry-level work while at Meliadine only 7% of Agnico Eagle Inuit employees are doing entry-level work. One reason for this is that Agnico uses contractors to staff the Meliadine camp (kitchen and camp staff), which is not the case at the Meadowbank Complex.

At Meliadine in 2019, Agnico Eagle and its contractors employed 184 Inuit FTEs, a 15% increase from 2018. Inuit now represent 16% of the workforce, up from 15% in 2018. Since there was construction ongoing for parts of 2019, it is difficult to determine how to compare to the predictions which are broken down by construction and operations. A good sign in terms of Inuit employment is that while the number of overall contractor FTEs fell by 154 (likely as a result of most construction work being completed), the number of Inuit contractor FTEs rose by 5. The number of Agnico Eagle Inuit employees rose by 15.

<sup>5</sup> Due to data availability, post 2017 Meadowbank / Whale Tail contractor data and all Meliadine contractor data represent full time equivalents (FTEs), derived based on person-hours worked. The remainder of data points (Meadowbank 2010 to 2016) represent the number of employees as a snapshot at one time of year. Trends between these years should be interpreted with caution.

The KLMA provides additional context on Inuit employment at Agnico Eagle by describing the relationship between the labour supply in the Kivalliq region and the current and forecasted demand for labour by Agnico Eagle. The study found that, in 2016, Agnico Eagle employed approximately 26% of the available labour force in relevant occupations in the Kivalliq region. As Agnico Eagle’s demand for labour increases, it will have to employ a much larger proportion of the Inuit labour force. For example, to meet Agnico Eagle’s IIBAs’ minimum 50% Inuit employment goal in 2021, Agnico Eagle will need to employ about 78% of the available labour force, which is unlikely to occur due to the competition for Inuit labour from other sources such as government (Mining Industry Human Resources Council (MiHR), 2018b).

The KLMA identifies several challenges to meeting Inuit employment goals. Most notably, there is a mismatch between the types of skillsets required by Agnico Eagle and those available within Kivalliq communities. As described in greater detail in VSEC 4: Education and Training, Agnico Eagle’s 2019 Inuit employment at skill level D, where employees only require on the job training, is at 100%. However, in other skills levels, where the Inuit labour market is tight and where Agnico Eagle demand is expected to grow, Inuit employment is much lower. (Mining Industry Human Resources Council (MiHR), 2018b). “For occupations that normally require high school or occupation-specific training, the local supply is estimated to be approximately equal to the AEM demands.” (ibid)

The primary vehicle through which Agnico Eagle recruits and hires new Inuit employees is through the Labour Pool Process. This long-running and process –outlined in the IIBA – offers pre-employment steps to Inuit from all Kivalliq communities with the goal of pre-qualifying candidates. The 5 steps of the labour pool process are described in greater detail in the Existing Management and Mitigation Section at the end of this report.

There tends to be a high level of drop-off during Work Readiness (Step 3 of the labour pool process): the IWBS found only 53% of applicants showed up for Work Readiness training. This may be due to people losing interest in the process and to delays between applying and training. Some applicants may only be interested in short-term or seasonal work.

The IWBS identified two unintended barriers to recruitment and hiring of Inuit workers. The first is the challenge of navigating the recruitment process itself (e.g. long wait times, a “heavy” process, accessing job advertisements, etc.). The second is negative perceptions of the process. Interviewees expressed concerns regarding labour favouritism, and the perception that skills of individual applicants are not considered in the labour pool process. Such experiences or misunderstandings impact people’s interest in participating in the process (Mining Industry Human Resources Council (MiHR), 2018a). Other barriers to employment mentioned in the IWBS include the increase in rent for those living in public housing when they begin receiving employment income, and the lack of housing in communities where further education and training are available. Additional discussion related to turnover and career advancement are provided in the following sections.

### 1.3 Project Agnico Eagle employment by Kivalliq community

#### Predictions

##### MEADOWBANK

There are no specific predictions in the Meadowbank FEIS regarding Kivalliq community resident employment rates.

##### WHALE TAIL

“The FEIS estimates 217 positions will be filled by employees from Baker Lake.” (Golder Associates, 2016, pp. 7-53)

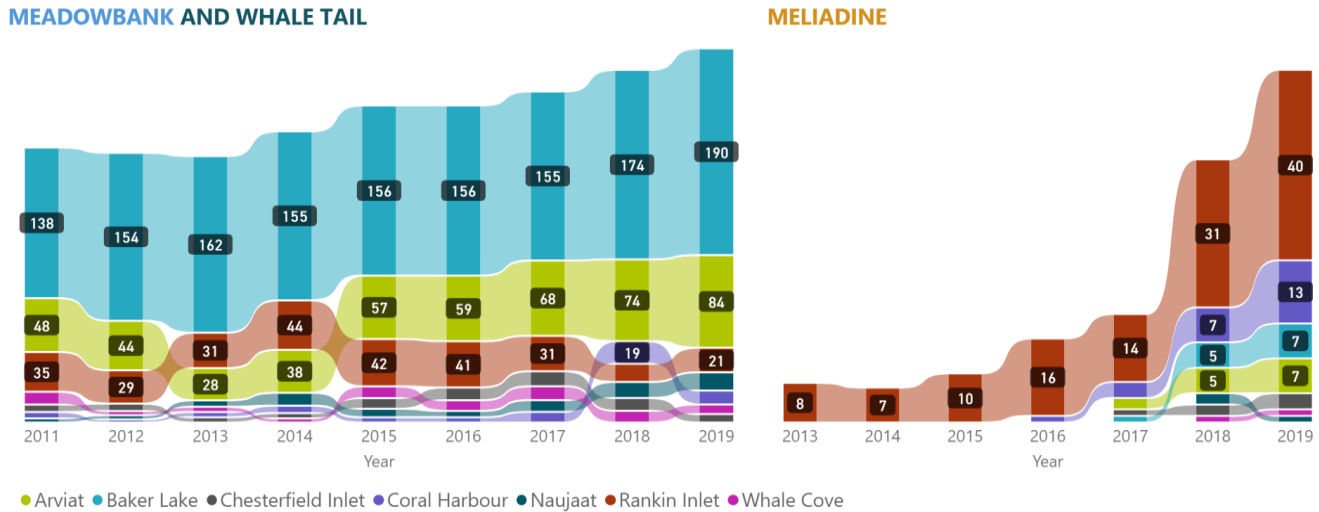
##### MELIADINE

There are no specific predictions in the Meadowbank FEIS regarding Kivalliq community resident employment rates.

## Data & Trends

Chart 4 provides an overview of the number of Inuit employees by community in the Kivalliq. Note that the chart is displaying the number of employees (permanent, temporary and on-call) represented as a headcount in December of each year, as opposed to FTEs as provided in the previous section.

Chart 4. Project employment by Kivalliq community



(Agnico Eagle Mines, 2019)

## Interpretation

The number of Kivalliq-based Inuit employees has risen by at least 5% every year since 2016, reaching 334 and 72 at Meadowbank / Whale Tail and Meliadine, respectively, in 2019.

In 2019, over half (57%) of Meadowbank / Whale Tail's Kivalliq-based employees were from Baker Lake and 56% of Meliadine's Kivalliq-based employees were from Rankin Inlet. This likely reflects a number of factors, including: the size of those communities; the mines' proximity; hiring provisions in the IIBAs that give preference to Inuit from nearby communities; as well as training and recruitment efforts by Agnico Eagle focused in Rankin Inlet and Baker Lake. For both projects combined, Baker Lake accounts for 49% of Kivalliq-based Inuit employees despite only accounting for 19% of the total population of Kivalliq.

In addition to Baker Lake and Rankin Inlet, Arviat supplies a large and increasing proportion of Agnico Eagle's Inuit workforce, reaching a high of 91 employees in 2019, representing 22% of all Kivalliq-based Inuit employees. The number of Rankin Inlet employees also increased in 2019, by 33% up to 61. 2019 employment numbers for the remaining communities are: Naujaat (16); Chesterfield Inlet (9); Coral Harbour (24) and Whale Cove (8).

The IWBS identified some evidence that the tightness of the labour market (i.e. demand for employment being greater than supply) is inconsistent across the Kivalliq communities. The labour supply in Rankin Inlet is particularly tight because more residents are already working (Mining Industry Human Resources Council (MiHR), 2018a). This may help explain the relatively lower employment in Rankin Inlet despite the community being a regional hub and population center.

While not a perfect measure<sup>6</sup>, looking at the percentage of the population of a community that is employed by Agnico Eagle can give an idea of which communities might be able to provide a higher number of Inuit employees. The results are interesting: while 9% of Baker Lake’s population works for Agnico Eagle, no more than 3% of any other Kivalliq community works for Agnico Eagle. Since, proportionally, Agnico Eagle employs three times as many Inuit from Baker Lake than from other Kivalliq communities, there may be potential to employ a greater number of Inuit from other communities as well. Factors that would also need to be considered are the availability of unskilled positions (all of which are already filled by Inuit), and level of education and training.

## 1.4 Project employment by gender

### Predictions

#### MEADOWBANK

There are no specific predictions in the Meadowbank FEIS regarding employment rates by gender.

#### WHALE TAIL

There are no specific predictions in the Whale Tail FEIS regarding employment rates by gender.

#### MELIADINE

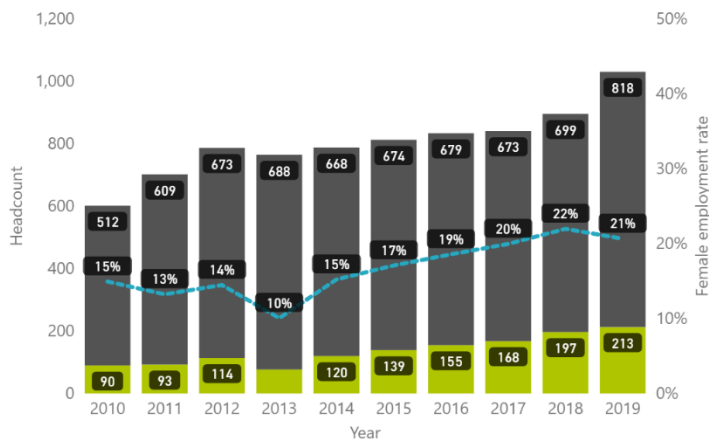
There are no specific predictions in the Meliadine FEIS regarding employment rates by gender.

### Data & Trends

Chart 5 provides an overview of the number and rate of Agnico Eagle female employment at Meadowbank / Whale Tail and Meliadine.

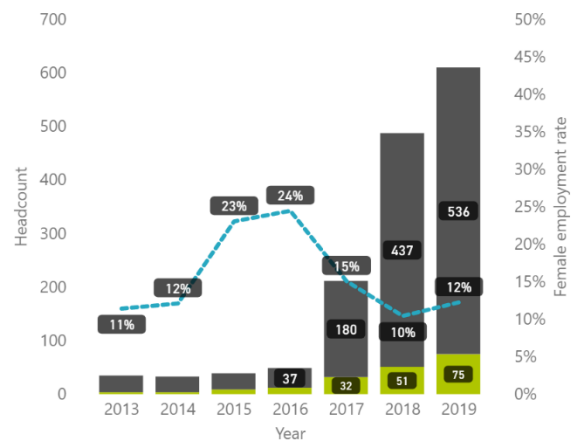
Chart 5. Project employment (gender)

#### MEADOWBANK AND WHALE TAIL



● Female ● Male ● Female employment rate

#### MELIADINE



(Agnico Eagle Mines, 2019)

### Interpretation

There are no formal goals for female employment at Meadowbank / Whale Tail or Meliadine. The level of Agnico Eagle female employment at all projects remained at 18% in 2019. The level of Agnico Eagle and contractor Inuit female FTEs is significantly higher at 31%, up from 30% in 2018. Inuit female employment levels are similar at both projects.

Agnico Eagle female employment at Meadowbank / Whale Tail declined slightly to 20% in 2019 after steadily increasing since 2013 from a low of 10%. It significantly surpasses the Canadian mining sector average of 15% in

<sup>6</sup> Data is based on 2019 Inuit employment figures (excluding contractors) and total Inuit and non-Inuit 2018 population figures for Kivalliq communities. A better measure would include contractor Inuit employees and be compared to the number of Inuit in each community.

2018 (Mining Industry Human Resources Council (MiHR), 2020). Meliadine female employment increased in 2019 to 12% from 10% in 2018.

The KLMA provides some additional insights into female employment at the projects. First, there is a disproportionate number of women in what is identified by the KLMA as the ‘hidden labour force’ (77% of the hidden labour force in the Kivalliq are Inuit women). The hidden labour force includes those individuals that may not be considered labour market participants under conventional measurement by Statistics Canada, due in large part to the uniqueness of the Nunavut context (Mining Industry Human Resources Council (MiHR), 2018b). The high proportion of women within this group suggests that hiring efforts geared towards Inuit women may be required to further increase Kivalliq employment. The KLMA indicates that turnover at the mine is highest among Inuit women. In the past, Agnico Eagle has participated in the Mining Industry Human Resource Council’s *Gender Equity in Mining (GEM) Works Initiative*, which worked towards achieving greater gender equality in the mining sector by identifying and addressing unintended barriers for women participation. In 2019, Agnico Eagle continued to work towards supporting diversity in the workplace, through initiatives like ‘Civility in the Workplace’ mandatory training for all employees and contractors and the implementation of a Diversity and Inclusion Policy.

## 1.5 Project turnover

### Predictions

#### MEADOWBANK

There are no specific predictions in the Meadowbank FEIS regarding Kivalliq community resident employment rates.

#### WHALE TAIL

There are no specific predictions in the Whale Tail FEIS regarding Kivalliq community resident employment rates.

#### MELIADINE

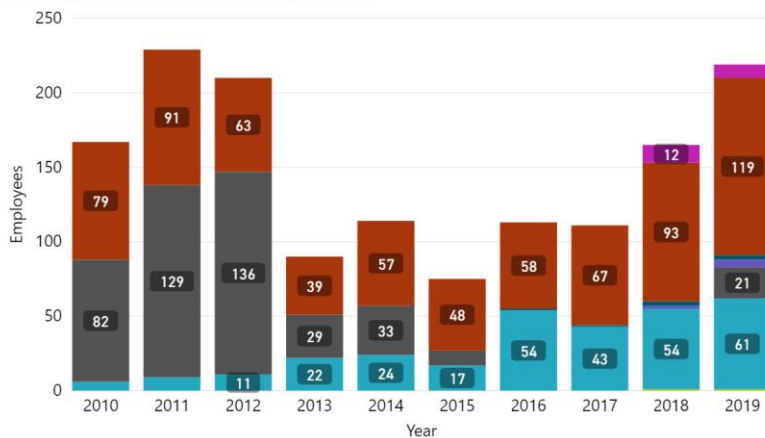
There are no specific predictions in the Meliadine FEIS regarding Kivalliq community resident employment rates.

### Data & Trends

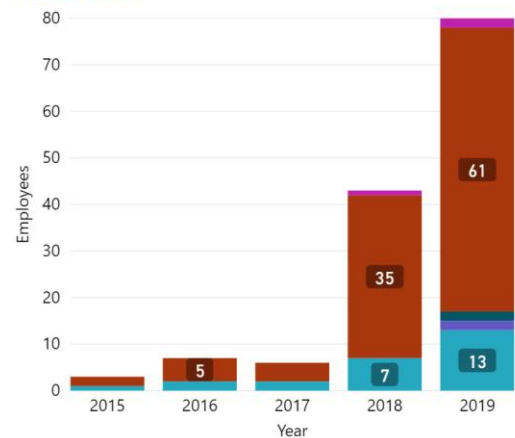
Chart 6 provides a breakdown of turnover (the number of people who leave Agnico Eagle’s employ in a given year) by reason for leaving for both Meadowbank / Whale Tail and Meliadine.

Chart 6. Agnico Eagle Inuit employee turnover by reason

#### MEADOWBANK AND WHALE TAIL



#### MELIADINE



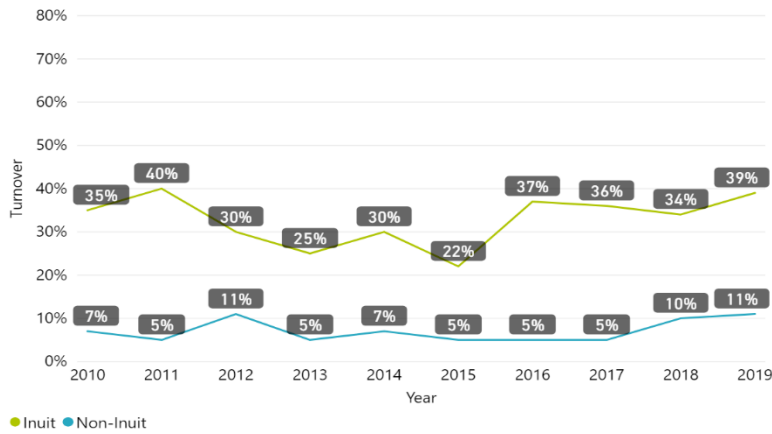
● Company Reorganization ● Dismissal ● End of Contract ● Other ● Permanent Disability / Deceased ● Resignation / Voluntary Termination ● Retirement

(Agnico Eagle Mines, 2019)

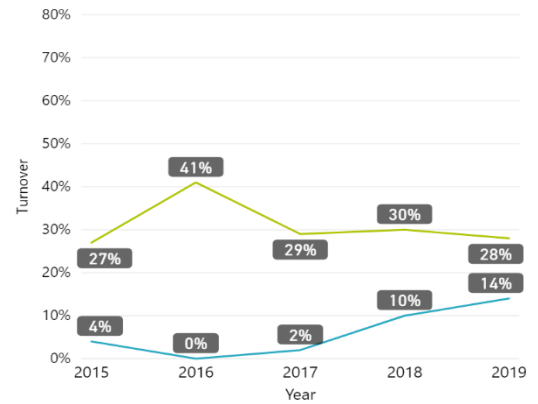
Chart 7 provides an overview of Inuit and non-Inuit turnover rates over time. Turnover rate (expressed as a percent) is calculated by dividing the number of terminations<sup>7</sup> in a year by the average number of employees in that year.

Chart 7. Turnover rates (Inuit and non-Inuit)

**MEADOWBANK AND WHALE TAIL**



**MELIADINE**



(Agnico Eagle Mines, 2019)

Chart 8 below shows the turnover rate across all Agnico Eagle projects by community.

Chart 8. Turnover rate by community

Community	2015	2016	2017	2018	2019
<b>Meadowbank / Whale Tail</b>					
Arviat	21%	47%	43%	42%	42%
Baker Lake	29%	38%	29%	31%	33%
Chesterfield Inlet	36%	33%	18%	73%	50%
Coral Harbour	0%	33%	109%	14%	133%
Naujaat	25%	20%	92%	27%	29%
Outside Nunavut	12%	14%	38%	14%	14%
Rankin Inlet	35%	48%	39%	35%	33%
Whale Cove	36%	24%	42%	50%	50%
<b>Meliadine</b>					
Arviat				29%	50%
Baker Lake				33%	17%
Chesterfield Inlet				67%	0%
Coral Harbour				20%	0%
Naujaat				0%	200%
Outside Nunavut				0%	0%
Rankin Inlet				40%	39%
Whale Cove				0%	0%

(Agnico Eagle Mines, 2019)

<sup>7</sup> Terminations includes all reasons for leaving other than 'end of contract' and 'student leave'.

Agnico Eagle conducts one-on-one exit interviews to gather information on reasons for resignation and voluntary termination. Exit interviews are used to collect qualitative information on common reasons why employees have left. The investigation and exit interview information collected since 2010 has led to the following list of common reasons:

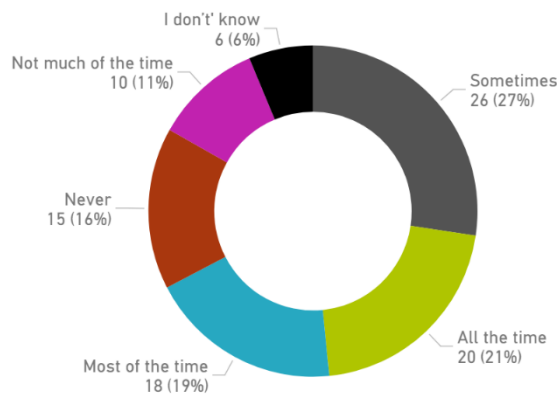
- Does not like the schedule/camp life
- Miss their family
- Found another job
- Family situation or spousal relationship issues
- Conflict with employee/supervisor
- No babysitter
- Does not like the job/lack of advancement

While these interviews provide valuable insights, there are concerns that employees do not always share the true reason for leaving in exit interviews.

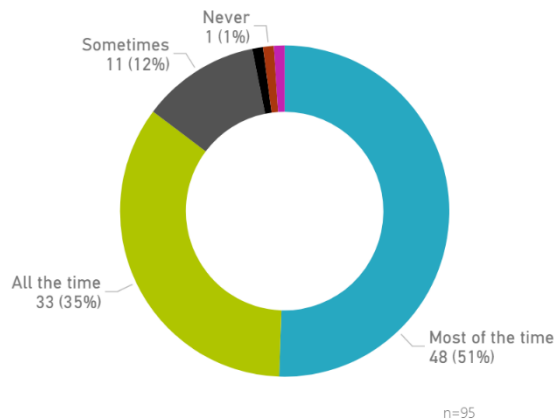
Chart 9 below provides 2019 survey results relating to perceived job performance both in terms of employees' confidence in their skillset and concerns around job retention.

Chart 9. Survey results pertaining to confidence in abilities and concerns around job retention

In the last 12 months, how often have you worried about keeping your job?



In the last 12 months, how often have you felt confident that you have skills to do your job?



(Agnico Eagle Inuit Survey, 2019)

## Interpretation

The turnover rate for Inuit employees at all Agnico Eagle projects is consistently higher than that for non-Inuit employees. Resignations (57%) and dismissals (35%) account for the vast majority of Inuit terminations across the sites, and this has remained stable since 2015.

There are a lower number of Inuit dismissals at Meliadine compared to Meadowbank and Whale Tail, which could be due to the higher percentage of Meliadine Inuit employees in higher-skilled positions: according to the KLMA, turnover is generally higher with unskilled positions. There are likely more job opportunities in Rankin Inlet which could account for the higher level of resignations at Meliadine. Finally, it is possible that there is better childcare available in Rankin Inlet, as that is a large cause of absenteeism and dismissals.

Turnover rates at Meadowbank and Whale Tail increased in 2019 for both Inuit (+5% to 39%) and non-Inuit (+1% to 11%), the highest levels since 2011 and 2012, respectively. It is unclear what is driving this increase in



turnover. This can be partially attributed to stresses stemming from large changes in 2019, notably the transition to operations at Meliadine and construction at Whale Tail. Another potential explanation is the tight labour market in Canada's mining industry generally which existed over the past couple of years – between 2% and 4% compared to a historical average of 5.2% over the past 30 years. This tightening can lead to competition for workers by other companies and mines, leading to higher turnover.

At Meliadine, turnover rates dropped by 2 percentage points (from 30% down to 28%) for Inuit employees and rose by 4 percentage points for non-Inuit employees (from 10% to 14%) in 2019. The 14% gap in turnover rate between Inuit and non-Inuit employees is the smallest difference between the two rates ever for either project. The rise in non-Inuit turnover might have been due to the shift from construction to operations.

Turnover rates by community remain relatively stable year over year in the communities with the greatest Agnico Eagle employment (Baker Lake, Arviat and Rankin Inlet). Large year-over-year fluctuations in smaller communities should be interpreted with caution and are largely due to the small number of total employees.

Among Inuit who resign voluntarily, family situation and lack of childcare (“no babysitter”) were the most commonly cited reasons for leaving. The tight job market also results in employees moving to other jobs. AEM represented have also reported a tendency for Inuit employees to resign rather than approach human resources or a supervisor to address a problem; as described in the IWBS (Mining Industry Human Resources Council (MiHR), 2018a).

Absenteeism was the number one reason for dismissals among Inuit workforce, with the average Inuit employee missing approximately 380 hours per year (about 1 month a year assuming 12-hour shifts) (Mining Industry Human Resources Council (MiHR), 2018b).

Most Inuit are happy working at the mine but also worry about losing their jobs. Most Inuit spend time with people they like at the mine and have people around to support them at work. A large majority of Inuit feel that they work in a respectful and positive environment and that there are shared goals and a vision in the workplace. Their family situations are the most stressful issue for a majority of Inuit, along with their financial situation and loneliness. Work-related difficulties were only reported by one quarter of Inuit employees.

### **Voluntary Inuit Employee Survey Results**

Of those who responded to the survey, 35% of Inuit employees report working at the mine for one year or less (41% for female and 32% for male), while 30% have worked there for three or more years. Notable is that only 14% of Arviat respondents had worked for three or more years, compared to closer to 40% for Baker Lake and Rankin Inlet.

While 80% of respondents feel happy at the mine all or most of the time in the last year, 67% worry about losing their job some, most or all of the time.

84% of respondents strongly (60%) or somewhat (24%) agree that respect and consideration of others and positive working relationships are encouraged in the workplace. Women are 15% more likely to strongly agree than men. Similarly, 83% of respondents strongly or somewhat agree that there are shared goals and a vision in the workplace.

Worrying about their family situation – for men and women – is one of the most difficult things at work for 54% of Inuit employees, with loneliness and worries about their financial situation also significant difficulties. Less than 25% of Inuit workers reported a work-related issue as the most difficult (camp life, type of work, or relationships with supervisors and colleagues). Only one respondent mentioned the use of French in the workplace as a difficult issue.

# VSEC 2: Income

## IMPACT / GOAL STATEMENT

Increased income in Kivalliq communities

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “The potential impacts of increased income are considered of high magnitude, positive, long-term and of high significance, particularly to those individuals and their families who are able to benefit. It is expected that overall community effects, moderate in significance, are likely to be most experienced in Baker Lake, as most direct employment will occur here.” (Cumberland Resources Ltd., 2006, p. 121)

**Whale Tail:** “Continued direct, indirect and induced incomes... Moderate to high positive impacts...” (Golder Associates, 2016, p. 68)

**Meliadine:** "Project would directly and indirectly contribute to disposable income of employees and other local people." (1-C-48)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>2.1 Income paid to projects' Inuit employees</b>						
Income paid to Agnico Eagle project Inuit employees	N/A	↑	↑	N/A	↑	Total income paid to both project's Inuit employees (excluding contractors) in 2019 was \$33.4M, an increase of 43% from 2018. Inuit income at Meadowbank / Whale Tail rose by 33% in 2019. Inuit income at Meliadine rose by 89% in 2019.
<b>2.2 Income by Kivalliq community</b>						
Median employment income of tax filers by Kivalliq community	→	↑	N/A	N/A	N/A	Median income in Baker Lake and Rankin Inlet have been above the median income for the Kivalliq region during several years since Meadowbank opened, including 2016 (the latest year for which data is available). Baker Lake in particular has experienced a large rise in median income from 2014 to 2016 (up from \$23K to \$34K). Growth in median employment income has been most positive among communities with the highest levels of Agnico Eagle employment.

### Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	↓ Decreasing <b>N/A</b> Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

## Existing Management & Mitigation

Programs aimed at encouraging greater educational attainment, recruiting local employees, supporting professional development and skill advancement, and increasing local contracting and business opportunities can all have a positive supporting effect on income indicators in the Kivalliq. A complete list of programs is provided at the end of this report.

## 2.1 Income paid to projects' Inuit employees

### Predictions

#### MEADOWBANK

“Direct project wages paid to people in Kivalliq Region, primarily Baker Lake, could exceed \$4 M annually.” (Cumberland Resources, 2006, p. 121)

#### WHALE TAIL

“Project construction will result in \$14.1 million (cumulatively) of direct labour income in Nunavut. When indirect and induced incomes are included, the Project’s total territorial construction labour income is predicted to be \$22.1 million between 2017 and 2019.” (Golder Associates, 2016, pp. 7-54)

#### MELIADINE

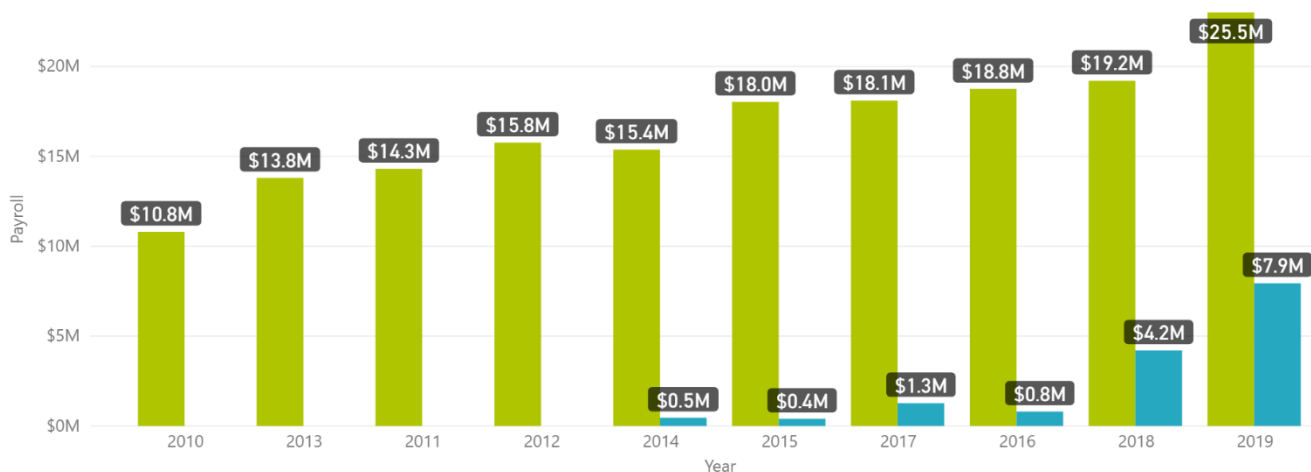
“Project would directly and indirectly contribute to disposable income of employees and other local people.” (Golder Associates, 2014, 1-C-48)

### Data & Trends

Chart 10 shows employment income paid to Agnico Eagle’s Inuit employees from 2010 to 2019 by project. This metric does not include income paid to Inuit contractors.

Chart 10. Income paid to Agnico Eagle project Inuit employees

● Meadowbank & Whale Tail ● Meliadine



(Agnico Eagle Mines, 2019)

### Interpretation

Total income paid to both project’s Inuit employees (excluding contractors) in 2019 was \$33.4M, an increase of 43% from 2018. With 92% of Inuit employees residing in the Kivalliq region, there continues to be a significant and positive impact on the personal income of people in the region.

Total income paid to Agnico Eagle’s Meadowbank and Whale Tail Inuit employees rose by 33% to \$25.5M in 2019.

Total income paid to Agnico Eagle’s Meliadine Inuit FTEs rose 89% to \$7.9M in 2019. Meliadine’s average per employee income is higher (compared to Meadowbank & Whale Tail) is due to the fact that only 7% of Meliadine’s Inuit employees are classified as unskilled, compared to 56% of Meadowbank & Whale Tail’s Inuit employees. Of the 25 additional Inuit hired at Meliadine in 2019, 24 of them were semi-skilled, skilled or management / professional.

A number of findings from the KLMA relate to the income of Kivalliq employees. First – and not surprisingly – employment income at Agnico Eagle projects varies greatly across skill levels, with average Skill Level C (semi-skilled) salary being nearly twice as high as that of Skill Level D (unskilled). Further, the study found that approximately 17.5% of earnings were lost to absenteeism (Mining Industry Human Resources Council (MiHR), 2018b). This leaves three potential pathways to continue to increase local income: (1) more Inuit FTEs, (2) more Inuit working at higher skill levels and (3) reduced rates of absenteeism.

Although Inuit employees are making good incomes with Agnico Eagle, many still struggle with personal finances. This is in part due to the high cost of living in Nunavut and the low employment rate, which means many employees financially support family members – among other factors. Most Inuit employees did not save any money in 2019, and many are struggling to pay bills (Agnico Eagle Inuit Survey, 2019). Despite the availability of financial planning and financial literacy training through Agnico Eagle programs, nearly two-thirds of Inuit employees did not seek financial advice in the past year, saying they “did not know where to start”, they “were not comfortable talking about money”, or they “did not think they could easily access financial advice”. Continuing to support Inuit employees with money management and financial planning could have a significant positive impact on the financial stability of households.

**Voluntary Inuit Employee Survey Results**

Many Inuit employees are struggling with paying bills and debt: 20% report that they cannot pay most of their bills on time and are falling behind on debt, with 44% occasionally falling behind. 59% of Inuit employees did not save any money in the past year. 66% of Inuit employees did not seek financial advice in the past year. While 24% of employees were not interested in financial advice, 67% of Inuit employees were held back for various personal and other reasons that can likely be addressed, including: ‘I didn’t know where to start’, “I didn’t feel comfortable talking about money”, and “there is no financial advice in my workplace or community”. Nearly half of women (48%) did not know where to start with financial planning. Men were more likely to not be interested in financial advice (29% to 19% for women). In the different communities, no Rankin Inlet employees reported a lack of access to financial advice, whereas ~25% of Arviat and Baker Lake employees said there was no financial advice in their community or workplace.

**2.2 Income by Kivalliq community**

**Predictions**

**MEADOWBANK**

The Meadowbank FEIS makes no specific predictions regarding changes in the median income of Kivalliq communities but does predict that Baker Lake will experience the most positive effects of increased income.

**WHALE TAIL**

Whale Tail makes no specific predictions regarding changes in the median income of Kivalliq communities.

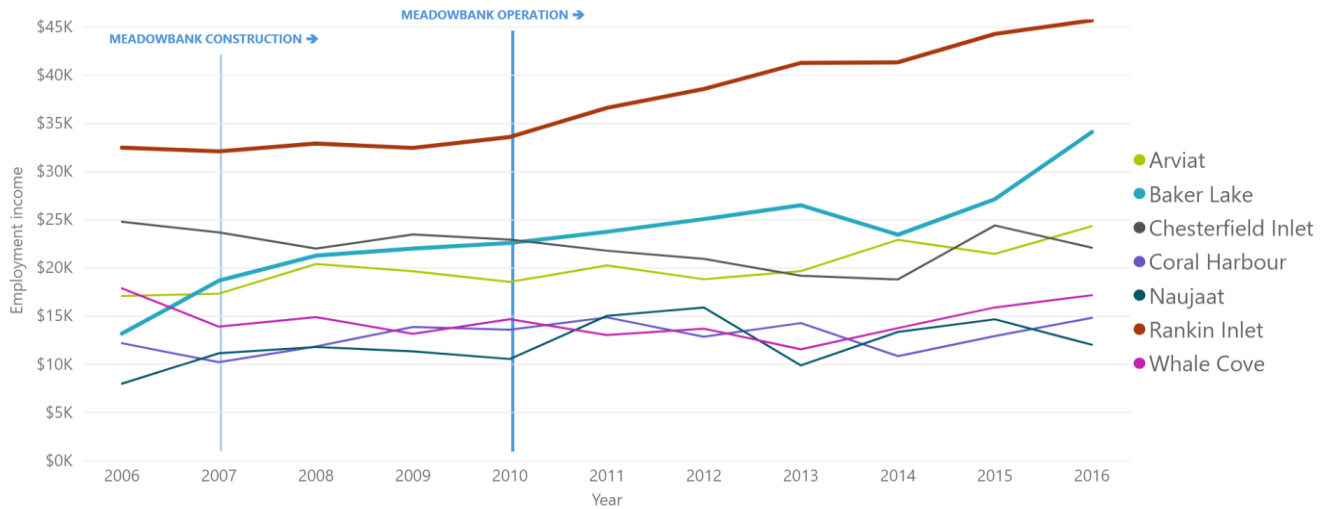
**MELIADINE**

“Project would directly and indirectly contribute to disposable income of employees and other local people.” (Golder Associates, 2014, 1-C-48)

**Data & Trends**

Chart 11 shows the median income of tax filers in each Kivalliq community from 2000 through to 2016, the latest year for which data is available.

Chart 11. Median employment income of tax filers by Kivalliq community



(Statistics Canada, 2019)

### Interpretation

As shown in Chart 11, median employment income in Baker Lake and Rankin Inlet have been above the median employment income for the Kivalliq region during several years since Meadowbank opened, including 2016 (the latest year for which data is available). Baker Lake in particular experienced a large rise in median employment income between 2014 to 2016, from \$23K in 2014 to \$34K in 2016. Growth in median employment income has been most positive among communities with the highest level of Agnico Eagle employment.

However, it is recognized that other factors influence median employment income in each community (spin-off effects, unrelated economic development, changes in public sector employment, etc.) and that these factors may mask the effect of Meadowbank / Whale Tail and Meliadine employment income. This effect is most notable for communities that have relatively few Agnico Eagle employees or that have a high median employment income to start with (e.g. Rankin Inlet, as the Government of Nunavut regional centre for the Kivalliq Region, has significant public-sector employment).

# VSEC 3: Contracting and Business Opportunities

## IMPACT / GOAL STATEMENT

Increased opportunities for Inuit-owned and local businesses

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “The potential impacts of employment are likely to take some time to gain full momentum, and overall are considered of high magnitude, positive, long term and of high significance, specifically to those individuals and their families who are able to benefit.” (Cumberland Resources Ltd., 2006, p. 121)

**Whale Tail:** The Project will generate “continued local economic activity” (Golder Associates, 2016, p. 68) and is expected to have “high positive impacts...” (Golder Associates, 2016, p. 68) on local procurement.

**Meliadine:** “Project spending on goods and services would increase the demand locally, allowing local businesses (and new businesses) to grow and become more cost-effective.” (1-C-47)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>3.1 Contract expenditures</b>						
Contract expenditures on NTI-registered businesses						In 2019, while contracting to Inuit businesses across both projects declined slightly to \$501M, spending on Inuit businesses as a percentage of total spend rose to 58%. There has been a continual rise in the percentage of Inuit business spend, starting from 13% in 2011.
<i>NTI expenditures</i>	N/A	↑	↑	N/A	↓	
<i>Proportion NTI</i>	N/A	↑	↓	N/A	↑	Inuit business spending at Meadowbank and Whale Tail increased in 2019 to \$309M, although as a percentage of total spend it is down slightly to 62% (from 65%).
NTI-registered business expenditures by Nunavut community	N/A	N/A	N/A	N/A	N/A	While Inuit business spending at Meliadine decreased in 2019 to \$192M due to the overall drop in expenditures at Meliadine as construction wrapped up, the percentage of Inuit spend increased from 48% to 52% in 2019.
Contract expenditure on Nunavut-based businesses						Significant changes in NTI-registered business expenditures within communities included a sizable decrease in Baker Lake, which dropped from \$93M in 2017 to \$38M in 2018 and \$30M in 2019, and Rankin Inlet which increased from \$286M to \$295M from 2018 to 2019. The amount spent in non-Kivalliq Inuit communities increased from 2017 to 2019, from \$99M to \$170M.
<i>Nunavut-based expenditures</i>	N/A	↑	↑	N/A	↓	
<i>Proportion Nunavut-based</i>	N/A	/	↓	N/A	/	Meadowbank / Whale Tail contract expenditures on Nunavut-based businesses (including NTI-registered businesses) increased to \$393M in 2019. Meliadine's expenditures decreased from \$261M to \$194M as construction wrapped up.
Contract expenditures from Meadowbank / Whale Tail on Baker Lake-based businesses and from Meliadine on Rankin Inlet-based businesses	N/A	↓	↓	N/A	/	Nunavut spending during the construction phase of Meliadine significantly exceeded the prediction of \$866M, and Kivalliq-based spending has also far exceeded the prediction of \$175M, with a total of \$583M spent (2012 dollars <sup>8</sup> ).
						Meadowbank / Whale Tail's contract expenditures on Baker Lake businesses dropped from \$30M to \$21M in 2019.
						Meliadine's contract expenditures on Rankin Inlet businesses decreased from \$177M to \$134M in 2019.

<sup>8</sup> 2012 dollars calculated with Bank of Canada's Inflation Calculator <https://www.bankofcanada.ca/rates/related/inflation-calculator/>

## Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend ↓ Decreasing / <b>N/A</b> Not applicable → Remaining stable
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	
<b>Last year (LY):</b> movement from 2018 to 2019	

### 3.1 Contract expenditures

#### Predictions

##### MEADOWBANK

“With continuing preferential contracting, local business participation in the project is expected to grow with time.” (Cumberland Resources Ltd., 2006, p. 7)

##### WHALE TAIL

“Average annual procurement in the territory is expected to amount to over \$270 million...” (Golder Associates, 2016, p. 307, 308)

##### MELIADINE

- “\$866M (2012 dollars) over 3.5-year construction phase on contracted goods and services; 20% (\$175M) in Kivalliq” (Golder Associates, 2014, 1-117)
- “\$127M over 10-year operations phase; 20% (\$25M annually) in Kivalliq.” (Golder Associates, 2014, 1-118)

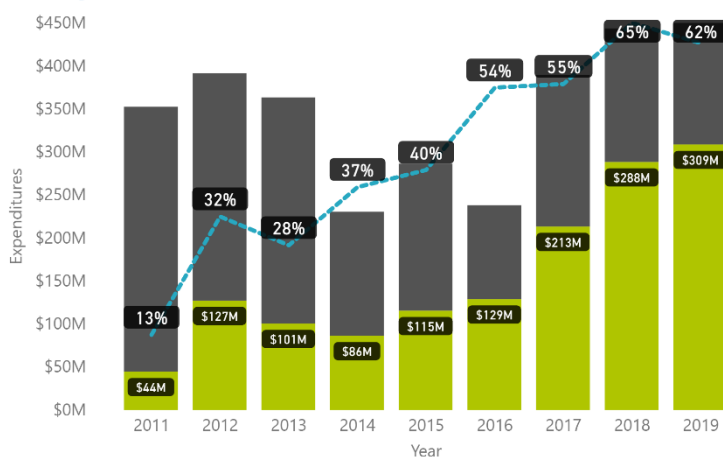
#### Data & Trends

Chart 12 shows the value and proportion of contract expenditures that went to Nunavut Tunngavik Incorporated (NTI) -registered businesses over time. NTI-registered businesses are those appearing on the Inuit Firm Registry and which meet at least one of the following 3 requirements:

- a limited company with at least 51% of the company’s voting shares beneficially owned by Inuit, or
- a cooperative controlled by Inuit, or
- an Inuk sole proprietorship or partnership

Chart 12. Contract expenditures on NTI-registered businesses

##### MEADOWBANK AND WHALE TAIL



● NTI expenditures ● Other expenditures ● Percentage NTI

(Agnico Eagle Mines, 2019)

##### MELIADINE

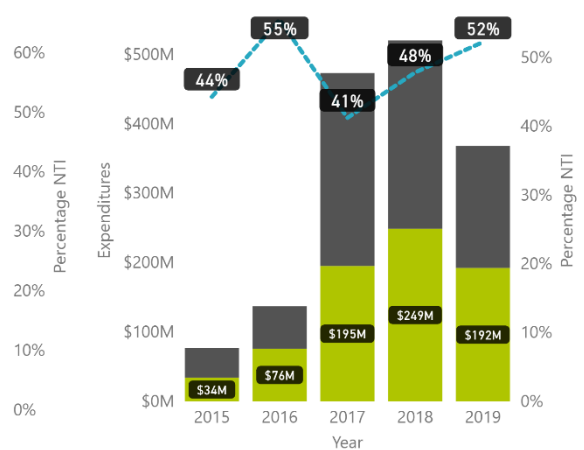


Chart 13 further breaks down contract expenditures across all Agnico Eagle projects on NTI-registered businesses in 2017, 2018, and 2019 by the community in which those businesses are registered.



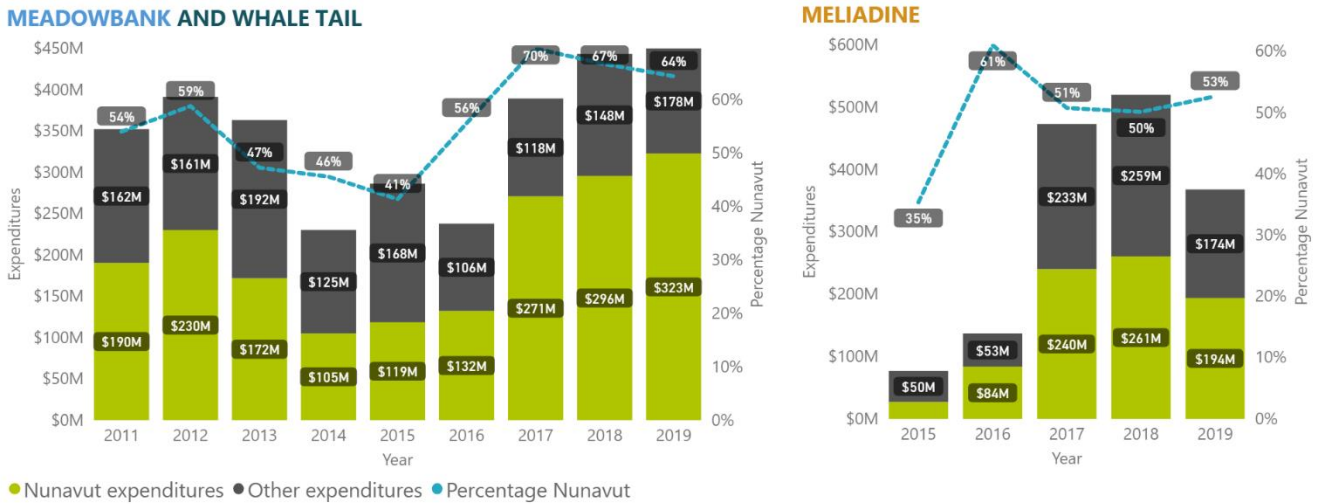
Chart 13. NTI-registered business expenditures by Nunavut community



(Agnico Eagle Mines, 2019)

Chart 14 shows the value and proportion of contract expenditures that went to Nunavut-based businesses over time. Nunavut-based businesses are those that are headquartered in the territory. While often overlapping with NTI-registered businesses, these businesses are not necessarily Inuit owned as outlined in the description for Chart 12.

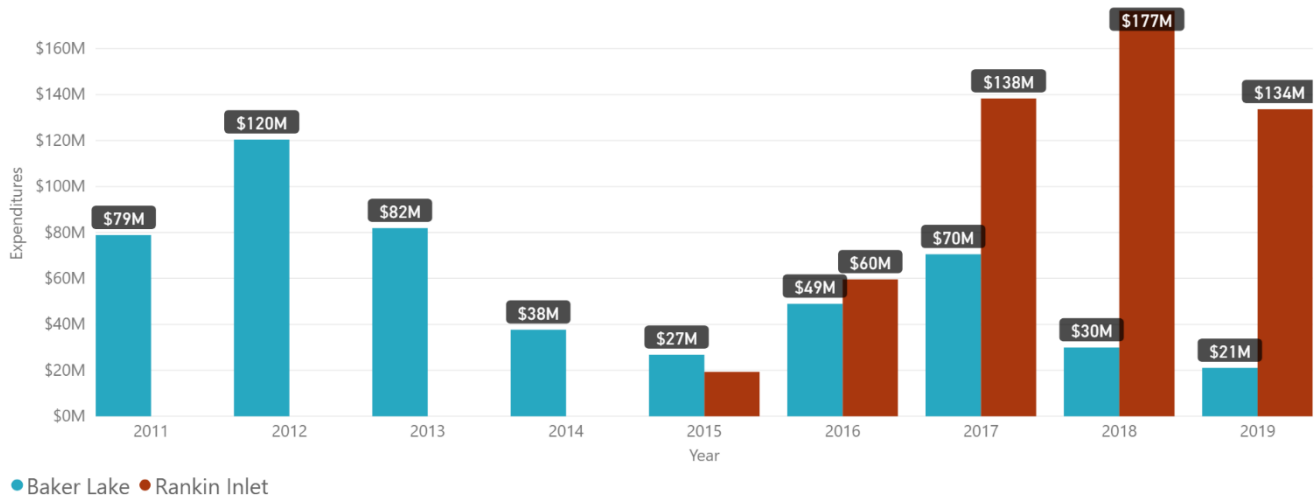
Chart 14. Contract expenditure on Nunavut-based businesses



(Agnico Eagle Mines, 2019)

Chart 15 shows the value from Meadowbank & Whale Tail contract expenditures on Baker Lake-based businesses as well as the value of contract expenditures from Meliadine on Rankin Inlet-based businesses.

Chart 15. Contract expenditures from Meadowbank / Whale Tail on Baker Lake-based businesses and from Meliadine on Rankin Inlet-based businesses



(Agnico Eagle Mines, 2019)

### Interpretation

Agnico Eagle projects continue to create opportunities for Kivalliq-based and Inuit-owned businesses<sup>9</sup>. In 2019, while contracting to Inuit businesses across both projects declined slightly to \$501M, spending on Inuit businesses as a percentage of total spend rose to almost 58%. There has been an impressive, continual rise in the amount of procurement going to Inuit firms as a proportion of total spend, starting from 13% in 2011. Two reasons for this are preferred contract provisions outlined in the IIBA with Sakku Investments Corporation companies, as well as the IIBA procurement and tendering process which advantages Inuit owned firms.

Inuit business spending at Meadowbank and Whale Tail increased in 2019 to \$309M, although as a percentage of total spend it is down slightly to 62%. While the amount of spending on Inuit businesses at Meadowbank and Whale Tail has increased annually from 2014, the rate of growth has slowed in the past two years, perhaps indicating that spending within the current pool of businesses is near a maximum. A further \$14M was spent with non-Inuit Nunavut firms. Spending in Nunavut is significantly greater than the predicted \$270M annually.

While Inuit business spending at Meliadine decreased in 2019 to \$192M due to the overall drop in expenditures at Meliadine as construction wrapped up, the percentage of Inuit spend actually increased from 48% to 52% in 2019. A further \$1.6M was spent with non-Inuit Nunavut firms. Spending during the construction phase of Meliadine significantly exceeded the prediction of \$866M, as that value was based on a 3.5-year time period and it was exceeded in just two years (2017 and 2018). Meliadine’s Kivalliq-based spending has also far exceeded the prediction of \$175M, with a total of \$583M spent (2012 dollars<sup>10</sup>).

Significant changes in spending within communities include Baker Lake, which dropped from \$93M in 2017 to \$30M in 2019, and Rankin Inlet which increased from \$209M to \$295M over the same period. The amount spent in non-Kivalliq Inuit communities also increased from 2017 to 2019, from \$99M to \$170M.

<sup>9</sup> NTI maintains a registry of Inuit firms in accordance with Article 24 of the *Nunavut Land Claims Agreement*.

<sup>10</sup> 2012 dollars calculated with Bank of Canada’s Inflation Calculator <https://www.bankofcanada.ca/rates/related/inflation-calculator/>

# VSEC 4: Education and Training

## IMPACT / GOAL STATEMENT

Improved educational attainment in Kivalliq communities, increasing mining-related skill level of Kivalliq workforce, and enhanced skill profile and promotion of Inuit employees

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “The potential impacts of education and training are considered of medium magnitude, positive, long term and of high significance, specifically to those individuals and their families who are able to benefit.” (Cumberland Resources Ltd., 2006, p. 121)

**Whale Tail:** “The Project will provide training opportunities for its workforce... The project will contribute to community education” (Golder Associates, 2016, pp. 3-C-38)

**Meliadine:** “Improved educational attainment in Kivalliq communities (i.e. high school graduation rates), increasing mining-related skill level of Kivalliq workforce, and an enhanced skill profile and promotion of Inuit employees.” (Golder Associates, 2014, p. 1-C-48)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>4.1 Investment in education-based initiatives</b>						
Agnico Eagle investments in education-based initiatives	N/A	N/A	N/A	N/A	N/A	In 2019, Agnico Eagle made \$796,000 in contributions to education-based initiatives, with investments since the beginning of operations totalling over \$2.1 million.
<b>4.2 Secondary school graduation by region</b>						
Secondary school graduation rate by region	↑	↑	N/A	↑	N/A	The graduation rate in Kivalliq region fluctuates from year to year, though shows an overall upward trend that began in 2008. Rates have been at all-time highs for the region, and consistently higher than those in the other two regions, since 2010.
<b>4.3 Project training and education</b>						
Agnico Eagle investments in mine training and education programs	N/A	→	→	N/A	→	Agnico Eagle's financial investments in externally delivered training programs have dropped substantially since 2016; internal spending has increased accordingly to maintain a minimum of \$3.68M in training spending as per the IIBA with the KIA.
Average mandatory training hours provided to Agnico Eagle Inuit employees	N/A	→	→	N/A	↑	
Average specific training hours provided to Agnico Eagle Inuit employees	N/A	→	↓	N/A	↑	Mandatory training per Inuit FTE was 10 hours at Meadowbank / Whale Tail and 30 hours at Meliadine in 2019.
Participation in career and skills programs	N/A	/	/	/	/	Specific training per FTE was 56 hours at Meadowbank / Whale Tail and 151 hours at Meliadine.
Meadowbank pre-apprenticeship and apprenticeship participation by type	N/A	→	↓	N/A	N/A	There were 93 TASK week participants in Baker Lake, Chesterfield and Arviat, up from 48 in 2018. There were 10 active Inuit apprentices at Meadowbank / Whale Tail in 2019, down from 18 in 2018.
<b>4.4 Project employment by skill level</b>						
Project Agnico Eagle Inuit employees by skill-level	N/A	↑	↑	N/A	↑	In 2019 there were 14 Inuit employees working at Agnico Eagle projects in positions classified as 'skilled' or 'management and professional', an increase of 1 from 2018. The majority of these positions are at Meliadine (11 of the 14). The number of skilled workers at both projects has fluctuated since 2014, between 5 and 10, with 6 employed in 2019. Meadowbank and Whale Tail have struggled to increase the number of skilled Inuit, with the highest number being 6 since 2014 and a current low of 2. The overall number of semi-skilled Inuit employed has increased steadily from 2014, with a 19% increase in

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
						2019 to 222. Despite increases in the number of semi-skilled Inuit at both sites, the proportion of Inuit in this role declined slightly from 2018 to 2019. This may be due in part to a tight labour market for semi-skilled Inuit mixed with an increasing demand for these positions. The number of unskilled Inuit workers has also steadily increased, to a total of 2016 in 2019 – a 4% increase on 2018 and accounts for all of the unskilled positions at both sites.

### Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	<ul style="list-style-type: none"> <li>↑ Increasing / No discernable trend</li> <li>↓ Decreasing <b>N/A</b> Not applicable</li> <li>→ Remaining stable</li> </ul>
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	
<b>Last year (LY):</b> movement from 2018 to 2019	

## Existing Management and Mitigation

Agnico Eagle offers a number of programs intended to increase general educational and skills attainment among Kivalliq residents as well as training, career development and upward mobility programs for existing employees. A complete list of programs is provided at the end of this report. Agnico Eagle developed a portfolio summarizing all the education initiatives that are available for the Kivalliq Schools. The portfolio was presented to and approved by the Kivalliq School Operations. This portfolio includes the following initiatives: TASK week, role model visits, career fair, life skills workshops, take our kids to work, regional summer camp, local summer camps, financial workshops, and Mining Matters programs. All of the initiatives within the portfolio are linked to the required curriculum and some of the initiatives provide an opportunity for students to receive a credit. In the fall the Education team had meetings with several regional school administrators including; Baker Lake, Arviat (high school & middle school), Chesterfield Inlet, and Rankin Inlet. The Education Department uses the portfolio to promote the potential education program that Agnico Eagle mines can offer.

### 4.1 Investment in education-based initiatives

#### Predictions

##### MEADOWBANK

“Cumberland and KIA will address the need for a broader based project education and training initiatives [sic] to assist those who wish to develop skills that will position them for project employment. This education and training initiatives [sic] will also include an element to address motivational issues around getting children through high school. Such measures would be intended to contribute to encouraging a commitment to education on the part of youth.” (Cumberland Resources Ltd., 2006, p. 121)

##### WHALE TAIL

- “The Project will provide workforce training and support community education.” (Golder Associates, 2016, pp. 7-55)

##### MELIADINE

“Positive impact on the funding of the education system.” (Golder Associates, 2014, p. 1-C-48)

#### Data & Trends

Chart 16 shows Agnico Eagle’s investments in a range of education-based initiatives from 2010 to 2019.

Chart 16. Agnico Eagle investments in education-based initiatives (In thousands of dollars)

Program	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TASK weeks									\$25	\$40
Internal Education Programs (Hiring of Adult Educator and Academic Material)									\$90	\$170
Internal Education Programs (Take Our Kids to Work Day)									\$2	\$2
Kivalliq Science Educators Community Programs		\$15	\$15	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Mining Matters Science Program		\$90	\$80	\$70	\$70				\$35	\$40
MOU with GN Department of Education		175	175	175	175					
Non-IIBA bursaries/scholarships									\$2	\$10
Nunavut Literacy Council program									\$100	\$200
Nunavut Literacy Council contribution for Rankin Inlet programming space										\$250
Scholarships (including KIA scholarship fund)	\$14	\$14	\$14	\$14	\$14	\$14	\$14	\$30	\$30	\$30
Other education and social investments									\$5	\$29
<b>TOTAL</b>	<b>\$14</b>	<b>294</b>	<b>284</b>	<b>284</b>	<b>284</b>	<b>\$39</b>	<b>\$39</b>	<b>\$55</b>	<b>\$314</b>	<b>\$796</b>

(Agnico Eagle Mines, 2019)

## Interpretation

In 2019, Agnico Eagle made \$796,000 in contributions to school-based initiatives, with investments since the beginning of operations totalling over \$2.4 million. The large increases in 2018 and 2019 over previous years is largely the result of better reporting of ongoing investments, as well as a doubling of the funding provided to various Nunavut Literacy Council programming. In 2019, as part of the Meliadine Opening, Agnico Eagle also provided \$250,000 to Nunavut Literacy Council towards purchasing a permanent program space in Rankin Inlet. Agnico Eagle also launched their Social Investment Program in 2019, prioritizing investments that impact children youth and families; skills for young people; Inuit culture and traditional practices and mental health and addiction.

A Memorandum of Understanding (MOU) was first signed in April 2012 to establish a strengthened partnership between the Government of Nunavut Department of Education and Agnico Eagle, with a focus on increasing the number of students in the Kivalliq region who are able to successfully transition from high school to trades and mining-related career opportunities. Agnico Eagle continued to pursue a renewed MOU with the Department of Education through 2016. In September 2017, Agnico Eagle and the Government of Nunavut established a Memorandum of Understanding that identifies 10 priority areas for collaboration, including education. In 2019, meetings with the MOU Committee were conducted. Priorities related to each area were identified and discussed as well as roadblocks and potential solutions from all concerned partners and departments.

## 4.2 Secondary school graduation by region

### Predictions

#### MEADOWBANK

There are no specific predictions made in the Meadowbank FEIS regarding school attendance or graduation.

#### WHALE TAIL

There are no specific predictions made in the Whale Tail FEIS regarding school attendance or graduation.

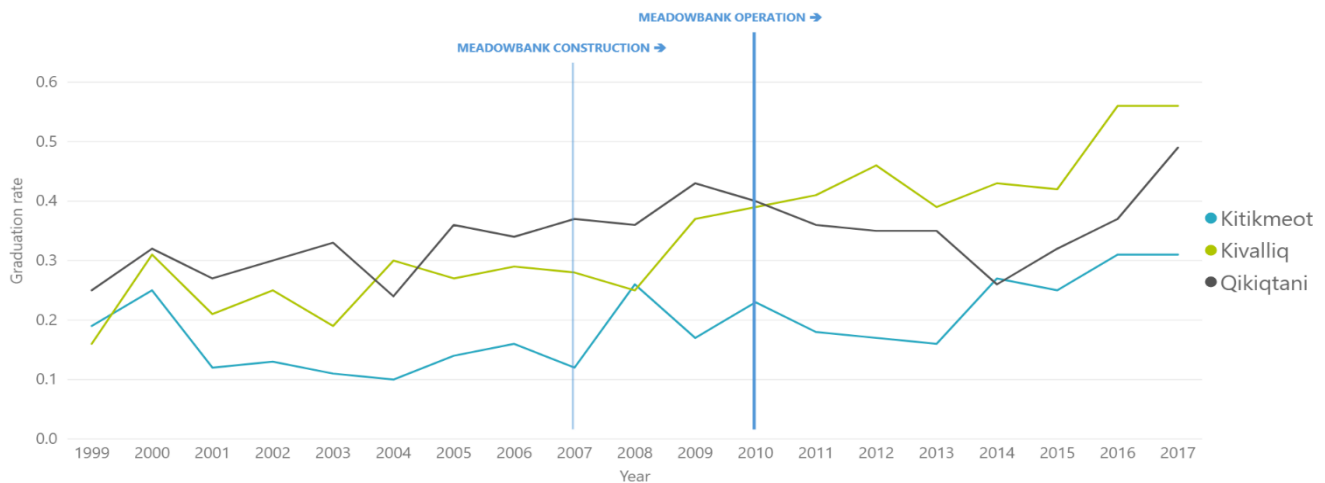
#### MELIADINE

“Positive impact on educational achievement, dropout rates, school attendance.” (Golder Associates, 2014, p. 1-C-48)

### Data & Trends

Chart 17 provides secondary school graduation rates by region between 1999 and 2017, the latest year for which data is available.

Chart 17. Secondary school graduation rate by region



(Department of Education, 2019)

### Interpretation

The graduation rate in the Kivalliq region has fluctuated since the opening of the Meadowbank mine, with an overall upward trend that began in 2008. Graduation rates in Kivalliq region have been at all-time highs for the region, and consistently higher than those in the other two regions, since 2010. However, in 2016, only 32% of Inuit living in Nunavut reported having a high school diploma, compared to 86% of the non-Indigenous population in Canada (Statistics Canada, 2016a).

The importance of education to people in the Kivalliq was made clear at the April 2019 SEMC meeting, where discussions and questions addressed the following issues: the potential impact of Agnico Eagle employment on the educational outcomes of employees’ children, the need for proper resources, including school guidance counsellors; the impacts of different teaching and learning approaches, and educating Nunavummiut youth on the Nunavut Agreement.

In 2019, Agnico Eagle had a number of programs and initiatives underway to address some of these areas of interest. The People Development Education team worked to build a solid educational framework for use within Agnico Eagle and within the region. The framework will support regional school initiatives, onsite education support as well as community program support, and working with school administrators and community partners to implement other initiatives. In 2019, the Education Department worked in collaboration with Mining Matters, a

non-profit organization that is focused on teaching mining awareness to youth. Three major projects were undertaken in 2019, the creation of a mining-themed activity book, a mining themed career game for youth, and a school program for grades 7-9. These initiatives were used to teach youth in the Kivalliq region about the mining industry and careers that are available to them.

According to Inuit Tapiriit Kanatami's (ITK's) 2018 Inuit Statistical Profile: "The difference between Inuit and the non-Indigenous population in Canada is a result of several factors including the impact of residential school attendance on many generations of Inuit, children often having to learn in a second language, insufficient numbers of Inuit teachers and culturally irrelevant curriculum, among others. Addressing the Inuit education deficit will fulfill the goal of graduating bilingual Inuit students, grounded in Inuit culture, history and world view who have the skills and knowledge to contribute to Inuit Nunangat, Canada and the world with pride and confidence." (Inuit Tapiriit Kanatami, 2018)

#### **Voluntary Inuit Employee Survey Results**

87% of survey respondents feel that Agnico Eagle should be more present in schools to promote mining opportunities. 53% feel that Agnico Eagle is not present enough in the community and there was broad support for spending more time promoting job opportunities and being present in schools and community events.

A recent report from the Auditor General of Canada to the Legislative Assembly of Nunavut highlighted challenges faced during the transition from high school to secondary education and the workforce, and while accessing adult education in Nunavut. Findings included:

- Most schools do not have teachers assigned to help students navigate the path to post-secondary education and employment, and Nunavut Arctic College undertakes limited outreach.
  - Students were being offered hands-on learning experiences, but few had work placements or cooperative opportunities.
  - Adult learners who want to upgrade their literacy and other academic skills faced barriers; e.g. basic education programs are not offered in most Nunavut communities, and access to financial aid is limited.
- (Auditor General of Canada, 2019)

Agnico Eagle is already contributing to several initiatives that address these challenges, including literacy and adult education programs, apprenticeships, summer employment opportunities, and various scholarships and bursaries. A permanent Adult Educator (based on-site) was also hired in 2018 at Meadowbank to support AEM's employees in developing their numeracy and literacy skills and some soft skills in order to ensure employee readiness to access higher job positions and Apprenticeship program support (Pre-trade support). At the end of 2019, another permanent Adult Educator was hired at Meliadine mine.

## 4.3 Project training and education

### Predictions

#### MEADOWBANK

“Cumberland and KIA will address the need for broader based project education and training initiatives to assist those who wish to develop skills that will position them for project employment.”

(Cumberland Resources Ltd., 2006, p. 121)

#### WHALE TAIL

- “The Project will continue the workforce training programs in place at Meadowbank Mine” (Golder Associates, 2016, pp. 7-55)

#### MELIADINE

- The Project’s “effects on education, training, and capacity in the RSA and LSA should be positive and long lasting.” (Golder Associates, 2014, p. 1-120)
- “AEM will provide and promote Project-related education and training programs.” (Golder Associates, 2014, p. 1-120)

### Data & Trends

Chart 18 provides an overview of Agnico Eagle’s investments in mine training and education programs.

Chart 18. Agnico Eagle investments in mine training and education programs (in thousands of dollars)

Program	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Arviat Diamond Drillers & Welders Program	\$250	\$60	\$190	\$190	\$190	\$190	\$190	\$195	\$195	\$0
Kivalliq Mine Training Society (cash & in-kind)				\$1,188	\$2,267	\$1,937	\$2,339	\$0	\$0	\$0
<b>Total</b>	<b>\$250</b>	<b>\$60</b>	<b>\$190</b>	<b>\$1,378</b>	<b>\$2,457</b>	<b>\$2,127</b>	<b>\$2,529</b>	<b>\$195</b>	<b>\$195</b>	<b>\$0</b>

(Agnico Eagle Mines, 2019)

Including the programs outlined in Chart 18 and Chart 16, Agnico Eagle has maintained a minimum of \$3.68M in annual mine training / education spending as per the IIBA since 2016. As per Agnico Eagle’s IIBAs, since 2017, there is also an additional \$1M of spend on any initiative that serves to assist in achieving 50% minimum Inuit employment, of which half (\$500k) is given to the Kivalliq Inuit Association to spend and half (\$500k) is spent by Agnico Eagle. Detailed data on training undertaken by Meadowbank / Whale Tail and Meliadine employees and contractors is provided in Appendix B.

The Kivalliq Mine Training Society (KMTS) has provided support for the development and delivery of community-based Work Readiness programs to help prepare Inuit for employment opportunities. The KMTS has also supported the Arviat Drillers program, as well as some interesting community-based initiatives, such as the Coping with FIFO (fly-in-fly-out) program and Community Net-work program, which have provided support to communities to help employees and their families cope with the challenges that come with employment. Since 2017, KMTS was no longer able to receive funding to support program delivery to Agnico Eagle and communities.

Agnico Eagle did not fund the Arviat training programs in 2019.

Chart 19 shows average mandatory training hours provided to Inuit and non-Inuit employees. This is calculated by dividing the total number of training hours by the number of FTE employees. Mandatory training includes:

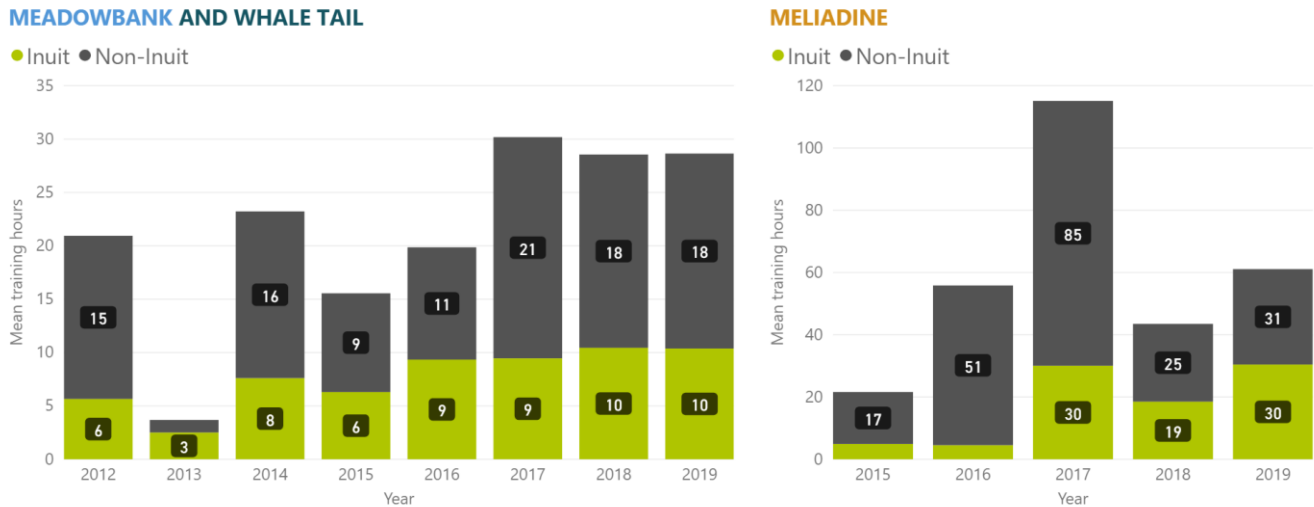
- **Health and Safety training:** this includes mandatory training related to compliance with the Nunavut Mine Act, as well as training that is mandated according to Agnico Eagle’s Health and Safety policies. Many of



these training sessions are offered via e-learning prior to the employee's arrival on site. Other health and safety training relevant to an individual's job is also provided on site. Site Readiness participants also undertake H&S training but because they are not employed at the mine, that time is not captured in these hours.

- **General training:** this consists of training activities required at a departmental level and covers many employees working in different departments. General training includes training on light duty equipment as well as enterprise software systems and cross-cultural training.
- **Emergency Response Team (ERT) Training** consists of training for certain individuals to assist and help in any type of situation.

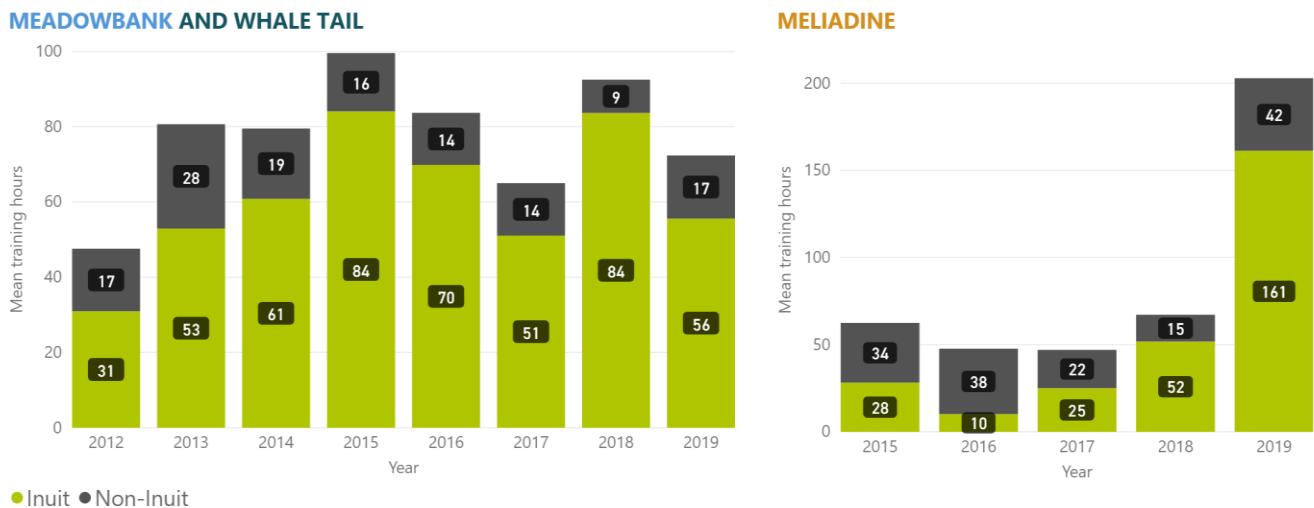
Chart 19. Average mandatory training hours provided to Agnico Eagle Inuit employees



(Agnico Eagle Mines, 2019)

Chart 20 shows the average specific training hours provided to Inuit and non-Inuit employees. This is calculated by dividing the total number of training hours by the number of FTE employees. Specific training is focused on developing individual competencies related to a specific position. This training qualifies individual workers for promotion following their progression through the Career Path. These training programs are provided through a combination of in-classroom (theory) learning as well as practical (applied) learning.

Chart 20. Average specific training hours provided to Agnico Eagle Inuit employees



(Agnico Eagle Mines, 2019)

Chart 21 shows the participants in and/or graduates of a range of career and skills programs supported by Agnico Eagle, as well the Haul Truck Drivers Program, run at Meadowbank.

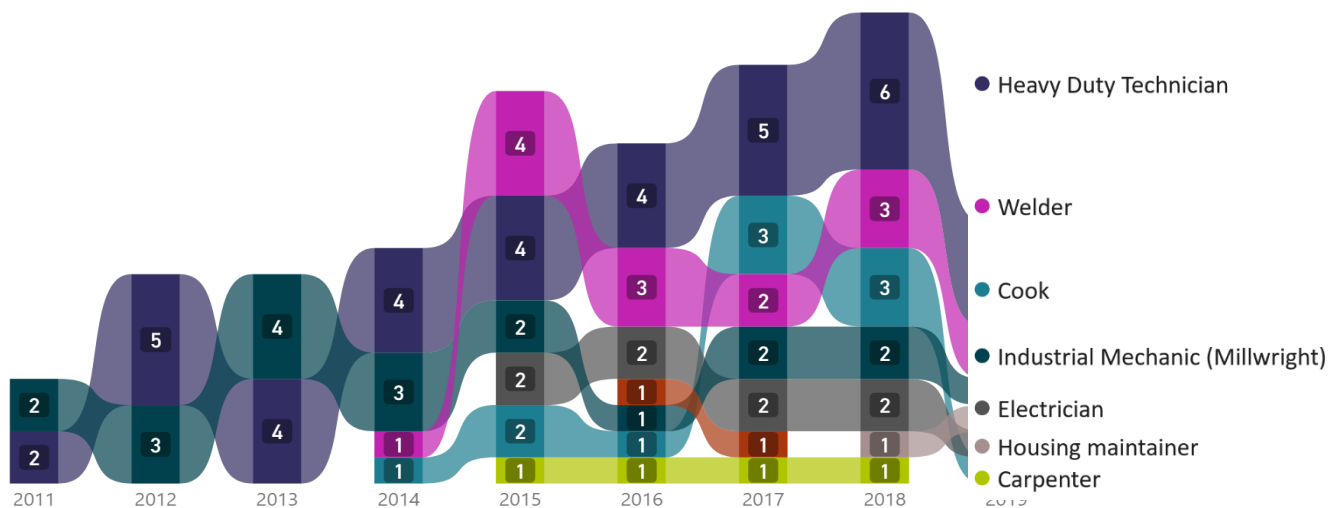
Chart 21. Participation in career and skills programs

Program	2013	2014	2015	2016	2017	2018	2019
Arviat Diamond Drillers & Welders Program Graduates	24	18	18	15	6		
Underground Trainee Program							
<i>Participants</i>						8	8
<i>Graduates</i>							8
Haul Truck Trainee Program							
<i>Participants</i>	19	33	28	34	26	43	8
<i>Graduates</i>							6
Process Plant Trainee Program							0
Long Haul Trainee Program							0

(Agnico Eagle Mines, 2019) | data is unavailable for greyed out cells (these empty values are not equivalent to 0s)

Chart 22 shows the number of Inuit employees in pre-apprentice or apprentice roles at Meadowbank, categorized by type of apprenticeship (heavy duty technician, industrial mechanic, and others). Apprenticeship positions started at Meadowbank in 2018.

Chart 22. Meadowbank pre-apprenticeship and apprenticeship participation by type



(Agnico Eagle Mines, 2019)

## Interpretation

Agnico Eagle's financial investments in externally-delivered training programs has dropped substantially since 2016 due to the KMTS' loss of federal funding and the resulting loss of funding from Agnico Eagle, and no funding for the Arviat training programs in 2019. In response to this situation, Agnico increased internal spending and has continued to maintain a minimum of \$3.68M in training spending since 2016 as per the IIBA with the KIA.

Mandatory training hours (shown in Chart 19) remained the same at Meadowbank / Whale Tail in 2019. Meliadine Inuit mandatory training increased from 19 hours / FTE in 2018 to 30 in 2019. Average specific training hours (detailed in Chart 20) decreased at Meadowbank / Whale Tail to 56 hours / Inuit FTE, but increased significantly at Meliadine to 161. This amount of specific training is nearly twice as high as any other year at either project, and is likely due to much higher percentages of skilled and management Inuit workers at Meliadine compared to Meadowbank and Whale Tail, and the shift to operations in 2019. Annual fluctuations in the number of specific training hours largely reflect changing demand at the projects for additional positions for which specific training is provided. There continues to be participation in Agnico Eagle's Haul Truck Drivers Program (8 participants in 2019). The lower participation rate of new trainees was due to a new strategy used in 2019 to rehire past Haul Truck operators and provide refresher courses, which are not reflected in the number of Haul Truck Drivers Program participants.

The underground training program at Meliadine included 8 trainees and graduates in 2019 (5 men and 3 women). In 2018, the program was run by Nunavut Arctic College (NAC) with support from Agnico Eagle. In 2019, due to capacity issues at NAC, Agnico Eagle built and launched its own in-house program. The program is led by an Inuk trainer and runs for approximately 2 months. 2 cohorts ran in 2019. Of the participants, all graduated. Agnico Eagle will continue to run cohorts through 2020 and is looking for additional support and partnerships to be able to increase the number of cohorts in 2020.

There were 10 active Inuit apprentices across Agnico Eagle's projects in 2019. Since 2015, a total of 6 Inuit employees have completed their apprenticeship training with Agnico Eagle. In addition to growth in the number of Inuit participants, the apprenticeship program has grown in diversity of occupations, from two offered programs in 2013 to nine in 2019 (baker, cook, carpenter, millwright, electrician, heavy duty equipment technician, welder, housing maintainer and plumber). In 2019, 1 employee completed his apprenticeship training with Agnico, 2 apprentices went to technical training in Nunavut and 6 in Alberta. At the end of 2019, there were 8 apprentices and pre-apprentices at Meadowbank and 2 apprentices and pre-apprentices at Meliadine.

The Meliadine and Whale Tail FEIS predicted the projects would have a positive effect on education, training, and capacity. In 2019, Agnico Eagle continued to provide training and skills development opportunities to Kivalliq Inuit. Dedicated training and on-the-job experience can provide valuable life skills that can be transferable beyond specific employment skills – especially for young adults.

The feedback from the Inuit employee survey indicates that most feel comfortable with their skills and feel supported in developing new skills.

#### **Voluntary Inuit Employee Survey Results**

85% of Inuit employees feel that they have the skills to do their job most or all of the time. This suggests that Inuit are receiving sufficient job training. Men are more likely to be fully confident in their work skills, with 40% being confident all the time compared to 28% for women.

A large majority strongly (46%) or somewhat (37%) agree that they are supported in developing new job-related skills. Interestingly, women were more likely to strongly agree while also accounting for the only responses (7%) that somewhat or strongly disagreed.

## 4.4 Project employment by skill level

### Predictions

#### MEADOWBANK

There are no specific predictions in the Cumberland FEIS regarding the skill level of Inuit employees at Meadowbank.

#### WHALE TAIL

“As Nunavummiut employees achieve further training and education, it is expected that they will be better poised to advance to more skilled positions as they arise, thereby increasing representation of Nunavut residents in the skilled, professional and management employment categories.” (Golder Associates, 2016, pp. 7-55)

#### MELIADINE

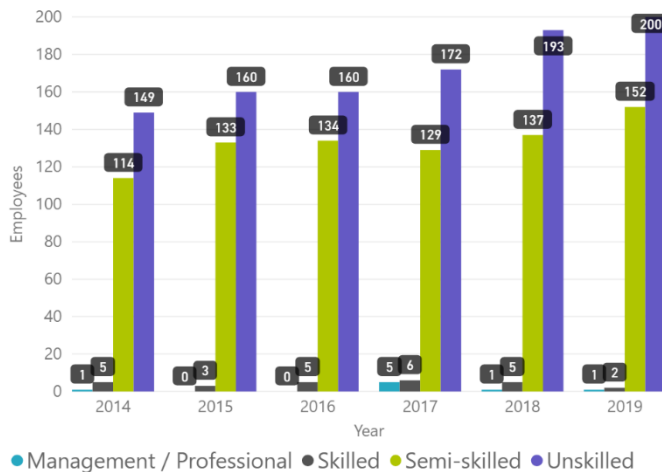
The Project will have a “positive impact on the skill levels of local labour force.” (Golder Associates, 2014, p. 1-C-48)

### Data & Trends

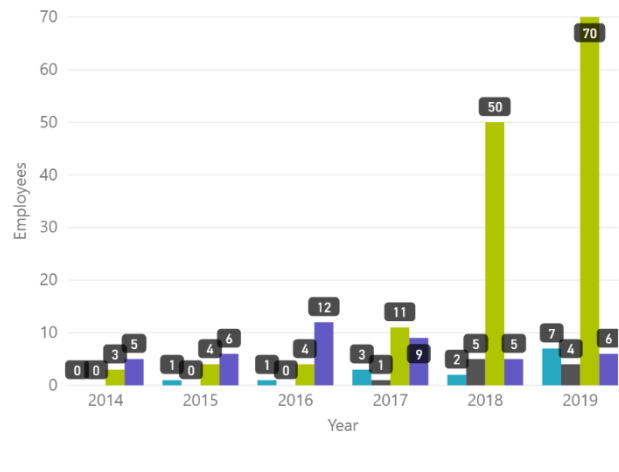
Chart 23 shows the number of Inuit employees at each skill level between 2014 and 2019. Note that Agnico Eagle changed how various skill levels are classified in 2013 and 2014. Due to these changes, year over year trends of Inuit employment by skill level cannot be drawn pre-2014.

Chart 23. Project Agnico Eagle Inuit employees by skill-level

#### MEADOWBANK AND WHALE TAIL



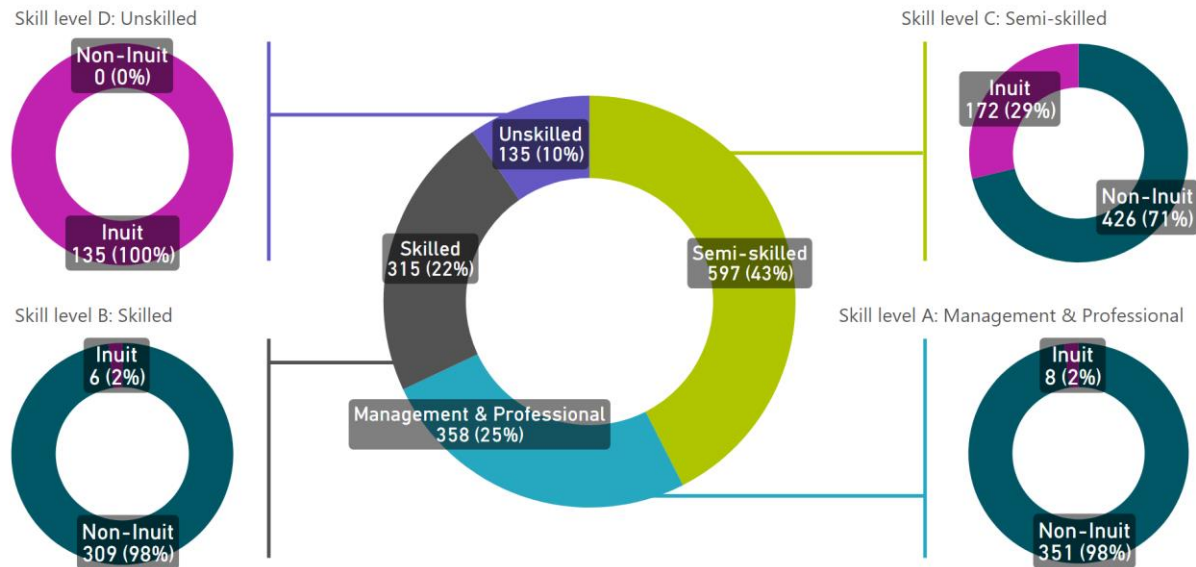
#### MELIADINE



(Agnico Eagle Mines, 2019)

Chart 24 below shows the relationship between job skill levels and proportion of Inuit labour. The central ‘donut’ shows the distribution of total FTEs in 2019 by skill level at all Agnico Eagle projects. Each of the surrounding ‘donuts’ shows the proportion of Inuit FTEs within that skill level.

Chart 24. 2019 Agnico Eagle FTEs by skill level (Inuit and non-Inuit)



(Agnico Eagle Mines, 2019)

## Interpretation

In 2019, there were 14 Inuit employees working at Agnico Eagle projects in positions classified as ‘skilled’ or ‘management and professional’, an increase of 1 from 2018. 11 of these work at Meliadine.

The number of skilled workers at both projects has fluctuated since 2014, between 5 and 10, with 6 employed in 2019. Meadowbank and Whale Tail have struggled to increase the number of skilled Inuit, with the highest number being 6 since 2014 and a current low of 2. The overall number of semi-skilled Inuit employed has increased steadily from 2014, with a 19% increase in 2019 to 222. Despite increases in the number of semi-skilled Inuit at both sites, the proportion of Inuit in this role declined slightly from 2018 to 2019. This may be due in part to a tight labour market for semi-skilled Inuit mixed with an increasing demand for these positions. The number of unskilled Inuit workers has also steadily increased, to a total of 2016 in 2019 – a 4% increase on 2018 and accounts for all of the unskilled positions at both sites.

In terms of internal career progression, Agnico Eagle’s training department offers job-specific training such as the Haul Truck Trainee Program. Many semi-skilled Inuit employees are graduates of this program. Agnico Eagle also operates the Career Path Program, which identifies the incremental steps that an employee is required to complete to advance in their chosen career of interest. The objective of the Career Path Program is to have only internal promotions for Inuit, and for no external candidates (southerners) to be hired to fill a position that is part of the program. In 2018, Agnico Eagle hired an adult educator to give basic skills upgrading – including English language, literacy and numeracy skills required for advancement in the employee’s current job or to pass their Trades Entrance or Level exams.

A permanent Adult Educator (based on-site) was hired in 2018 at Meadowbank to support AEM’s employees in developing their numeracy and literacy skills and some soft skills in order to ensure readiness of the needing employees to access higher job positions and to ensure apprenticeship program support. At the end of 2019, another permanent Adult Educator was hired at Meliadine mine. In 2019, at Meadowbank, the Adult Educator has been working with 4 pre-apprentices, for a total of 338 hours, to help them gain the academic skills and confidence to successfully pass their trade’s entrance exam. Instructions take place during an employee’s

workday and is specific to their learning needs. Also, the Adult Educator is supporting 2 employees in trades programs, for a total of 66 hours. The objective is to support them into their program to facilitate their progression.

Despite significant investments in training since the mine opened nearly 10 years ago, there are still only 3 Inuit in skilled or management/professional positions at Meadowbank / Whale Tail. There are several barriers identified in the IWBS to advancement in the workplace. These include lack of literacy and English skills, disciplinary records (e.g. due to absenteeism), lack of appropriate skills, inability to pass entrance exams, and lower success rates on training programs. Cultural issues also play a role, as Inuit tend not to be as outwardly ambitious and may require encouragement to apply for a new position. Production pressures and limited training time can also restrict opportunities. Furthermore, several Inuit managers from Meadowbank transitioned from Meadowbank to Meliadine in 2018/19 as they were from Rankin Inlet.

Ultimately, there are three pathways through which higher skilled employment can be achieved – direct hiring, greater retention and internal career progression. The KLMA provides some insight on the challenges in hiring employees at higher skill levels. Most notably, the demand of skill level A (Management & Professional), B (Skilled) – and particularly C (Semi-skilled) – positions in the Kivalliq far outpaces the supply. Furthermore, there is a surplus in skill level D (Unskilled) employees in the region. This ‘skills mismatch’ is identified as the primary challenge to achieving greater Inuit employment in semi-skilled, skilled and management & professional positions. This challenge is expected to intensify as labour demand growth is outpacing labour supply growth (Mining Industry Human Resources Council (MiHR), 2018b). It follows that retaining these higher skilled workers poses an additional challenge, as the demand for their skills grows among other employers as well.

The IWBS identifies a number of challenges in achieving greater success through internal advancement programs, including:

- Inadequate skillsets necessary to successfully complete training and meet the demands of more complex jobs (including numeracy and literacy);
- High absenteeism rates (as discussed in the section on turnover) are a challenge for successful training;
- The impact of cultural norms – where promotion decisions may depend on employees being assertive and highlighting their capabilities which may clash with Inuit cultural expectations of humility;
- A lack of adequate time and space for training, as the demands of meeting production targets often creates a fast-paced work environment; and
- Undesirable prerequisite steps in career paths that create barriers to advancement. For example, interviewees suggested that having to start in entry-level jobs (e.g. dish pit or janitorial staff) for a period of six to twelve months before being able to take certain training or advance into other jobs can discourage workers, creating a barrier to attracting and retaining Inuit (Mining Industry Human Resources Council (MiHR), 2018a).

The IWBS suggested a number of implementation considerations, including fast tracking a manageable number of Inuit workers through existing career paths (including designating a small number of positions for Inuit advancement in semi-skilled or skilled occupations and providing individualized development support to Inuit workers who are moving into or preparing for advanced positions (Mining Industry Human Resources Council (MiHR), 2018a).

## 4.5 Trade certificates / apprenticeships in Nunavut

### Predictions

#### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding apprenticeships and trade certificates.

#### WHALE TAIL

There are no predictions in the Whale Tail FEIS regarding apprenticeships and trade certificates.

#### MELIADINE

There are no predictions in the Meliadine FEIS regarding apprenticeships and trade certificates.

### Data & Trends

At the time of this report, data on trade certificates / apprenticeships by Kivalliq community was not available. Agnico Eagle-specific apprenticeship data is available in previous sections.

# VSEC 5: Culture and Traditional Lifestyle

## IMPACT / GOAL STATEMENT

Respect and support for Inuit culture, language and traditional lifestyle in the workplace and in communities

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “There is potential for both negative and positive impacts, of any magnitude, on traditional ways of life, which could be of high significance. Any net impact, since it would be an impact of cultural change, would be long term and continue beyond the life of the project. The impact would be experienced primarily in Baker Lake.” (Cumberland Resources Ltd., 2006, p. 123)

**Whale Tail:** “Project activities may affect continued opportunities for traditional wildlife harvesting... fishing...plant harvesting...the use of culturally important sites... [and it may] change access to traditional use area.” (Golder Associates, 2016, pp. 3-C-33-37)

### Meliadine:

- The “Project may contribute to weakening of traditional culture.” (Golder Associates, 2014, p. 1-C-46)
- “The Project may result in a reduction of cohesion due to higher levels of inequality in the family or community.” (Golder Associates, 2014, 1-C-50)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>5.1 Perceptions of culture and traditional lifestyle</b>						
Self-reported effect of project on culture and traditional activities	N/A	N/A	/	N/A	/	This is the first year an Inuit employee survey was conducted. A large majority of survey respondents strongly agree (59%) or somewhat agree (21%) that knowledge and respect of Nunavut's environment and land is valued by Agnico Eagle.  When asked about the impact of the mine on their ability to participate in cultural and traditional activities, 10% said they participated more, 34% felt they participated the same amount, 31% indicated their participation had decreased.
<b>5.2 Culture and traditional lifestyle</b>						
Proportion of total population identifying Inuktitut as their mother tongue by community	→	↓	N/A	↓	N/A	The proportion of the population identifying Inuktitut as their mother tongue has remained relatively stable in the smaller Kivalliq communities from 2006 to 2016, but has declined in Rankin Inlet, Baker Lake, and Chesterfield Inlet (by 10 to 18 percentage points) over this period.
Use of AWAR by community	N/A	↑	/	N/A	/	There was a decrease in usage of the Meadowbank AWAR from 2015 to 2018, but a jump in 2019 to the second-highest usage on record. The AWAR connecting Rankin Inlet to Meliadine was used 2,439 times for traditional activities in 2019, an increase of 25% from 2018. However, the 2019 figures need to be interpreted with caution since as of 2019, the count refers to individual members rather than the number of vehicles.
<b>5.3 Country food use at project</b>						
Country food kitchen usage	N/A	→	↓	N/A	↑	The number of meals served featuring country food has remained steady at Meadowbank since 2011; this number represents one serving of country food per month to all on-site staff. The country food kitchens and events have seen steady use at Meadowbank / Whale Tail, although there was a drop in the use of the country food kitchen in 2019. The Meliadine country food kitchen saw a large increase in use in 2019 to an average of well over once per day.
Country food night events	N/A	/	↑	N/A	↑	Meadowbank / Whale Tail hosted 12 country food night events in 2019, and Meliadine hosted 11 events 2019.



## Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	↓ Decreasing / <b>N/A</b> Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

## Existing Management and Mitigation

To encourage respect and support for Inuit culture at Meadowbank and Meliadine, Agnico Eagle provides cross cultural training, access to traditional foods, and documentation and services in Inuktitut. A complete list of programs is provided at the end of this report.

### 5.1 Perceptions of culture and traditional lifestyle

#### Predictions

##### MEADOWBANK

There are no predictions in the Meadowbank FEIS specifically related to impacts on the perceptions of culture and traditional lifestyle.

##### WHALE TAIL

There are no predictions in the Whale Tail FEIS specifically related to impacts on the perceptions of culture and traditional lifestyle.

##### MELIADINE

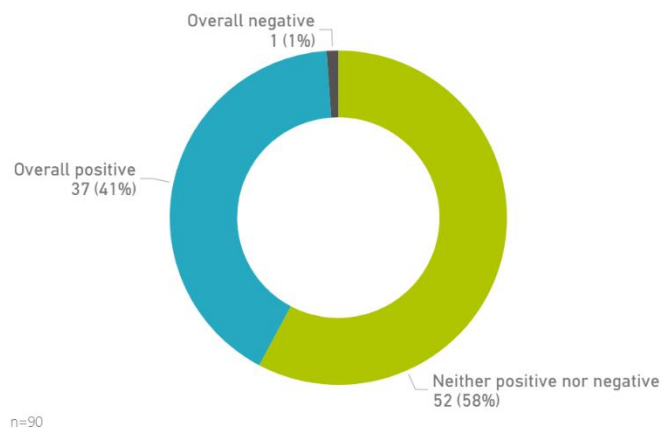
“Perceptions of [the Project’s] effects may lead to mental stress and changes in behaviour (i.e., diet).” (Golder Associates, 2014, p. 1-C-45)

#### Data & Trends

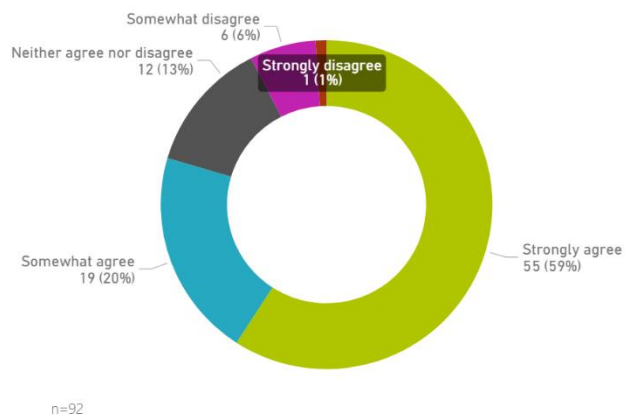
As part of the revised SEMP, Agnico Eagle developed an Inuit employee survey to gather data and insights on employees’ perceptions of the projects’ impacts on culture and traditional lifestyle, along with other topics. This survey was undertaken during the summer of 2019. Chart 25 below presents the survey results pertaining to the perceived effect of Agnico Eagle on local communities.

Chart 25. Survey result of perceived overall impact of Agnico Eagle on communities

Overall, what do you think of the impact Agnico Eagle has on your community?



Knowledge and respect of Nunavut’s environment and land is valued

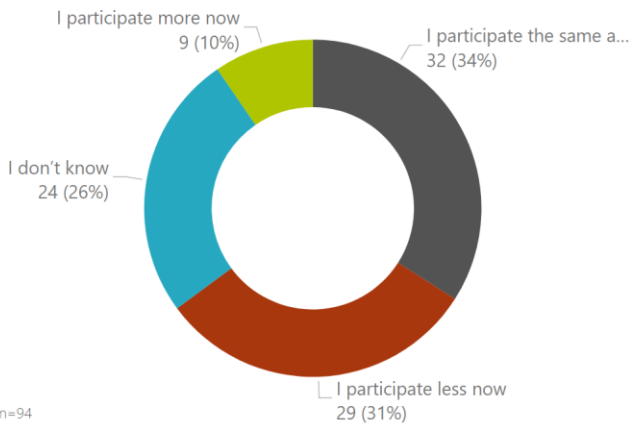


(Agnico Eagle Inuit Survey, 2019)

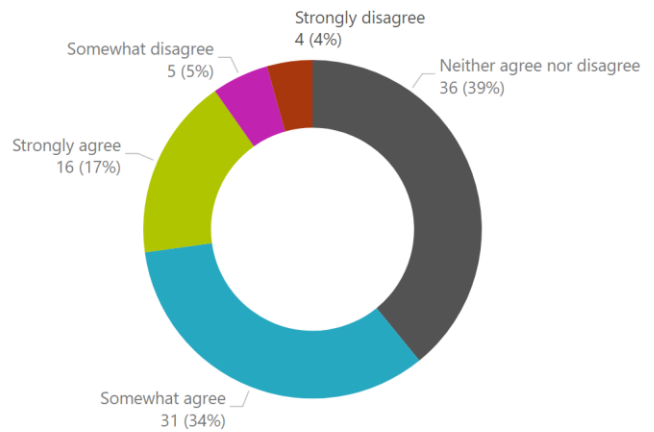
Chart 26 provides survey results pertaining to the impact of the mines on the ability of employees to participate in cultural and traditional activities.

Chart 26. Survey results pertaining to impact of mining on participation in cultural and traditional activities

How has working at the mine impacted your ability to participate in cultural and traditional activities?



I have the flexibility to take vacation or unpaid leave to participate in cultural and traditional activities in my community.



n=94

(Agnico Eagle Inuit Survey, 2019)

## Interpretation

It is encouraging that many Inuit believe that Agnico Eagle has had a positive impact on their community. It would be interesting to better understand the reasons why 58% believe the impact has been neutral – this likely implies that they perceive some impacts as positive and others as negative while overall balancing out.

A large majority strongly (59%) or somewhat (21%) agree that knowledge and respect of Nunavut’s environment and land is valued, with women 14% more likely to strongly agree. However, a majority (58%) also believe that Agnico Eagle has a neutral impact on their community. 41% believe the impact is positive, with only 1 respondent responding negatively. Respondents from Baker Lake and Arviat were more likely to respond positively.

There is a high level of positive recognition that Agnico Eagle respects the Inuit’s connections to the land, but the results for finding time for cultural or traditional activities are mixed. While a large majority of Inuit employees state that the flexibility of their work schedule is not a barrier to conducting cultural or traditional activities, almost a third felt they had participated less as a result of working for the mine. Women were more likely to believe that they do not have the flexibility to participate in cultural or traditional activities and were also less likely than men to have actually participated. It is unclear whether this is due to the nature of work and/or cultural or traditional activities that women undertake, or some other factors.

Nearly all survey participants indicated that they had participated in some form of traditional and cultural activities in the last 12 months, with nearly one quarter participating in family get-togethers, hunting, trapping and fishing, and traveling on the land. Other activities included gathering plants and berries (7%), building cabins and igloos (4%), sewing and crafts (9%), and community events (9%). When asked about the impact of the mine on their ability to participate in cultural and traditional activities, 10% said they participated more, 34% felt they participated the same amount, 31% indicated their participation had decreased, while the remaining participants selected “I don’t know”. Women are more likely than men (36% to 26%) to report that they participate less in traditional activities since working at the mine.

## 5.2 Culture and traditional lifestyle

### Predictions

#### MEADOWBANK

“The project will not significantly restrict access to or productivity of lands used for traditional activity.” (Cumberland Resources Ltd., 2006, p. 122)

#### WHALE TAIL

“Project activities may affect continued opportunities for traditional wildlife harvesting... fishing...plant harvesting...the use of culturally important sites... [and it may] change access to traditional use areas” (Golder Associates, 2016, pp. p. 3-C-33-37)

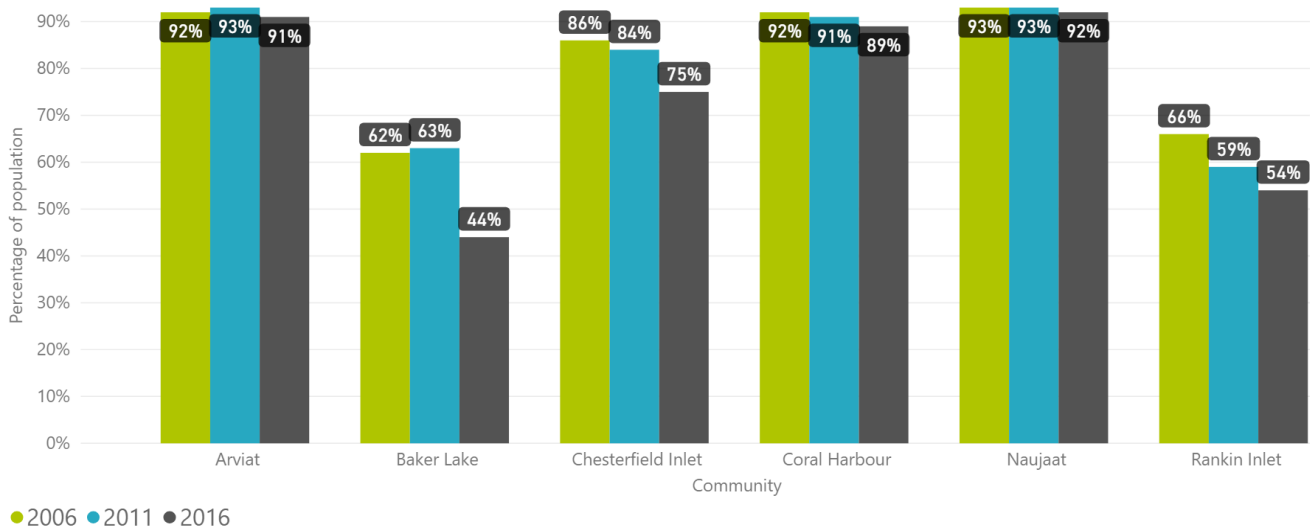
#### MELIADINE

“The construction of the All-weather Access Road (AWAR) may increase access to areas outside of Rankin Inlet by local residents.” (Golder Associates, 2014, p. 1-C-52)  
 “The Project may have a negative impact on the use of culturally important areas.” (Golder Associates, 2014, p. 1-C-46)

### Data & Trends

Chart 27 shows the proportion of the total community population that identifies Inuktitut as their Mother Tongue, by Kivalliq community.

Chart 27. Proportion of total population identifying Inuktitut as their mother tongue by community



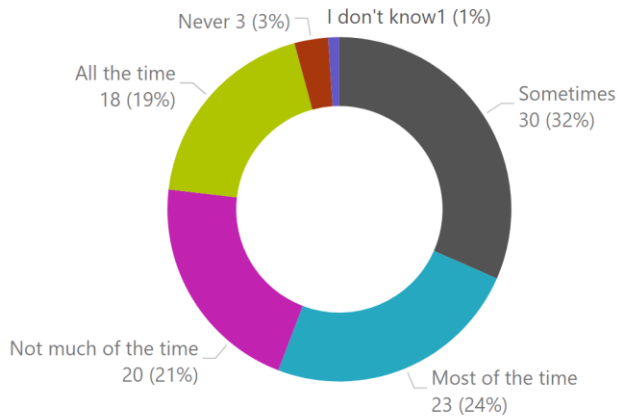
(Statistics Canada, 2016c; Statistics Canada, 2011b; Statistics Canada, 2006b)

In 2018, 62.5% and 66% of Inuit employees at Meadowbank / Whale Tail and Meliadine, respectively identified Inuktitut as their first language. In 2019, these numbers went up substantially to 73% and 74% respectively.

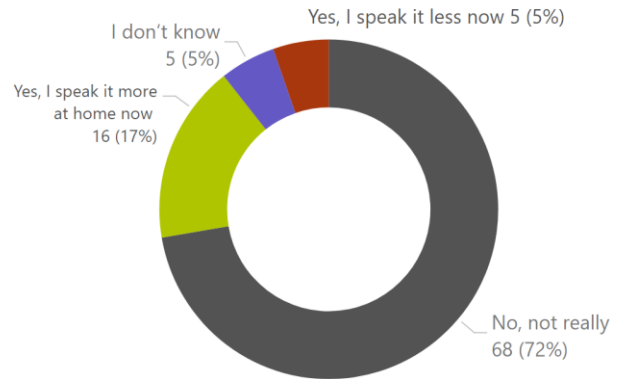
Chart 28 below presents the Inuit and Nunavummiut Survey results pertaining to the use of Inuktitut. 75% of Inuit employees report that they have used Inuktitut at the mine outside of working hours some, most or all of the time, and 70% report that it is somewhat or very important for them to use Inuktitut at the workplace. 72% report that working at the mine has not changed how much they speak Inuktitut at home. Over twice as many women as men (25% to 12%) report that they now speak more Inuktitut at home.

Chart 28. Survey results pertaining to use of Inuktitut

In the last 12 months, outside of working hours, how often have you used Inuktitut at the mine site?



Has working at the mine changed how much you speak Inuktitut at home?



(Agnico Eagle Inuit Survey, 2019)

When asked about the importance of being able to use Inuktitut at the mine site, 70% of participants noted it as very or somewhat important, with participants from Coral Harbour, Chesterfield Inlet and Nauyasat were particularly likely to note it as important.

Agnico Eagle collects usage data on the all-weather access road (AWAR) that connects Baker Lake to the Meadowbank mine, which it owns and operates. The road is accessible to the communities for hunting purposes. Community members accessed the road 2,366 times in 2015, 1,874 times in 2016, 1,716 times in 2017, 1,089 times in 2018, and 2,134 times in 2019. The AWAR that connects Rankin Inlet to Meliadine was used for traditional activities by the community 1,944 times in 2018 (the first year that community use was monitored), and 2,439 times in 2019.

### Interpretation

Chart 27 demonstrates that the proportion of the population identifying Inuktitut as their mother tongue has remained relatively stable in Arviat and in smaller Kivalliq communities from 2006 to 2016, but has declined in Rankin Inlet, Baker Lake, and Chesterfield Inlet (by 11 to 19 percentage points) over this period. The decline in Baker Lake is the most notable, with a decline of 19 percentage points over the past 5-year period.

Nunavut’s *Mine Health and Safety Regulations* require that all work communications during operating hours use the language most commonly used at the mine, which is English in the case of Agnico Eagle’s Kivalliq projects. However, Agnico Eagle makes efforts to facilitate the use of the Inuktitut language at their sites by providing a number of documents and services in Inuktitut. Additional language programming includes ‘Inuktitut as a second language’ training and the development of a ‘Language Passport’. More detail on these is provide in the management and mitigation section.

It is important to Inuit employees that they are able to speak Inuktitut at the mine site, and most do. Encouragingly, most also report that working at the mine has not impacted their use of Inuktitut at home, and a quarter of women report that they have increased their use at home.

Agnico Eagle controls traffic on the all-weather access roads (AWAR) connecting Baker Lake to the Meadowbank mine road as well as Rankin Inlet to the Meliadine mine road, but it is accessible to community members to provide easier access to hunting trails and participate in traditional activities by ATV. Road users must abide by AWAR rules including following the speed limit, giving priority to heavy equipment, leaving the road after an indicated point and not hunting within one kilometre of the road for safety reasons. Hunters may approach the site up to one kilometre. Snowmobile crossings have also been established in consultation with the Baker Lake and Rankin Inlet Hunters and Trappers Organizations.

There was a decrease in usage of the Meadowbank AWAR (based on number of times accessed) from the start of recording in 2015 to 2018, but a jump in 2019 to the second-highest usage. The AWAR connecting Rankin Inlet to Meliadine was used 2,439 times for traditional activities in 2019, an increase of 25% from 2018. However, the 2019 figures need to be interpreted with caution since as of 2019, the count refers to individual members rather than the number of vehicles

Participants at the 2019 SEMC expressed an interest in better understanding the potential impacts of the AWAR on wildlife – most notably caribou. This includes the effect pathways of the road disturbing or otherwise affecting caribou migration and movement, as well as the potential impact of greater accessibility of hunters to the herds. While caribou are central to the socio-economic and cultural wellbeing of Inuit in the Kivalliq region, the monitoring and reporting of biophysical effects on caribou or other wildlife are out of the scope of this report. Agnico Eagle participates in a number of caribou monitoring programs collaboratively with the HTOs, communities and the KIA and maintain a Caribou Protection Plan as per project certificates issued by the NIRB.

### 5.3 Country food use at project

#### Predictions

##### MEADOWBANK

There are no predictions in the Meadowbank FEIS specifically related to country food use at the mine site.

##### WHALE TAIL

There are no predictions in the Whale Tail FEIS specifically related to country food use at the mine site.

##### MELIADINE

There are no predictions in the Meliadine FEIS specifically related to country food use at the mine site.

#### Data & Trends

Based on Agnico Eagle estimates, approximately 4,500 meals featuring country food (arctic char and caribou) are served each year at Meadowbank / Whale Tail, and 4,200 of these meals per year at Meliadine. Agnico Eagle also holds country food events at its projects, with Meadowbank / Whale Tail hosting 14 events in 2016, 4 in 2017, 7 in 2018, and 12 in 2019, and Meliadine hosting 1 event in 2017, 2 in 2018, and 11 in 2019. The Meadowbank / Whale Tail country food kitchen – available to Inuit employees – was used 170 times in 2017, 168 times in 2018, and 118 times in 2019. The Meliadine country food kitchen was used 82 times in 2018 and 500 times in 2019.

#### Interpretation

Agnico Eagle offers a variety of services to support use of country food at their projects, including country food nights, a country food kitchen for use by Inuit employees and country food events. The number of meals served featuring country food has remained steady at Meadowbank since 2011; this number represents one serving of country food per month to all on-site staff. The country food kitchens and events have seen steady use at Meadowbank / Whale Tail, although there was a drop in the use of the country food kitchen in 2019. The Meliadine country food kitchen saw a huge increase in use in 2019 to an average of well over once per day. Agnico Eagle also offered country food at an on-site Pakallak Tyme event, held around the same time as a

cultural festival of the same name in Rankin Inlet to celebrate the end of the Arctic winter and the coming of spring, and at various other special events at both sites, such as Nunavut Day.

No data or information was available on baseline levels of country food consumption for Inuit workers prior to employment, or on consumption of country food while off rotation.

# VSEC 6: Population Demographics

## IMPACT / GOAL STATEMENT

Understand what changes are occurring in Kivalliq migration, if any

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “The potential impacts of migration are complex and are likely to have both positive and negative components, but of low magnitude. Any effects of migration are long term but are likely to be low significance. It is not likely that migration to any other community than Baker Lake would be significant.” (Cumberland Resources Ltd., 2006, p. 126)

**Whale Tail:** “The Project may contribute to intra- and/or inter-territorial migration and associated population and demographic change in communities.” (Golder Associates, 2016, p. 3-C-38)

**Meliadine:** “The cumulative effects of the Meliadine, Kiggavik, and Meadowbank Projects on in-migration might be less than the effects of each project individually considering the dampening effects on the volume of in-migration caused by the variation in the current progress of each project, presumed interdependence of certain projects, and resulting estimated labour force growth.” (Golder Associates, 2014, p. 1-147)

“Migration impacts were projected only in Rankin Inlet, the closest community to the mine and the only one connected to the Project by road.” (Golder Associates, 2014, p. 1-110)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>6.1 Employee migration</b>						
Project Agnico Eagle Inuit employees residing outside Nunavut						At Meadowbank / Whale Tail, the number of Inuit employees residing outside Nunavut has remained stable since 2015, currently at 21 which accounts for 7% of Inuit workforce. At Meliadine, there has been a rapid increase in the number of Inuit employees residing outside Nunavut, from 0 in 2016 to 14 in 2019, although the percentage of Inuit workforce residing outside of Nunavut has only increased by 1% in 2019 (for a total of 14%). The increase in Meliadine employees working in the South is due to the direct hiring of Inuit employees who are already living in the South (i.e. this does not constitute out-migration).
<i>Total Inuit employees</i>	N/A	→	↓	N/A	↑	
<i>Proportion of Inuit to Non-Inuit employees</i>	N/A	→	↓	N/A	↑	
<b>6.2 Population estimates in Kivalliq communities</b>						
Population estimates of						Yearly population estimates do not indicate an increase in the population growth rate of Baker Lake or of other communities with significant Agnico Eagle employment (Arviat, Rankin Inlet) since the mine opened, or relative to other communities in the region. If other factors (births and deaths) are assumed constant, the population data does not suggest significant migration to Arviat, Baker Lake (or other communities with high Agnico Eagle employment).
<i>Estimates in communities</i>	↑	↑	N/A	↑	N/A	
<i>Annual percent change</i>	→	→	N/A	→	N/A	

### Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	↓ Decreasing / N/A Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

## Existing Management and Mitigation

As per Agnico Eagle’s IIBAs, each of the Kivalliq Communities is a point of hire. Agnico provides at its cost transportation for its workers and contractors’ workers from and to their respective points of hire to all Nunavut Projects. Unless otherwise requested, Agnico uses commercially reasonable efforts to transport all workers in such a way as to minimize the duration of their transit time. Covering transportation costs from each community reduces or eliminates a potential incentive to move between communities for work reasons.

### 6.1 Employee migration

#### Predictions

##### MEADOWBANK

The Meadowbank FEIS suggests that in-migration of Southerners to Baker Lake would be the primary concern.

##### WHALE TAIL

“Project is not expected to generate employment-driven migration.” (Golder Associates, 2016, 3-C-38)

##### MELIADINE

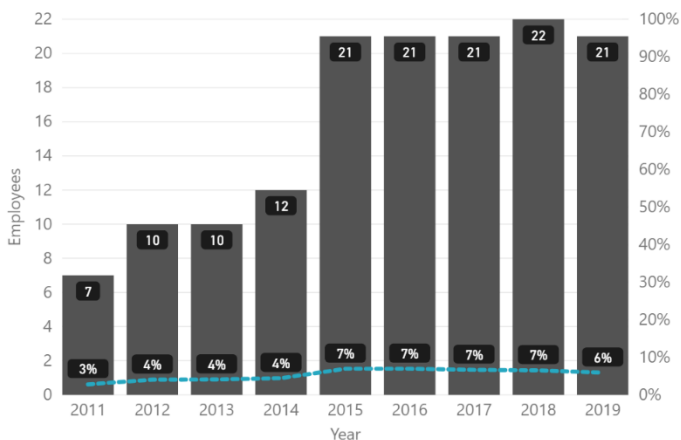
- “It is likely that much of the potential in-migration happens when members of Kivalliq resident families return at home in the expectation of employment.” (Golder Associates, 2014, p. 1-109)
- “In-migration could also happen by out-of-area workers, especially during the operations phase.” (Golder Associates, 2014, p. 1-110)

#### Data & Trends

Chart 29 shows the number and proportion of Agnico Eagle Inuit workers who are currently residing outside Nunavut.

Chart 29. Project Agnico Eagle Inuit employees residing outside Nunavut

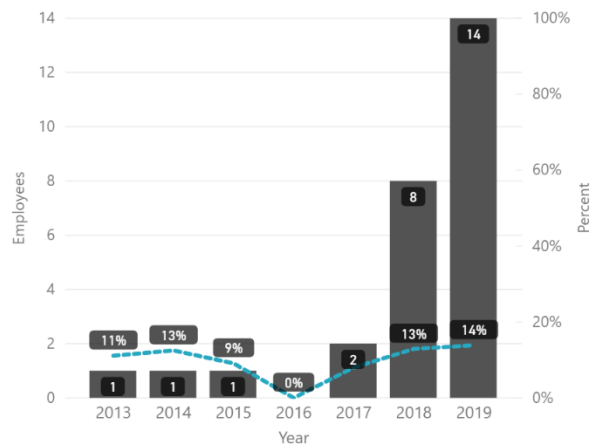
##### MEADOWBANK AND WHALE TAIL



● Inuit employees ● Proportion of Inuit employees

(Agnico Eagle Mines, 2019)

##### MELIADINE



Net employee movements captured in 2019, include:

- 1 Meadowbank/Whale Tail Inuit employee moving from elsewhere to Baker Lake
- 1 Meliadine Inuit employee moving into Nunavut (from elsewhere)
- 1 Meliadine Inuit employee moving out of Nunavut
- 1 Meliadine non-Inuit employee moving into Nunavut (from elsewhere)



- 1 Meliadine Inuit employee moving from elsewhere to Rankin Inlet
- 1 Meliadine non-Inuit employee moving from elsewhere to Rankin Inlet

Note that these numbers describe Agnico Eagle employees (not contractors) and represent ‘net employee movements’. Therefore, it is possible there were more individual movements between communities. For example, one Inuit employee moving to Rankin Inlet and one Inuit employee moving out of Rankin Inlet would count as 0 movements to Rankin Inlet in a given year.

## Interpretation

At Meadowbank / Whale Tail, the number of Inuit employees residing outside Nunavut has remained stable since 2015, currently at 21 which accounts for 7% of Inuit workforce. At Meliadine, there has been a rapid increase in the number of Inuit employees residing outside Nunavut, from 0 in 2016 to 14 in 2019, although the percentage has only increased 1% year-over-year to 14% in 2019. The increase in Meliadine employees working in the South is due to the direct hiring of Inuit employees who are already living in the South (i.e. this does not constitute out-migration).

The number of Inuit and non-Inuit moving into and out of Nunavut – and between Baker Lake and Rankin Inlet – remains minimal, with a net inflow of 2 Inuit and 2 non-Inuit employee into Nunavut in 2019, including 1 Inuit to Baker Lake and 1 Inuit and 1 non-Inuit to Rankin Inlet. Employment at Agnico Eagle’s projects provides Inuit workers with income and skills that may facilitate moving out of the territory. Other factors unrelated to the mines, such as the housing shortage in Nunavut, the lower cost of living and better educational and job opportunities in the provinces, may also contribute to out-migration.

### **Voluntary Inuit Employee Survey Results**

7 participants (8%) indicated that they had moved in the last 12 months, of whom 2 moved from Baker Lake, 1 from Arviat, 1 from Chesterfield Inlet, 1 from Naujaat, 1 from Iqaluit, and another from Newfoundland. Of the 43% who indicated that they wanted to move in the next 12 months, 2 wanted to move to Whale Cove, 1 to Arviat, 1 to Baker Lake, 1 to Coral Harbour, 1 to Naujaat, 1 to Rankin Inlet, and 5 wanted to move elsewhere in Nunavut. 28% of Nunavut-based respondents wanted to move to a southern community in the next year. 65% of those who wish to move cited improved services or housing as one of the reasons, along with proximity to friends/family/work and other factors. (Agnico Eagle Inuit Survey, 2019)

A significant and surprising result from the survey, considering the low numbers of Inuit who actually move out of Nunavut, is that over one quarter of Nunavut-based Inuit respondents would like to move to a southern community in the next year. There are likely several barriers to making that move, including family and finances. Understanding this desire, and what is keeping more Inuit from moving would be valuable, as it could result in significant impacts on communities if large numbers of employed Inuit leave Nunavut, including on social and community fabric and local economics.

## 6.2 Population estimates in Kivalliq communities

### Predictions

#### MEADOWBANK

“It is not likely that migration to any other community than Baker Lake would be significant,” but does not provide any specific predictions on changes to populations in Kivalliq communities. (Cumberland Resources, 2006, p. 126)

#### WHALE TAIL

“No Project employment-driven migration or population change is anticipated.” (Golder Associates, 2016, 3-C-38)

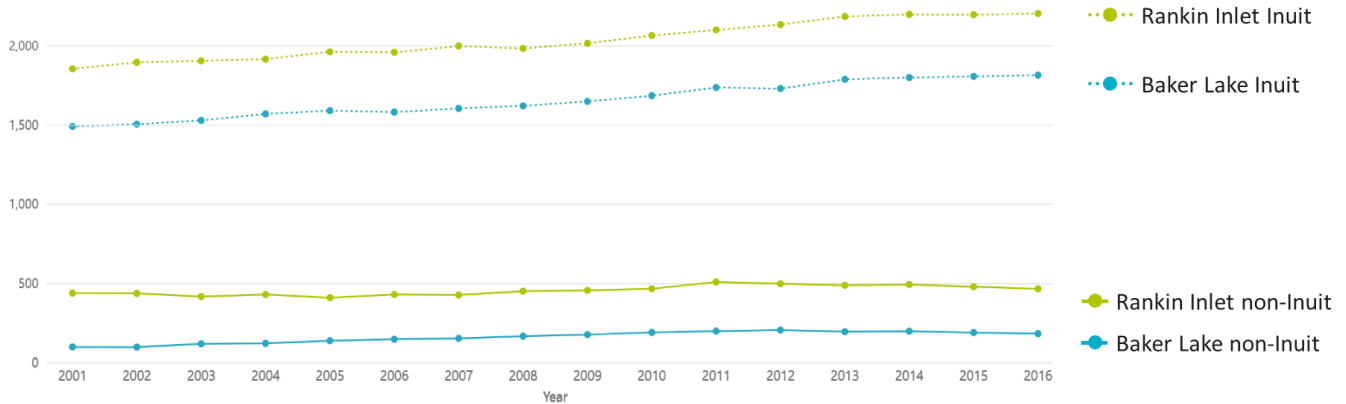
#### MELIADINE

“A large majority of in-migration is expected to occur in Rankin Inlet where the supply of public services could accommodate for increased demand.” (Cumberland Resources Ltd., 2014, p. 1-125)

### Data & Trends

Chart 30 shows the population estimates of Rankin Inlet and Baker Lake, Inuit and non-Inuit from 2001 to 2016 (population by Inuit status is only available up to 2016).

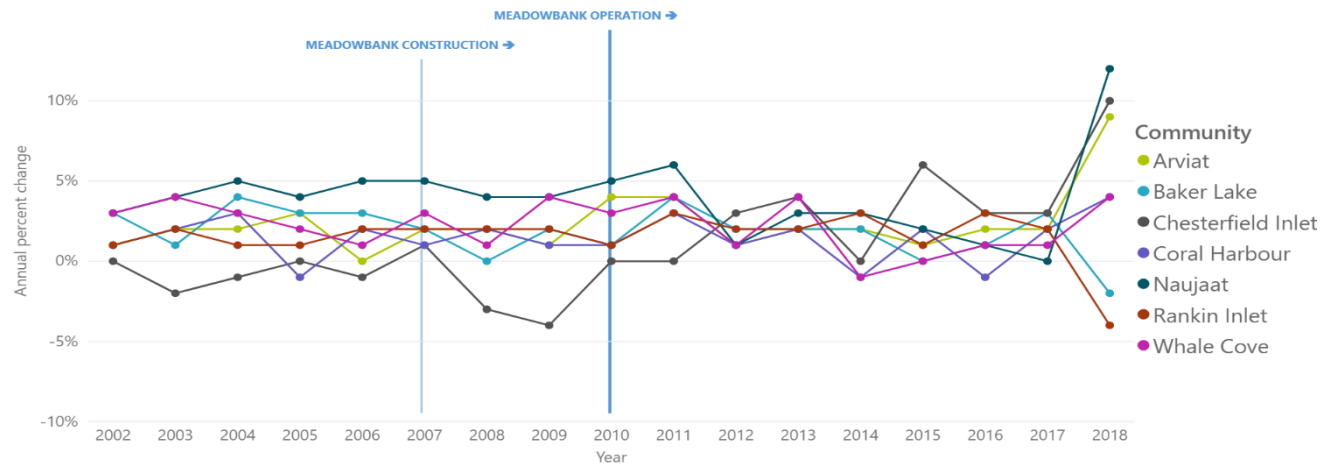
Chart 30. Population estimates of Rankin Inlet and Baker Lake, Inuit and non-Inuit.



(Statistics Canada, 2016d)

Chart 31 shows the annual (year-over-year) percent change in the population estimates for Kivalliq communities.

Chart 31. Annual percent change in population estimates of Kivalliq communities



(Statistics Canada, 2018c; Statistics Canada, 2019b)

## Interpretation

Population change results from the interaction of three variables: births, deaths, and migration. Migration can be for economic or other reasons. The ratio of Inuit to non-Inuit in Rankin Inlet and Baker Lake has remained relatively stable over the past number of years, though the data points to a slight increase in the proportion of Inuit in these two communities in the years leading up to 2016 (the latest year for which data is available).

The annual percent change in population data shows a historically large change in 2018 for most communities. The percent change in population of Naujaat, Chesterfield Inlet and Arviat all increased to 9% or higher (historically no greater than 6%), while the populations of Rankin Inlet and Baker Lake decreased to -2% and -4% (historically never below 0%). The cause of these outliers is unclear. Prior to 2018, the largest communities in the Kivalliq have experienced relatively consistent growth since 2002.

At this time, Agnico Eagle's employee migration data indicates a possible minimal impact on outmigration from the Kivalliq. However, without information on how many of these employees originally resided in Kivalliq communities, it is not possible to attribute a change in location of residence to mining employment. Based on available and current data, there is no indication of mining-induced in-migration. However, it is possible that increases in out-of-territory individuals on a temporary basis – for example, contractors or southern-based mining employees in communities for special projects or on shift – may lead to an increased presence of others in communities. These individuals would not be counted in the migration numbers.

# VSEC 7: Individual and Community Wellness

## IMPACT / GOAL STATEMENT

Contribute and collaborate to enhance individual and community wellness

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “Potential impacts on individual and community wellness are complex, far reaching, and given human nature, difficult to predict with certainty. Individual and community wellness is intimately associated with potential impacts on traditional ways of life as discussed above. In addition, however, individual decisions on the use of increased income, household management in relation to rotational employment, migration, public health and safety, disturbance particularly during the construction phase, and Cumberland’s support for community initiatives are being negotiated in the IIBA are [sic] the other drivers that have the potential to effect [sic] individual and community wellness.” (Cumberland Resources Ltd., 2006, p. 123)

**Whale Tail:** “Project incomes may adversely affect family and community cohesion through social ills (e.g., substance abuse, sexual misconduct, family violence, crime);” Incomes may also “exacerbate income inequality, social disparity, and, potentially, related conflict in families and crime in communities.” (Golder Associates, 2016, 3-C-38). “Project rotational employment may adversely affect family and community cohesion related to extended time away from family and community.” (Golder Associates, 2016, 3-C-38)

**Meliadine:** The “Project may contribute to weakening of traditional culture.” (Golder Associates, 2014, p. 1-C-46) “The Project may result in a reduction of cohesion due to higher levels of inequality in the family or community.” (Golder Associates, 2014, 1-C-50)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>7.1 Agnico Eagle Programs</b>						
Agnico Eagle wellness programs offerings & utilization by project employees	N/A	N/A	N/A	N/A	N/A	Agnico Eagle continues to offer a variety of wellness programs to both employees and community members. Where data can be and are collected, all programs have seen some usage by their intended audience.
Agnico Eagle wellness programs offerings & utilization by community members	N/A	N/A	N/A	N/A	N/A	
<b>7.2 Perceptions of health &amp; wellness</b>						
Self-reported effect of project on health & wellness	N/A	N/A	/	N/A	/	<p>At least 80% of Inuit employee survey respondents believe Agnico Eagle has created a positive work environment driven by respect, indicate they are happy at work, and say they have shared positive work values with youth at home or in the community.</p> <p>There do not appear to be significant systemic impacts on relationships related to working at Agnico Eagle (based on survey responses), as nearly half reported no change, and an equal and smaller number reported either a positive or negative impact.</p> <p>Inuit employee survey respondents worry the most about family and financial situations, and some struggle with loneliness; work-related difficulties impact fewer than 25%.</p> <p>Nearly 60% of Inuit survey respondents reported that they did not save any money over the last year, and two thirds of survey respondents reported that they did not seek or receive financial advice in the past year.</p>
<b>7.3 Criminal violations</b>						
Criminal violations per hundred people by Kivalliq community	/	/	/	/	/	Total criminal violation rates in Baker Lake and Rankin Inlet reached historic high levels in 2011 and 2012, following the opening of Meadowbank. Recent data (2017) indicates a continuing downward trend (since 2012) in criminal violations in Baker Lake, along with those in Arviat. However, Rankin Inlet
Criminal violations per hundred people by type (Baker Lake, Rankin Inlet, Chesterfield Inlet)						

<i>Baker Lake</i>	→	↓	N/A	→	N/A	has seen sharp rises in criminal violations from 2015 to 2017, the latest year for which data is available.
<i>Rankin Inlet</i>	→	↓	N/A	→	N/A	
<i>Chesterfield Inlet</i>	↑	→	N/A	↑	N/A	
<b>7.4 Health centre visits</b>						
Health centre/clinic visits by Kivalliq community by reason for visit	↓	↑	N/A	↑	N/A	Changes in the number of individual visits to health centres by reason for the visit can provide some indication of individual and community wellness. From 2009 to 2016, the number of health centre visits increased for a number of different types of services, including for: mental health and behavioural disorders (240% increase), signs of symptoms of illness (cause unknown; 76% increase), musculoskeletal system diseases (60% increase), and injuries and poisonings (39% increase). A number of factors may be contributing to these changes, including but not limited to: increased needs for medical care due to changes in community health, increased capacity of health centres (size, services), greater awareness of available health services, and willingness to seek help.
<b>7.5 Housing</b>						
Persons on waitlist for public housing by community	/	/	/	/	/	While there is potential for mining projects to impact housing supply and demand, (e.g. through changes in income, increased in and out migration, private investment) there is not enough data to draw conclusions on impacts to housing in the territory.
<b>7.6 Food security</b>						
Food security by region or community	N/A	N/A	N/A	N/A	N/A	While there is no available year-over-year data on food security in Kivalliq communities, Agnico Eagle projects offer potential pathways that may positively impact food security in the Kivalliq. This includes providing employees with healthy food choices while on site; increasing household incomes, allowing for greater food purchasing; and enhancing availability and accessibility of country food. However, 59% of Inuit survey respondents reported that they were worried their food would run out before they got more money all, most or some of the time, and only 22% never worried about running out of food.
<b>7.7 Suicide</b>						
Suicides per 10,000 people by region	/	/	/	/	/	There is a persistent and territory-wide suicide crisis in Nunavut. The factors contributing to suicide are numerous and complex, so it is difficult to assess impacts of Agnico Eagle's projects on suicide rates. Community suicide rates (e.g. for Baker Lake) are highly variable from year to year. Trends are more apparent in long-term and/or regional data.

### Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	↓ Decreasing <b>N/A</b> Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

## Existing Management and Mitigation

A number of programs are in place to encourage individual and community wellness in the Kivalliq region, such as site tours for Kivalliq residents, community liaisons, and counselling programs. A complete list of programs is provided at the end of this report.

## 7.1 Agnico Eagle Programs

### Predictions

#### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding community wellness programs and usage at Meadowbank.

#### WHALE TAIL

“The Project will continue existing individual and family wellness programming (e.g., Employee Family Assistance Program).” (Golder Associates, 2016, p. 3-C-38)

#### MELIADINE

There are no predictions in the Meliadine FEIS regarding community wellness programs and usage at Meliadine.

### Data & Trends

Agnico Eagle provides a variety of wellness programs for both community members and employees. Descriptions of these programs are detailed in the existing management and mitigation section at the end of the report.

- Mental Health First Aid Training sessions at both sites which was given by an external trainer, and staff and key health community stakeholders (nurses, RCMP, KIA)
- Site clinics preventative health outreach, including offering sexual health and mental health information and resources
- Employee and Family Assistance programs (used 38 times in 2019 across the two projects), including financial literacy training
- Work Readiness, which includes financial literacy training
- Overnight site visits for spouses of employees over Christmas and New Year’s at Meadowbank
- Elder visits, including for special events.

### Interpretation

Agnico Eagle continues to offer a variety of wellness programs to both employees and community members. Where data can be and are collected, all programs have seen some usage by their intended audience.

There is limited uptake of the employee and family assistance program, which (assuming each user only accessed it once) provided support for only 9% of Inuit employees. There may be a lack of awareness among Inuit employees about these programs (e.g. financial planning programs, counseling programs).

## 7.2 Perceptions of health & wellness

### Predictions

#### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding the perceptions of health and wellness in the Kivalliq region.

#### WHALE TAIL

There are no predictions in the Whale Tail FEIS regarding the perceptions of health and wellness in the Kivalliq region.

#### MELIADINE

"Perceptions of Project effects may lead to mental stress and changes in behaviour (i.e., diet)." (Golder Associates, 2014, p. 1-C-48)

### Data & Trends

As part of the revised SEMP, Agnico Eagle developed an Inuit employee survey to gather data and insights on the perceptions of the projects’ impacts on culture and traditional lifestyle, along with other topics.

A majority of respondents (58%) believe that Agnico Eagle has a neutral impact on their community. 41% believe the impact is positive, with only 1 respondent responding negatively. Respondents from Baker Lake and Arviat

were more likely to respond positively.

Relating to workplace culture and values, 84% of respondents strongly (60%) or somewhat (24%) agree that respect and consideration of others and positive working relationships are encouraged in the workplace. Women are 15% more likely to strongly agree than men. Similarly, 83% of respondents strongly or somewhat agree that there are shared goals and a shared vision in the workplace. Over 80% of Inuit employees report that they have discussed important work values (working hard, being on time, being safe) with children and youth in their homes and communities. Female employees are slightly (<4%) more likely to share these messages.

Relating to mental health and wellness, of the 93 respondents, 80% of respondents feel happy at the mine all or most of the time in the last year. Only 2% were not happy much of the time. 77% reported that they spend time at the mine with someone they like some, most or all of the time. While 66% had someone to talk to if they felt worried or needed support at the mine some, most or all of the time, women were 13% more likely to have that support than men.

Worrying about their family situation – for men and women – is one of the most difficult things at work for 54% of Inuit employees, with loneliness and worries about their financial situation also noted as significant difficulties. While 67% of respondents reported that they worry about losing their job some, most or all of the time, less than 25% reported a work-related issue as the most difficult (camp life, type of work, or relationships with supervisors and colleagues). Only one respondent mentioned the use of French in the workplace as a difficult issue.

Relating to personal relationships, out of 93 respondents, nearly half (47%) reported that their personal relationships are about the same since starting to work at the mine. Nearly an equal number report that their relationships are better (19%) and worse (17%). Women are twice as likely to report a positive impact on relationships (26% for women to 13% for men), and men are more likely to report a negative impact (19% to 13%) than women. Within communities, employees from Arviat are slightly more likely to report improved relationships (29%) than those from Baker Lake or Rankin Inlet (19% for both).

Relating to financial health, many survey respondents are struggling with paying bills and debt: 20% report that they cannot pay most of their bills on time and are falling behind on debt, with 44% occasionally falling behind. 59% of Inuit employees did not save any money in the past year. 66% of Inuit employees did not seek financial advice in the past year. While 24% of employees were not interested in financial advice, 67% of Inuit employees were held back for various personal and other reasons that can likely be addressed, including: “I didn’t know where to start”, “I didn’t feel comfortable talking about money”, and “there is no financial advice in my workplace or community”. Nearly half of women (48%) did not know where to start with financial planning. Men were 10% more likely to not be interested in financial advice (29% to 19% for women). In the different communities, no Rankin Inlet employees reported a lack of access to financial advice, whereas ~25% of Arviat and Baker Lake employees said there was no financial advice in their community or workplace.

## Interpretation

There are some very positive results in the Inuit employee survey relating to work and Agnico Eagle’s workplace culture. Limited negative impacts are reported. Despite some strong positives, some neutral impacts and some negatives of working at Agnico Eagle, employees still have significant worries and difficulties that are more closely related to non-work matters. At least 80% of survey respondents believe Agnico Eagle has created a positive work environment driven by respect, are happy at work, and have shared positive work values with youth at home or in the community. These results should be shared and celebrated.

Although there is no data to compare whether conversations on work values (working hard, being on time, being safe) were happening before the mines opened or whether the same messages are being delivered by non-mining employees, it is encouraging that these values are being so widely shared by Inuit employees. It is possible that there could be a generational impact on work values in the community.

According to the survey, there do not appear to be significant systemic impacts on relationships related to working at Agnico Eagle, as nearly half reported no change and an equal and smaller number reported either a positive or negative impact. Women were slightly more likely to see positive changes in relationships, and men more likely to see negative changes.

In terms of difficulties at work, issues related to work (e.g. conflict with colleagues or supervisors) were cited as significant by less than 25% of Inuit respondents. Inuit employees worry the most about family and financial situations, and some struggle with loneliness. These results differ from typical sources of mental stress: a recent study estimates that the primary cause of mental illness across Canada is workplace stress<sup>11</sup>. In terms of addressing stress, two-thirds of Inuit survey respondents have someone they can rely on for personal support at work, with women more likely to have support than men. The difference between this high figure and the limited use of the employee assistance program (estimated at 9%) should be considered: there may be cultural factors related to the need for in-person or personal relationships when addressing personal issues). In general, employee assistance programs tend to be underused, as the study referenced above indicated that even for employees with a mental health problem, less than 20% used employee assistance programs whereas 82% sought professional treatment. In 2019, Meadowbank has brought a psychologist to site twice a month, and Meliadine is expected follow suit this later this year. It may be worth exploring whether expanding a program like Elder Visits or access to in-person professional treatment is more appropriate and effective than remotely provided personal support to address employees' stress.

Two thirds of Inuit survey respondents did not seek financial advice in the past year, nearly 60% did not save any money, and over half did not know where to start or were not aware of financial planning in their community or workplace. This underscores the importance of providing further access to financial literacy programs and supports.

## 7.3 Criminal violations

### Predictions

#### MEADOWBANK

There are no specific predictions in the Meadowbank FEIS regarding criminality in the Kivalliq region.

#### WHALE TAIL

"Project incomes may exacerbate ...crime in communities." (Golder Associates, 2016, p. 3-C-38)

#### MELIADINE

"The Project may result in increased social inequality leading to higher crime rates." (Golder Associates, 2014, p. 1-C-49)

### Data & Trends

Chart 32 shows the criminal violations rate (number of violations per 100 people<sup>12</sup>) for each community in the Kivalliq region from 1999 to 2017, the latest year for which data is available.

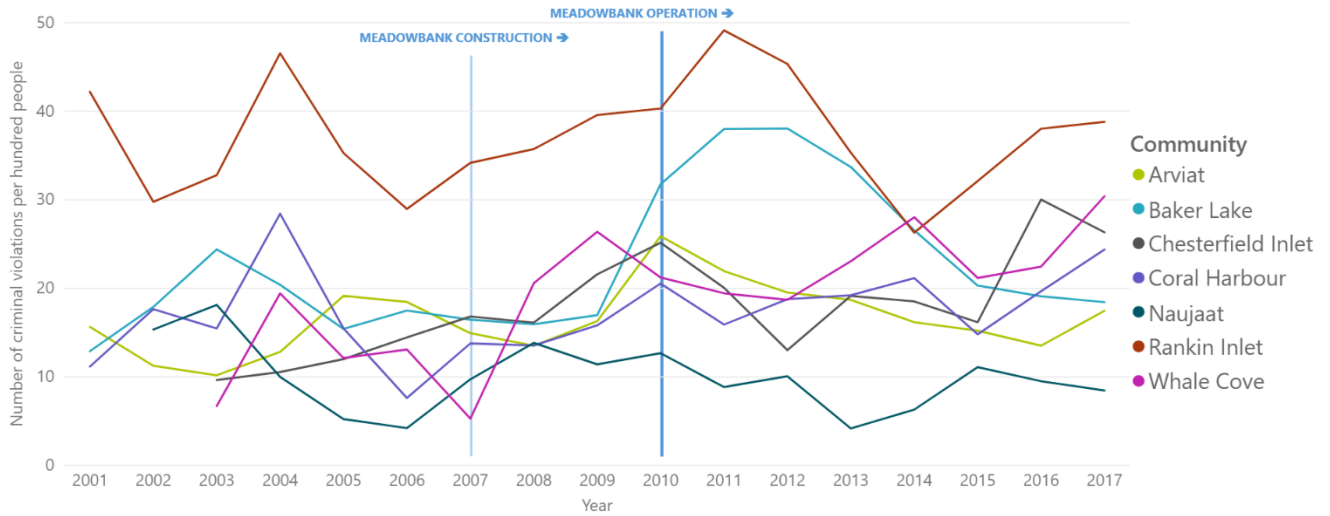
---

<sup>11</sup> Mental Health Commission of Canada & Morneau Shepell, "Understanding mental health, mental illness, and their impacts in the workplace".

<sup>12</sup> Note that StatsCan provides criminal violation data per 100,000 people. The report authors use a per 100 people measurement that is more intuitive in a Nunavut context



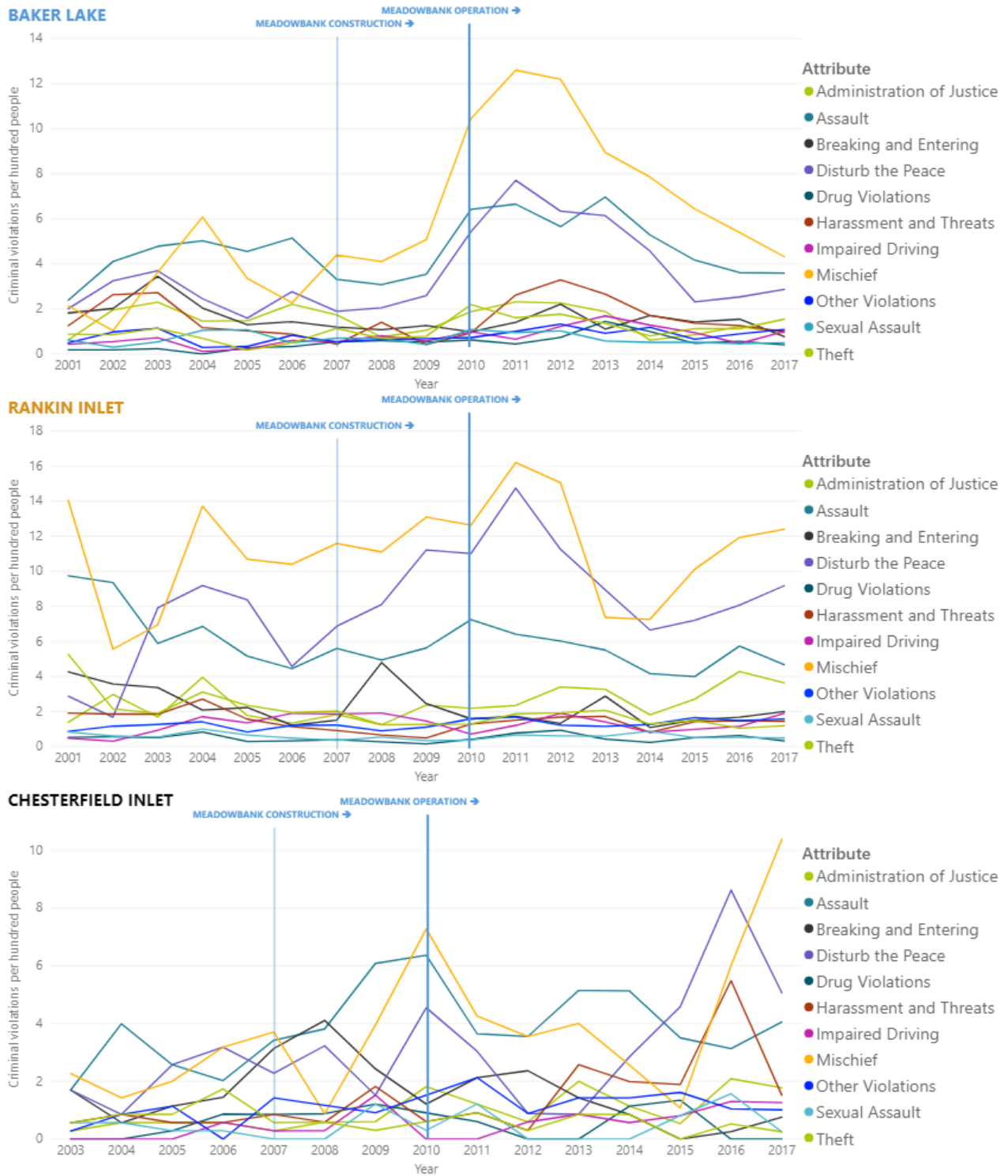
Chart 32. Criminal violations per hundred people by Kivalliq community



(Statistics Canada, 2018)

Chart 33 shows the criminal violations rate by type for Baker Lake, Rankin Inlet and Chesterfield Inlet to 2017, the latest year for which data is available.

Chart 33. Criminal violations per hundred people by type (Baker Lake, Rankin Inlet, Chesterfield Inlet)



(Statistics Canada, 2018c)

## Interpretation

Baker Lake, Arviat, and Rankin Inlet all experienced significant increases in total criminal violation rates in the years directly following construction of Meadowbank. Since then, criminal violation rates in these communities have largely returned to pre-development levels.

This temporary bump in criminal violation rates is most prominent in Baker lake, which saw large increases in mischief, as well as more serious offences such as sexual assault, from 2007 to 2012, with rates declining rapidly through 2017. Rankin Inlet similarly saw a rise in mischief, disturbing the peace and assaults up until 2012, which was followed by a decline in most types of crime in 2013 and 2014 and a return to pre-development levels in 2017. From 2015 to 2016, Chesterfield Inlet experienced sharp increases in the rates of mischief, harassment and threats, and disturbing the peace, with the last two violation types reaching all-time highs for the available data. Most violation types decreased or stayed the same in 2017, except for an increase in mischief, breaking and entering, and assault.

There are a number of factors that may explain the potential impact of Agnico projects on criminal violation rates. Additional expendable income can lead to alcohol and drug abuse and intensify existing social problems such as violence; a high percentage of police call-outs are believed to be related to alcohol (Buell, 2006). This is further supported by a recent study, which found that the proximity of mines had a larger impact on an individual's average alcohol consumption per week than proximity to casinos or bars (Godfrey, 2017). Specifically, the study found that non-base metal mines increase alcohol consumption in communities within 40km of a mine by approximately 1.7 drinks per week. However, the study, did not find this effect persists in mines greater than 40km from a community, limiting the applicability of the results to Meliadine and Rankin Inlet.

## 7.4 Health centre visits by reason for visit

### Predictions

#### MEADOWBANK

"The potential public health and safety impacts of the project, of unknown magnitude, are negative, and, because there is such high impact at the individual level in the event that a risk is realized, the effects must be considered long term and of high significance." (Cumberland Resources Ltd., 2006, p. 126)

#### WHALE TAIL

"Project-induced migration can increase demand for social and healthcare services...[but] no Project employment-driven migration or population change is anticipated." (Golder Associates, 2016, pp. 3-C-39)

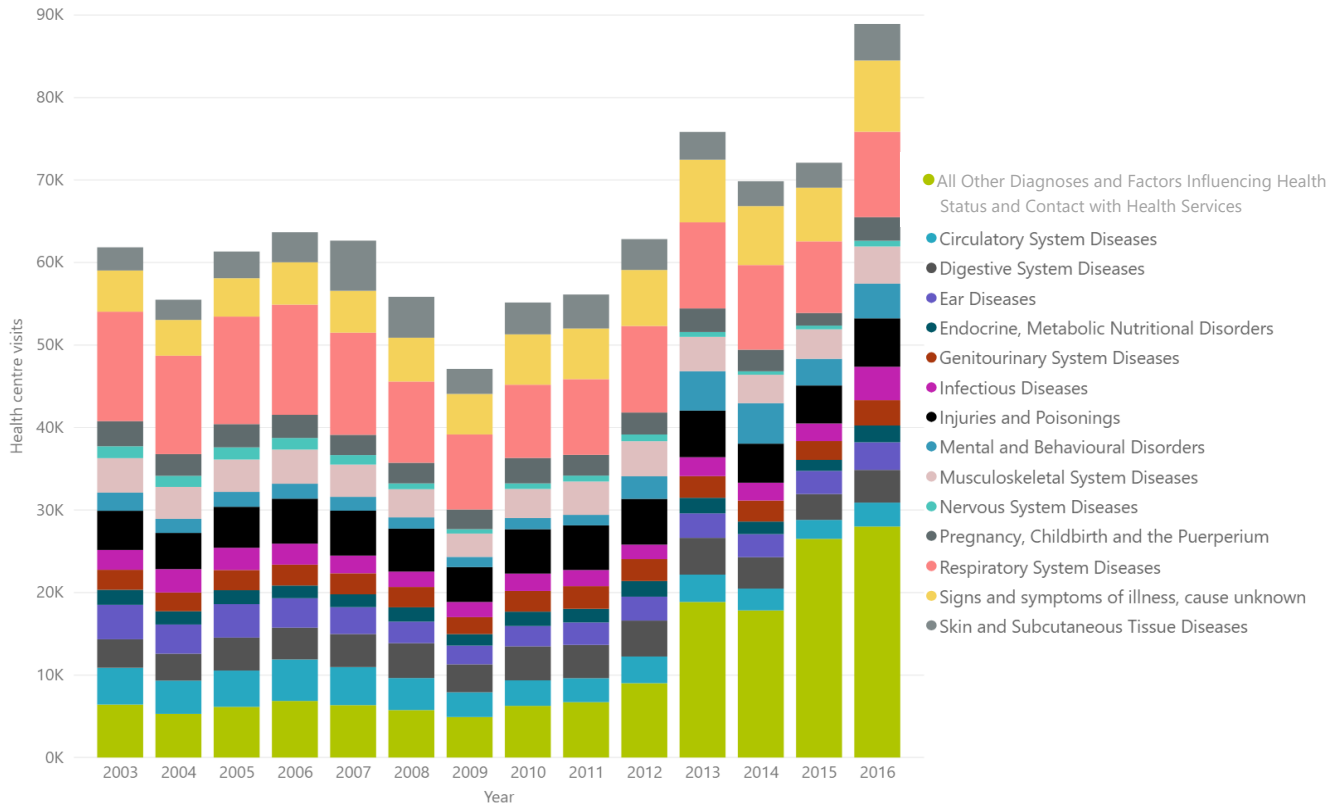
#### MELIADINE

There are no specific predictions on the use of GN Health services from a wellness perspective in the Meliadine FEIS, although other relevant predictions are provided in VSECs 8 and 9.

### Data & Trends

Chart 34 below provides an overview of health center visits by reason for visit to 2016, the latest year for which data is available.

Chart 34. Kivalliq community health center visits by reason for visit



(GN Department of Health, 2018)

## Interpretations

Changes in the number of individual visits to health centres by reason for the visit can provide some indication of individual and community wellness. From 2009 to 2016, visits for mental health and behavioural disorders more than tripled, signs of symptoms of illness (cause unknown) increased by 76%, musculoskeletal system diseases increased by 60%, and injuries and poisonings increased by 39%. A number of factors may be contributing to these changes, including but not limited to: increased needs for medical care due to changes in community health, increased capacity of health centre (size, services), greater awareness of the health services, and willingness to seek help. Without additional information, it is difficult to attribute changes in health centre use to Agnico Eagle’s Kivalliq Projects.

## 7.5 Housing

### Predictions

#### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding housing in the Kivalliq region.

#### WHALE TAIL

“Project-induced migration can increase demand for housing and associated crowding...[but] no Project employment-driven migration or population change is anticipated.” (Golder Associates, 2016, pp. 3-C-39)

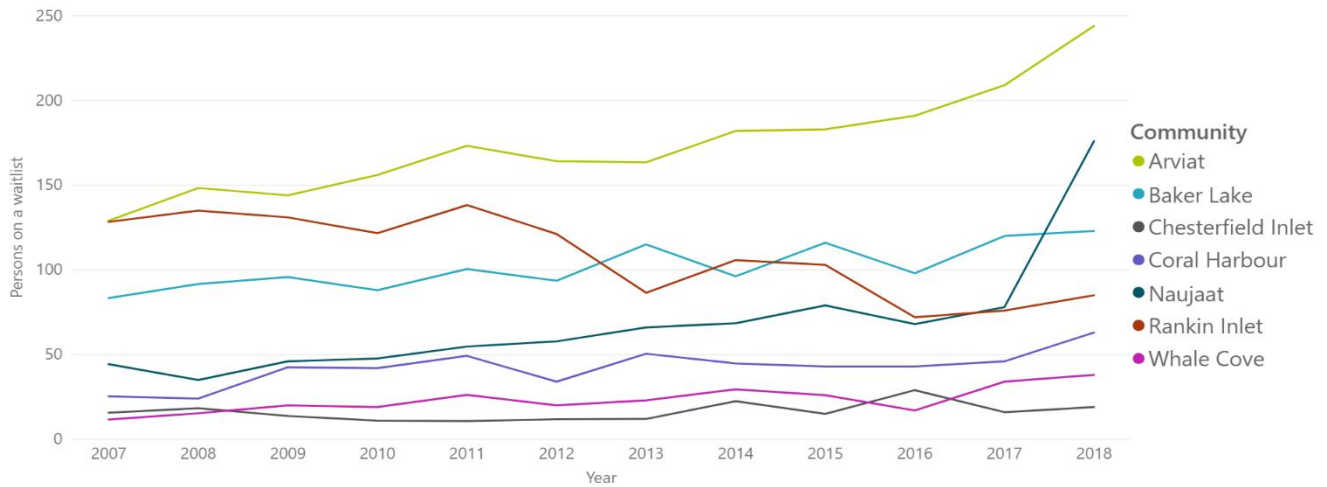
#### MELIADINE

“Project may induce in-migration to Rankin Inlet leading to overcrowding of housing and detrimental public health effects.” (Golder Associates, 2014, p. 1-C-48)

## Data & Trends

Chart 35 shows the number of people in the Kivalliq region who were on a waiting list for public housing, broken down by community.

Chart 35. Persons on waitlist for public housing by community



(Nunavut Housing Corporation, 2018)

The Inuit and Nunavummiut employee survey asked several questions regarding housing. Of the respondents, 53 (66%) lived in public housing, 12 lived in a house owned by a friend/family, 7 (8%) owned their houses, 7 rented from a private company, and 1 was not sure. 14 of the respondents indicated that they had changed their type of housing in the last 12 months.

At the time of this report, data on overcrowding rates in Kivalliq communities was not available.

## Interpretation

In 2019, 55% of Nunavut's 38,873 people lived in public housing<sup>13</sup>, which is generally in line with the 66% of Inuit survey respondents who reported living in public housing (note that the survey was not a representative sample). The 2016 census showed that 56% of Nunavut residents lived in overcrowded homes and 34% lived in homes requiring major repairs.<sup>14</sup> Data is unavailable on the number and percentage of Kivalliq community residents living in public housing.

Housing in Nunavut is largely government owned and controlled, and this is reflected in the high number of Agnico Eagle employees who live in public housing. The dynamics of housing supply and demand in response to changes in individual income are different than those one might expect in other housing markets in Canada.

The number of persons on a waitlist for housing has been increasing gradually in Baker Lake and more significantly in Arviat since 2010. In 2018, Naujaat saw a significant increase in the housing waitlist, with 94 individuals added to the list (126% change from 2017). While the waitlist for Rankin Inlet decreased from 2011 to 2016, it increased in 2017, with 13 individuals added. Based on housing needs as a percentage of housing stock, the Kivalliq communities with the highest needs are Arviat, Rankin Inlet and Whale Cove with critical needs, Coral

<sup>13</sup> Nunavut Housing Corporation Annual Report 2018-2019; January 8, 2020 StatsUpdate, Nunavut Bureau of Statistics

<sup>14</sup> Inuit Nunangat Housing Strategy, April 2019

Harbour with serious needs, and Baker Lake and Chesterfield Inlet with less severe needs. One positive housing indicator in the Kivalliq region is the number of months of outstanding rent on public housing. At 14 months, it is less than half of the 31 months of Qikiqtaaluk and 29 months of Kitikmeot. It is possible that the increased income from mining in the Kivalliq has enabled Inuit employees in public housing to pay rent more regularly compared to other regions.<sup>15</sup>

While there is potential for mining projects to impact housing supply and demand, due to the low levels of in-migration into Nunavut as a result of the two projects it is not likely there have been significant impacts on housing.

## 7.6 Food security

### Predictions

#### MEADOWBANK

There are no predictions in the Meadowbank FEIS specifically related to impacts on the consumption of country foods.

#### WHALE TAIL

“Project incomes may enhance individual and community wellness by providing access to... nutritious food.” (Golder Associates, 2016, p. 3-C-38)

#### MELIADINE

- “The Project will have a negative effect on food security in that perceptions of the Project may lead to mental stress and changes in behaviors (i.e., diet).” (Golder Associates, 2014, p. 113)
- “Project employment may increase time and resources available for harvesting nutritious country foods.” (Golder Associates, 2014, p. 1-C-46)

### Data & Trends

Research has shown that food insecurity is closely linked to poor nutrition, which can lead to negative mental and physical health issues. Since it has been monitored in Canada, Nunavut has consistently had the highest rates of food insecurity. The latest data in Nunavut indicated that 46.8% of households were food insecure in 2014, nearly four times the national average (St-Germain, Galloway, & Tarasuk, 2019). However, there is currently no source of annual government data on food security in the Kivalliq region and for individual Kivalliq communities.

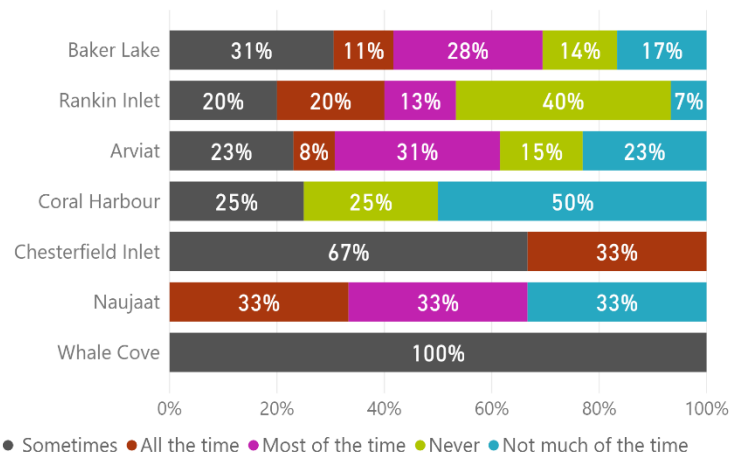
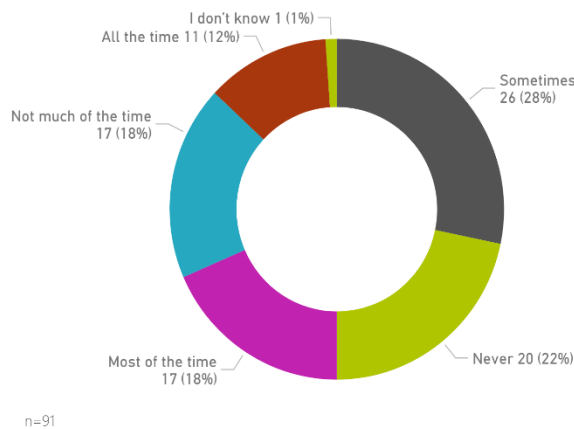
Chart 36 below presents the Inuit and Nunavummiut Survey results pertaining to food security. 59% reported that they were worried their food would run out before they got more money all, most or some of the time, and only 22% never worried about running out of food.

---

<sup>15</sup> Nunavut Housing Corporation Annual Report, 2018-2019

Chart 36. Survey results pertaining to food security

In the last 12 months, how often were you and other household members worried that food would run out before you got money to buy more?



(Agnico Eagle Inuit Survey, 2019)

## Interpretation

The Nunavut Food Security Coalition outlines the four components of food security as “*availability* (enough wildlife on the land or groceries in the store), *accessibility* (adequate money for hunting equipment or store-bought food, and the ability to obtain it), *quality* (healthy food that is culturally valued), and *use* (knowledge about how to obtain, store, prepare, and consume food).” (Nunavut Food Security Coalition, 2014). There is no available year-over-year data on food security in Kivalliq communities. However, Agnico Eagle projects do offer potential pathways that may impact food security in the Kivalliq. This includes providing employees with healthy food choices while on site; increasing household incomes, allowing for greater food purchasing; and enhancing availability and accessibility of country food, as discussed in section 5.2 and 5.3. Agnico Eagle also operates a bazaar at each camp, which provides snacks and other foods to employees.

If the Inuit employee survey continues, it could provide a good representation of the level of food insecurity of Agnico Eagle employees in future years.

## 7.7 Suicide

### Predictions

#### MEADOWBANK

There are no specific predictions in the Meadowbank FEIS regarding suicide in the Kivalliq region.

#### WHALE TAIL

There are no specific predictions in the Whale Tail FEIS regarding suicide in the Kivalliq region.

#### MELIADINE

There are no specific predictions in the Meliadine FEIS regarding suicide in the Kivalliq region.

### Data & Trends

Chart 37 shows the suicide rate per 10,000 people by region from 2000 to 2018, the latest year for which data is available.

Chart 37. Suicides per 10,000 people by region



(Department of Justice, 2019)

## Interpretation

Suicide rates in Nunavut remain at crisis levels, ranging from 5 to 25 times the rate of suicide in Canada (NTI, 2016). As shown in Chart 37, the 2018 suicide rates in the Qikiqtani and Kitikmeot regions are similar to 2000 rates. In 2018, the Kivalliq region had the lowest suicide rate since 2004. Underlying risk factors are numerous and long-standing; they range from the effects of historical trauma and its symptoms to the high rates of child sexual abuse, alcohol and drug use, poverty, high school dropout rates, and the cultural losses brought about by residential schools and forced relocations.

Due to the persistent and territory-wide nature of this crisis, it is difficult to assess the impacts of Agnico’s projects on suicide rates in Kivalliq communities (Eggerston, 2015). Furthermore, given the small populations of Kivalliq communities and the highly variable numbers of suicides observed in each community, short-term trends are difficult to discern. The number of suicides in the Kivalliq region each year from 2010 to 2018 were: 9, 5, 8, 12, 7, 9, 8, 8 and 4. While Kivalliq saw a decrease in the suicide rate in 2018, the numbers alone have not pointed to a particular trend since Meadowbank began production.

In July of 2016, NTI released the National Inuit Suicide Prevention Strategy, which sets out a series of actions and interventions to address the high number of deaths by suicide among Inuit. The Strategy promotes a shared understanding of the context and underlying risk factors for suicide in Inuit communities and guides policy at the regional and national levels on evidence-based approaches to suicide prevention (NTI, 2016). In 2018, Agnico Eagle held Mental Health First Aid Training sessions at both Meadowbank and Meliadine, which was given by an external trainer, and provided to staff, including Human Resources, and key health community stakeholders (nurses, RCMP, KIA).



# VSEC 8: Health and Safety

## IMPACT / GOAL STATEMENT

Strong health and safety culture. Zero workplace accidents.

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** The FEIS considers both the health and safety of workers and the public and recognizes that one may affect the other. “Health and safety of workers and the population at large is subject to legislation and perhaps more importantly to best practices. Health and safety training also has applications in personal life – workers often not only use new health and safety training on-the-job, but also at home in the course of daily tasks.” (Cumberland Resources Ltd., 2006, p. 126)

**Whale Tail:** “The Project may improve health and safety awareness amongst employees, their families, and their communities.” (Golder Associates, 2016, 3-C-38)

**Meliadine:** “Project health and safety training may improve health and safety at mine site and outside of the workplace.” (Golder Associates, 2014, p. 1-C-49)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>8.1 Health and safety training</b>						
Average (per FTE) mandatory training hours provided to Agnico Eagle Inuit employees	N/A	→	→	/	↑	Mandatory training hours remained the same at Meadowbank / Whale Tail in 2019 and have been steady since 2017. Meliadine Inuit mandatory training increased from 19 hours / FTE in 2018 to 30 in 2019, likely due to the onset of operations and related mandatory training.
<b>8.2 Health and safety on-site</b>						
Average (per-FTE) visits by project Agnico Eagle employees to clinic for work-related or other reasons	N/A	↑	↑	↓	→	Since they have been offered, approximately 75% of visits to Agnico Eagle clinics, at both Meadowbank / Whale Tail and Meliadine, have been for non-work-related conditions. This indicates that these clinics serve an important function in addressing the general non-work-related health/medical needs of workers. Clinic visits at Meadowbank / Whale Tail rose significantly in 2019, with work-related visits more than doubling. Additional visits were likely driven by the addition of a clinic at Whale Tail as well as Meadowbank, as well as significant activity at Whale Tail since February 2019.
Project combined lost-time and light duty accident frequency (per 200,000 person-hours)	N/A	/	↓	/	↓	The lost time and light duty accident frequency rate (incidents per 200,000 person-hours worked) at Meadowbank and Whale Tail remained relatively stable at 2.62 (up marginally from 2.55 in 2018) and declined by 47% to 1.64 at Meliadine. Note that 2019 still involved a significant amount of construction. Compared to mining industry benchmarks, the injury rate is higher than the ICMM member company average of 0.68 in 2018; however, individual ICMM member company injury rates ranged as high as 2.02 per 200,000 person-hours worked.

### Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	↓ Decreasing N/A Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

## Existing Management and Mitigation

A number of training programs are in place to support a strong health and safety culture and minimize health and safety incidents. A complete list of programs is provided the Existing Management and Mitigation section at the end of this report.

### 8.1 Health and safety training

#### Predictions

##### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding health and safety training at Meadowbank.

##### WHALE TAIL

“The Project may improve health and safety awareness amongst employees, their families, and their communities.” (Golder Associates, 2016, p. 3-C-38)

##### MELIADINE

“Project health and safety training may improve health and safety at mine site and outside of the workplace.” (Golder Associates, 2014, p. 1-C-49)

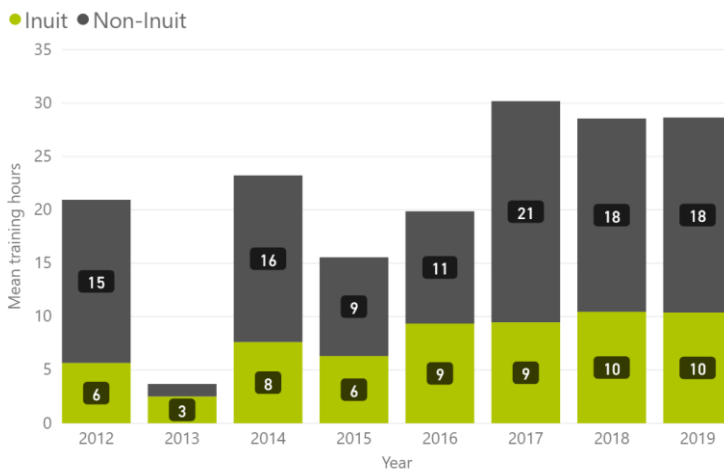
#### Data & Trends

Chart 38 shows average mandatory training hours provided to Inuit and non-Inuit employees. This is calculated by putting the total number of training hours over the number of FTE employees. Mandatory training includes:

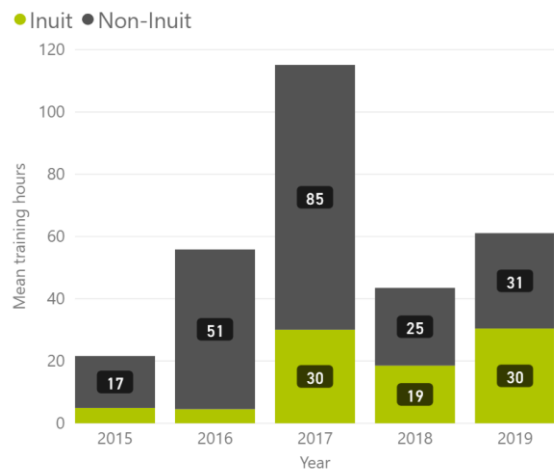
- **Health and Safety training** includes mandatory training related to compliance with the Nunavut Mine Act, as well as training that is mandated according to Agnico Eagle Health and Safety policies. Many of these training sessions are offered via e-learning prior to the employee’s arrival on site. Other health and safety training relevant to an individual’s job is also provided on site. Site Readiness participants also undertake H&S training but because they are not employed at the mine, that time is not captured in these hours.
- **General training** consists of training activities required at a departmental level and covers many employees working in different departments. General training includes training on light duty equipment as well as enterprise software systems and cross-cultural training.
- **Emergency Response Team (ERT) Training** consists of training for certain individuals to assist and help in any type of situation.

Chart 38. Average (per FTE) mandatory training hours provided to Agnico Eagle Inuit employees

##### MEADOWBANK AND WHALE TAIL



##### MELIADINE



(Agnico Eagle Mines, 2019)

## Interpretation

There are now 9 Inuit ERT members, up from 0 in 2018.

Mandatory training hours remained the same at Meadowbank / Whale Tail in 2019 and have been steady since 2017. There is a 3-year mandatory refresher for many H&S courses, including e-learning, required by Agnico Eagle. This may partially explain the increases at Meadowbank in 2014 and 2017 for non-Inuit employees, as the relatively higher turnover for Inuit employees would make this effect less pronounced.

Meliadine Inuit mandatory training increased from 19 hours / FTE in 2018 to 30 in 2019, likely due to the onset of operations and related mandatory training (e.g. often mining companies will implement a new employee induction training at the start of operations due to the changes in activities, health and safety risks, etc.).

Training hours is a leading indicator that does not directly inform an assessment of the impacts of Agnico Eagle's projects on the health and safety status of workers and their families outside the workplace. As discussed in section 4, training may offer additional benefits to employees in terms of life skills – especially young adults. Training data may inform the interpretation of data on health and safety outcomes (e.g. accident rate).

Encouraging data from the Inuit employee survey indicates that 80% of Inuit employees report that they have discussed important work values – including being safe – with children and youth in their homes and communities.

## 8.2 Health and safety on-site

### Predictions

#### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding health and safety on-site at Meadowbank.

#### WHALE TAIL

“The Project may result in accidental injury or emergencies.” (Golder Associates, 2016, 3-C-38)

#### MELIADINE

There are no predictions in the Meliadine FEIS regarding health and safety on-site at Meliadine.

### Data & Trends

The following charts provide an overview of the health and safety performance for Meadowbank and Meliadine.

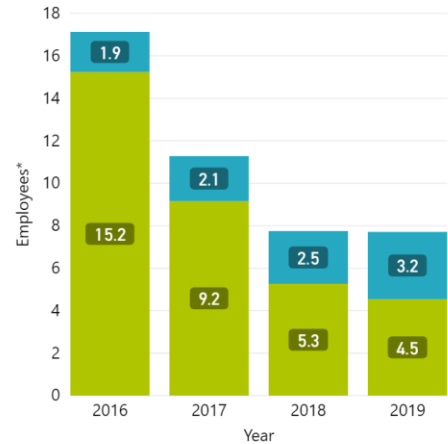
Chart 39 shows the visits per FTE to an Agnico Eagle clinic for work-related reasons (e.g. injuries) or other reasons (e.g. personal conditions ranging from minor ailments, such as colds, to severe conditions, such as myocardial infarction).

Chart 39. Average (per-FTE) visits by project Agnico Eagle employees to clinic for work-related or other reasons

**MEADOWBANK AND WHALE TAIL**



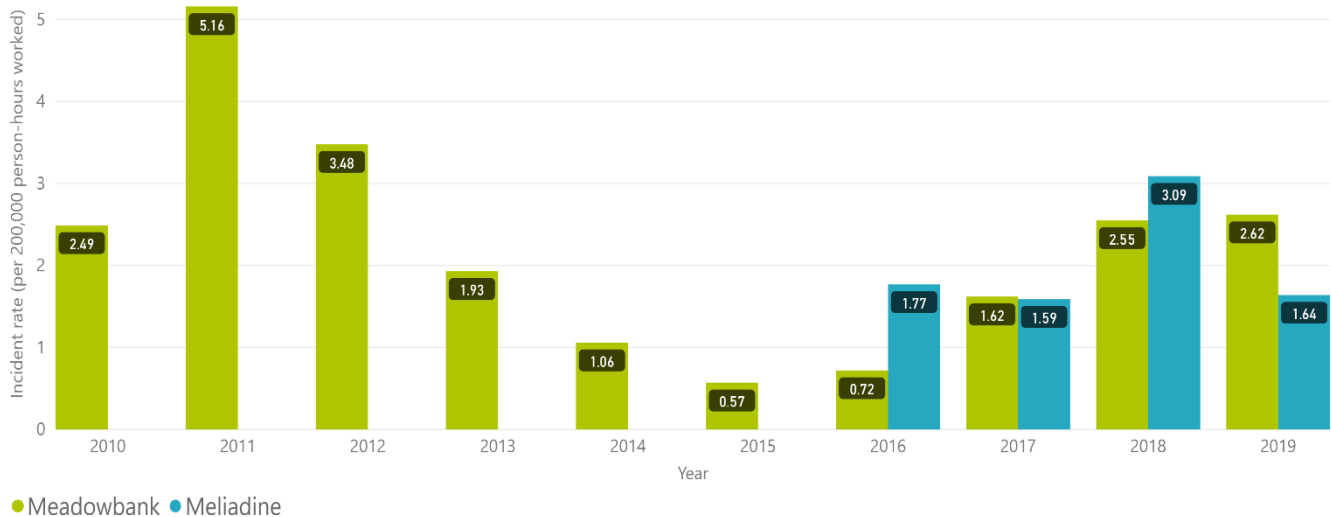
**MELIADINE**



(Agnico Eagle Mines, 2019)

Chart 40 shows the combined lost-time and light duty accident frequency on site, per 200,000 person-hours worked.

Chart 40. Project combined lost-time and light duty accident frequency (per 200,000 person-hours)



(Agnico Eagle Mines, 2019)

**Interpretation**

Since they have been offered, approximately 70% of visits to Agnico Eagle clinics, at both Meadowbank / Whale Tail and Meliadine, have been for non-work-related conditions. This indicates that these clinics serve an important function in addressing the general non-work-related health/medical needs of workers, and indeed that they may lessen the local health infrastructure burden.

Clinic visits at Meadowbank / Whale Tail had been relatively stable from 2011 to 2018 but rose significantly in 2019, with work-related visits more than doubling from 0.9 to 1.9 in 2019, and non-work-related visits also increasing, by 64%. Additional visits were likely driven by the addition of a clinic at Whale Tail as well as significant activity at Whale Tail since February 2019. Turnover at Meadowbank and Whale Tail was somewhat higher than previous years and might be a small factor.

The total number of clinic visits per FTE at Meliadine remained stable in 2019 although work-related visits rose by 28% with non-work-related visits declining accordingly.

The lost time and light duty accident frequency rate (incidents per 200,000 person-hours worked) at Meadowbank and Whale Tail remained relatively stable at 2.62 (up marginally from 2.55 in 2018) and declined by 47% to 1.64 at Meliadine. Some of these decreases could be contributed to the completion of construction, particularly at Meliadine and Whale Tail, although success should also be attributed to the health and safety teams, management and supervisors as it generally takes a comprehensive approach to lowering accident/injury rates. Compared to mining industry benchmarks, the injury rate is higher than the ICMM member company average of 0.68 in 2018; however, individual ICMM member company injury rates ranged as high as 2.02<sup>16</sup> per 200,000 person-hours worked.

---

<sup>16</sup> Based on: Benchmarking 2018 safety data: progress of ICMM members, <https://www.icmm.com/safety-data-2018#3>; ICMM Health and Safety Performance Indicators, Report, January 2014

# VSEC 9: Community Infrastructure and Services

## IMPACT / GOAL STATEMENT

- Community infrastructure (transportation, energy, water, services) is maintained
- Social assistance costs are reduced during and beyond the life of the mines

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “The impacts on social services and infrastructure, of low to medium magnitude, are considered largely positive in the medium term and of moderate significance. There is some potential for closure to have a negative impact on social service delivery.” (Cumberland Resources Ltd., 2006, p. 128)

**Whale Tail:** “Project-induced migration can increase demand on physical infrastructure...[but] no Project employment-driven migration or population change is anticipated.” (Golder Associates, 2016, p.3-C-39)

**Meliadine:** “The Project will increase demand on various public services, putting additional pressure on resources, and human resources in particular. This would have a negative effect on users. However, increased training of labour force could have a beneficial effect on capacities in the long-term.” (Golder Associates, 2014, p. 1-C-53)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>9.1 Use of GN health services</b>						
Kivalliq community health centre visits per capita	/	/	N/A	/	N/A	It is unclear whether and to what extent Agnico Eagle’s projects have impacted health centre usage in Kivalliq communities. In 2019, 86 employees were referred to community health care centres, down from 105 in 2018. Since 2010, approximately 75% of visits to Agnico Eagle clinics have been for non-work-related conditions. This indicates that these clinics may lessen the local health infrastructure burden.  Incidents requiring use of GN health services decreased at both Meadowbank / Whale Tail (down from 21 to 16) and Meliadine (down from 5 to 0) in 2019.
Employees referred to community health care centre (personal and work-related) (2019)	N/A	N/A	↓	N/A	↓	
Incidents requiring use of GN emergency health services	N/A	↓	↓	↓	↓	
<b>9.2 Use of public infrastructure</b>						
Estimates of use of public physical infrastructure directly related to Project (airports, port, meeting facilities, roads)	N/A	N/A	N/A	N/A	N/A	The use of public physical infrastructure by Meadowbank / Whale Tail and its employees consists primarily of the use of airports and has been relatively consistent since operation began in 2010. There are no indications of significant positive or negative impacts on this infrastructure. There is greater use of public infrastructure in Rankin Inlet from Meliadine than in Baker Lake from Meadowbank. This is largely due to the use of the Rankin Inlet airstrip, local roads (although a bypass road has been created) and the relatively central location of the community boat launch area for barge landings as compared to Baker lake. There are no indications of significant positive or negative impacts on this infrastructure. Both Meliadine and Meadowbank AWARs continue to see significant community usage.
All-weather access road (AWAR)	N/A	↓	/	↑	/	
<b>9.3 Social assistance</b>						
Per capita social assistance expenditures by community	↓	/	N/A	↓	N/A	Per capita social assistance expenditures declined in all Kivalliq communities in 2018 (the latest year for which data is available) following an increase across communities starting in 2012, though current levels are still above the historical average. The percentage of households receiving social assistance has been remaining steady or declining for most Kivalliq communities over the past 10 years. Despite declines from historical highs, social assistance data does not show a clear correlation between Agnico-related employment and social assistance requirements in Baker Lake or Arviat. Data suggests that both expenditures and percentage of households receiving social assistance have been declining in Rankin Inlet since Meadowbank began operation.
Percentage of households receiving social assistance by community	↓	↓	N/A	↓	N/A	

## Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend ↓ Decreasing / <b>N/A</b> Not applicable → Remaining stable
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	
<b>Last year (LY):</b> movement from 2018 to 2019	

## Existing Management and Mitigation

Local community infrastructure and services capacity was taken into account in the project design for Meadowbank / Whale Tail and Meliadine, leading to a number of operational decisions, including having an on-site clinic at all projects as well as the on-site airstrip at the Meadowbank site. Further, a number of Agnico Eagle’s economic programs are meant to improve community infrastructure and services in the long term. For example, programs which aim to increase local employment, contracting and business opportunities can reduce social assistance expenditures over time. These programs are outlined in the respective sections of this report (see VSEC 1 and 3).

### 9.1 Use of GN health services

#### Predictions

##### MEADOWBANK

“Increased employment and business opportunities will result in increased income, a measure of economic security, capacity building that will contribute to employability over the long term, and improved self-image of employees and their families. This could result in reducing dependence on government social services.” (Cumberland Resources Ltd., 2006, p. 128)

##### WHALE TAIL

“Project-induced migration can increase demand for... healthcare services...[but] no Project employment-driven migration or population change is anticipated.” (Golder Associates, 2016, p. 3-C-39)

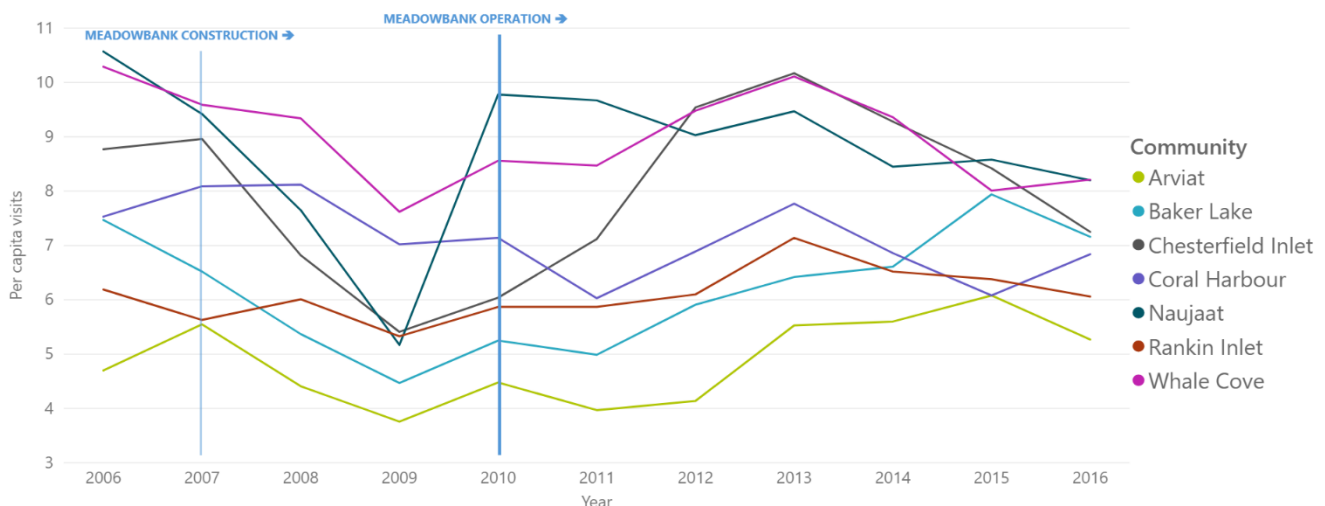
##### MELIADINE

“Project-induced in-migration may increase demand on health services.” (Golder Associates, 2014, p. 1-C-58)

#### Data & Trends

Chart 41 shows the number of per capita visits to community health centres in Kivalliq communities through 2016, the latest year for which data is available.

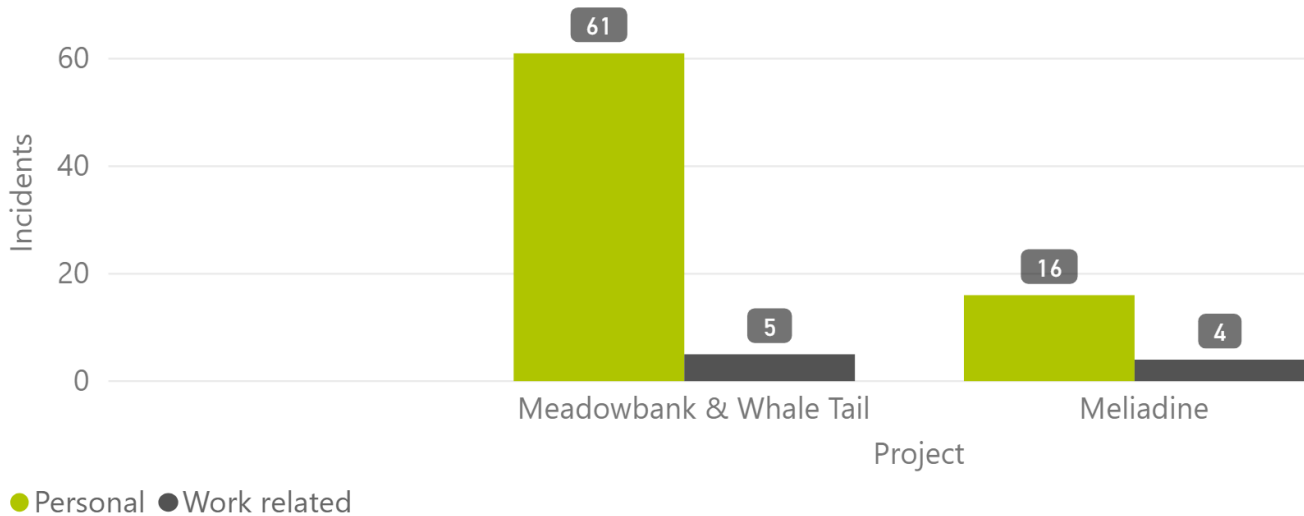
Chart 41. Kivalliq community health centre visits per capita



(GN Department of Health, 2018)

Chart 42 shows the number of Inuit employees referred to community health center visits for both personal and work-related reasons in 2019.

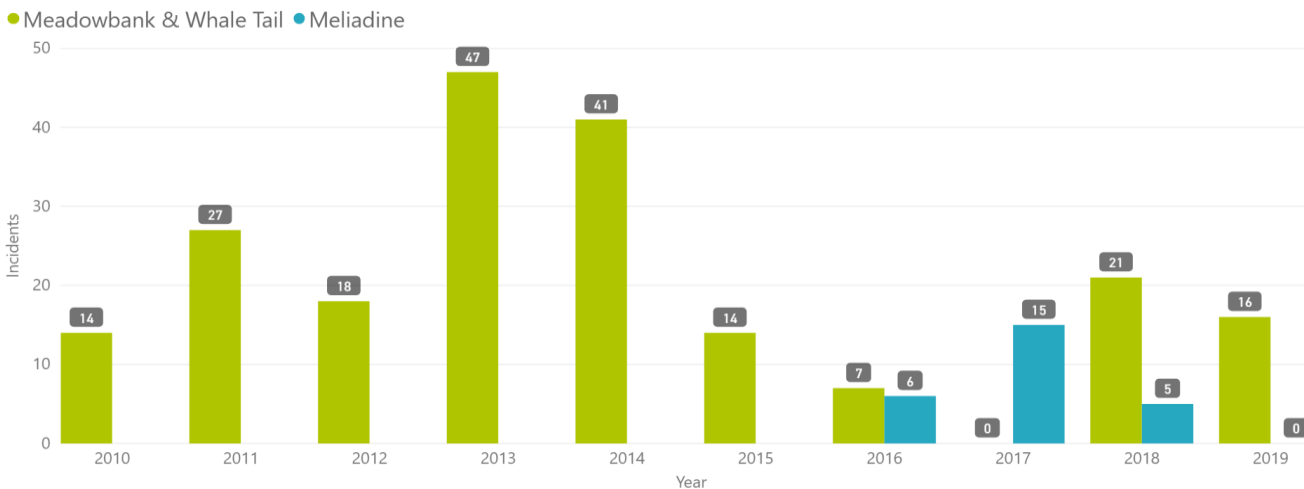
Chart 42. Employees referred to community health care centre (personal and work-related) (2019)



(Agnico Eagle Mines, 2019)

Chart 43 shows the incidents requiring use of GN health services from 2010 to 2019.

Chart 43. Incidents requiring use of GN emergency health services



(Agnico Eagle Mines, 2019)

### Interpretation

It is unclear whether and to what extent Agnico Eagle’s projects have impacted usage of health centers in Kivalliq communities. Health center visits per capita do not show any clear trends since 2006, except for all communities generally settling into a range of 5 to 9 visits per capita per year. In 2019, 125 employees were referred to community health care centers, down from 153 in 2018. Of these 125, 48 could represent additional burden on the local health care system. This is the sum of visits undertaken by non-Inuit for both work or personal related reasons and Inuit for work related reasons. However, since 2010, approximately 75% of visits to Agnico Eagle clinics, at both Meadowbank / Whale Tail and Meliadine, have been for non-work-related conditions (see



additional details provided in section 8). This indicates that these clinics serve an important function in addressing the general non-work-related health/medical needs of workers, and that they may lessen the local health infrastructure burden. From a health and wellness perspective, additional visits to clinics do not necessarily represent a negative trend, as it may be indicative of residents seeking care for ailments or preventive treatment rather than or in addition to increases in ailments themselves.

Incidents requiring use of GN health services decreased at both Meadowbank and Whale Tail and Meliadine in 2019, to 16 and 0 respectively.

## 9.2 Use of public infrastructure

### Predictions

#### MEADOWBANK

“The impacts on social services and infrastructure, of low to medium magnitude, are considered largely positive in the medium term and of moderate significance. There is some potential for closure to have a negative impact on social service delivery.” (Cumberland Resources Ltd., 2006, p. 128)

#### WHALE TAIL

“Project-induced migration can increase demand on physical Infrastructure, [however, employees] fly-in/fly out to and from Kivalliq communities.” (Golder Associates, 2016, p. 3-C-39)

#### MELIADINE

There are no specific predictions in the Meliadine FEIS regarding the use of public infrastructure.

### Data & Trends

Meadowbank / Whale Tail have dedicated energy, water, transportation (airstrip and road), health and communications infrastructure and are therefore largely non-reliant on the public physical infrastructure of Baker Lake. Areas of potential impact on public infrastructure include the use of Kivalliq community airports to transport Nunavut employees between their home communities and the mine site and the use of community meeting spaces for public engagement. The operation also uses the community barge landing facilities, which are located east of the hamlet. Travel through the hamlet is not required to transport sealift materials from the barge to the site.

The all-weather access road connecting Baker Lake to the Meadowbank site (Meadowbank AWAR) was constructed and paid for by Agnico Eagle. Meadowbank / Whale Tail controls traffic on this road, but it is accessible to community members to provide access to hunting trails and participate in traditional activities by snowmobile and ATV. Community members accessed the road 2,366 times in 2015, 1,874 times in 2016, 1,716 times in 2017, 1,089 times in 2018, and 2,134 times in 2019. (note that as of 2019, the count refers to individual members rather than the number of vehicles).

Meliadine also has its own dedicated energy, water and communications infrastructure as well as an on-site health clinic. However, unlike Meadowbank, Meliadine may use local health care facilities in certain cases. Meliadine also uses community meeting spaces for public engagement. Regarding transportation infrastructure, Meliadine uses the Rankin Inlet airstrip for all employee transport, although the airport itself is not used for chartered flights. Meliadine also uses the community barge landing and boat launch area, and the location of this area is much more central in Rankin Inlet as compared to Baker Lake. Until October 2017, Agnico Eagle also used the community tank farm during the installment and commissioning of its own tanks.

The all-weather access road connecting Rankin Inlet to the Meliadine mine (Meliadine AWAR) was constructed and paid for by Agnico Eagle from kilometer 7, with the addition of a new bridge spanning Char River on the

hamlet's section of road. By the end of 2018, Agnico Eagle no longer used the hamlet's roads from the barge lay-down area to kilometer 7, following completion of the private by-pass road. The Meliadine AWAR was used for traditional activities by the community 1,944 times in 2018 (the first year that community use was monitored), and 2,439 times in 2019 (note that as of 2019, the count refers to individual members rather than the number of vehicles).

2019 estimates of use of this infrastructure directly related to Meadowbank are as follows:

- Use of the Baker Lake airport to access commercial flights (estimates not available)
- Barges received in Baker Lake 9 vessels for 87 000 m<sup>3</sup> (or 4 full vessels)
- Use of Baker Lake Community Centre: between 5 and 10 times per year
- Use of other Nunavut airports to access commercial/chartered flights: between 2000 and 3000 times per year (passenger trips)

2019 estimates of use of infrastructure directly related to Meliadine are as follows:

- Use of the Rankin Inlet airport to access commercial flights (estimates not available)
- Use of Rankin Inlet airstrip for cargo and passengers: 196 flights
- Barges received in Rankin Inlet: 13 vessels for 176 000 m<sup>3</sup> (or 8.5 full vessels)
- Use of Rankin Inlet Community Hall (estimates not available)
- Use of the community boat launch area for barge landings (estimates not available)
- Use of the hamlet roads to transport goods from the barge to the operations (estimates not available)
- Use of community tank farm during commissioning of Agnico Eagle tank farm (estimates not available)

Available numbers represent best estimates, and do not include use of infrastructure by employees while they are not actively travelling for work related purposes (personal travel) or while they are doing non-work-related activities.

## Interpretation

The use of public physical infrastructure by Meadowbank / Whale Tail and its employees consists primarily of the use of airports and has been relatively consistent since operation began in 2010. There are no indications of significant positive or negative impacts on this infrastructure. Use of the Meadowbank AWAR almost doubled between 2018 and 2019. This may be a result of many factors, such as altered wildlife migration patterns and/or a change in preferred hunting routes and habits. However, this increase may be misleading due to the change in measure used.

There is greater use of public infrastructure in Rankin Inlet from Meliadine than in Baker Lake from Meadowbank. This is largely due to the use of the Rankin Inlet airstrip, local roads and the relatively central location of the community boat launch area for barge landings as compared to Baker lake. There are no indications of significant positive or negative impacts on this infrastructure.

## 9.3 Social assistance

### Predictions

#### MEADOWBANK

"The impacts on social services and infrastructure, of low to medium magnitude, are considered

#### WHALE TAIL

The Whale Tail FEIS makes no specific

#### MELIADINE

"Project will also contribute to a better standard of living for

largely positive in the medium term and of moderate significance. There is some potential for closure to have a negative impact on social service delivery.” (Cumberland Resources Ltd., 2006, p. 128)

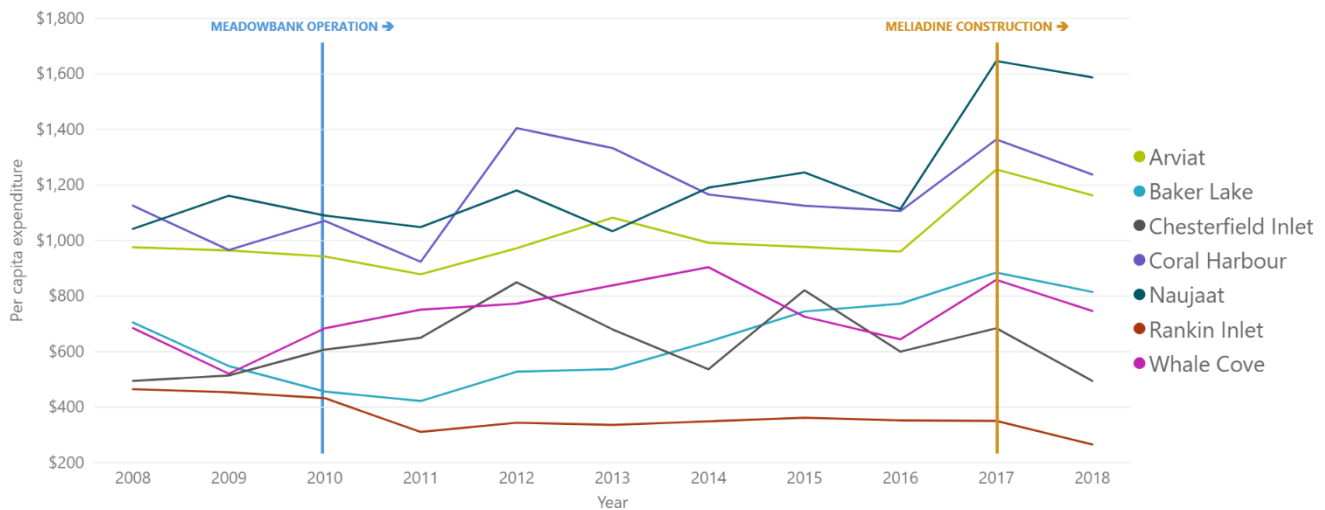
predictions on the subject of social assistance in Kivalliq.

the residents of the region as well as reducing dependence on social assistance programs” (Golder Associates, 2014, p. 1-xlvi)

## Data & Trends

Chart 44 shows per capita social assistance expenditures (in dollars) by Kivalliq community over time. Social Assistance or income support is a program of last resort for Nunavummiut who, because of inability to obtain employment, loss of principal family provider, illness, disability, age or any other cause cannot provide adequately for themselves and their dependents. Social assistance is provided by the Government of Nunavut in the form of monthly financial payments to help individuals meet a minimum standard of living. All residents of Nunavut between the ages of 18 and 59 can apply for social assistance. Expenditures are payments to social assistance recipients for food, shelter, utilities and fuel. This financial support is calculated to meet the basic needs of recipients and their dependents.

Chart 44. Per capita social assistance expenditures by community



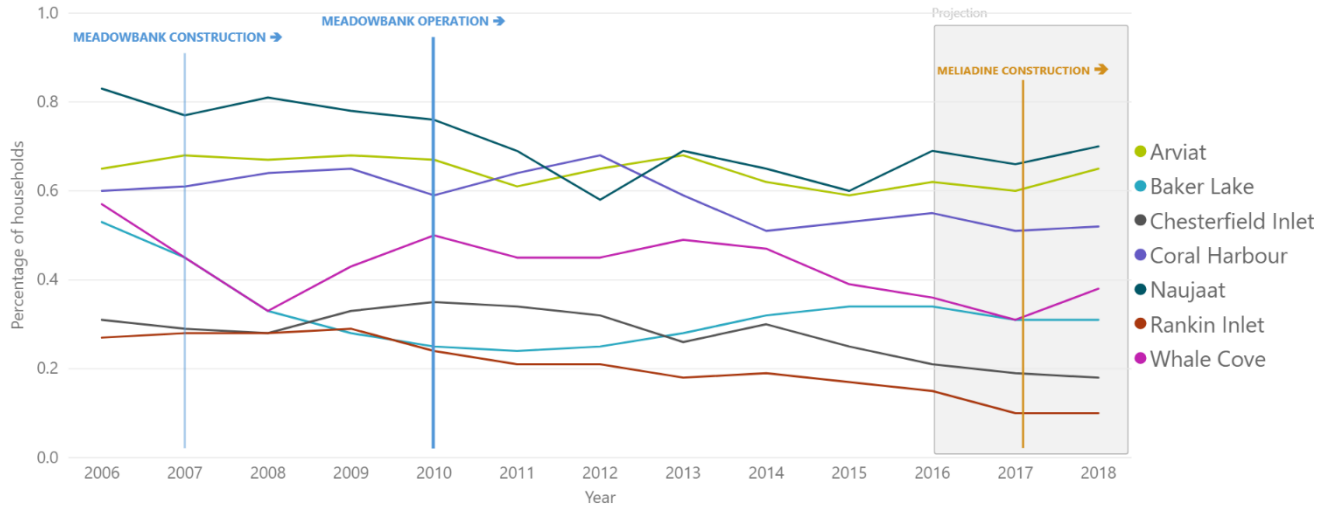
(Department of Family Services, 2019; Statistics Canada, 2018c; Statistics Canada, 2019b)

Chart 45 shows the percentage of households receiving social assistance by Kivalliq Community.

### A note on methodology

Caseload refers to the number of households receiving social assistance. The percentage of households in a community receiving social assistance was determined by dividing the average monthly caseload by the estimated number of households. The number of households is based on ‘private dwellings occupied by usual residents’ as reported in the census. Data from the 2006, 2010, and 2016 censuses were used, interpolating the number of households for intervening years by assuming a constant rate of change between censuses, and extrapolating the number of households for 2017 and 2018 using a constant, annual rate of change from the 2011 to 2016 census.

Chart 45. Percentage of households receiving social assistance by community



(Department of Family Services, 2019; Statistics Canada, 2006a; Statistics Canada, 2011a; Statistics Canada, 2016a)

### Interpretation

Per capita social assistance expenditures declined in all Kivalliq communities in 2018 following an increase across communities starting in 2012, though current levels are still above the historical average. The percentage of households receiving social assistance has been remaining steady or declining for most Kivalliq communities over the past 10 years. Despite declines from historical highs, social assistance data does not show a clear correlation between Agnico-related employment and social assistance requirements in Baker Lake or Arviat. Data suggests that both expenditures and percentage of households receiving social assistance have been declining in Rankin Inlet since Meadowbank began operation.

The need for social assistance is often determined by a diverse range of factors. Due to this, along with an inability to observe a correlation between project activities and social assistance data, any impact between Agnico Eagle projects and social assistance cannot be determined at this time.

# VSEC 10: Nunavut Economy

## IMPACT / GOAL STATEMENT

Increased economic activity (GDP) and benefits to Inuit organizations and the Government of Nunavut through royalties and taxes

## OVERARCHING FEIS PREDICTIONS

**Meadowbank:** “The economic impacts on the economy of Nunavut, of high magnitude, are positive over the medium term and of high significance, particularly during the construction phase.” (Cumberland Resources Ltd., 2006, p. 129)

**Whale Tail:** “The Project will contribute to territorial economic activity via expenditures, procurement and Gross Domestic Product contributions.” It will also “contribute to government revenues through the payment of taxes and royalties.” Both contributions “will be large relative to [the] territorial economy.” (Golder Associates, 2016, 3-C-38)

**Meliadine:** “The Project would add substantially to the income of government, e.g. through taxes and royalties. However, it will also lead to increased costs, since demand for various services will go up. Given that its fiscal burden (costs) will be smaller than the public revenues it generates, the Project would lead to a better fiscal position of all levels of government.” (Golder Associates, 2014, p. 1-C-52)

## TRENDS & INTERPRETATIONS

Metric	MBK / WT trends			Meliadine trends		Overview and interpretation
	Pre-dev	Post-dev	Last year	Pre-dev	Last year	
<b>10.1 Royalties and taxes</b>						
Project payments, royalties and taxes	↑	↑	↑	↑	↑	Agnico Eagle continues to pay taxes, royalties and other payments to the Government of Nunavut, Government of Canada, NTI and the KIA. Total values paid across the two sites rose from \$68.9M in 2018 to \$94M in 2019.
<b>10.2 Trade Balance</b>						
Nunavut trade balance	↓	↓	↓	↓	↓	Nunavut’s trade balance held fairly steady from 2011 to 2016 but has since dropped \$317M to -\$1,385M in 2018 (the most recent year for which data is available). This coincided with the construction of Meliadine, as large <b>construction</b> projects tend to increase the trade deficit. However, the actual trade deficit in 2018 of \$1,385M is much less than the \$1,866 predicted in the Meliadine FEIS or the \$1,807M which occurred in 2008 during Meadowbank’s construction.
<b>10.3 Nunavut GDP</b>						
Nunavut GDP by all industries and mining, quarrying and oil & gas	↑	↑	N/A	↑	N/A	Coinciding with increased mining activity in the Kivalliq and the rest of Nunavut, the territory’s GDP has grown at an average annual rate of approximately 7.5% from 2009 to 2018. This growth can largely be attributed to an increase in mining, quarrying and oil & gas activity (including Agnico Eagle’s projects as well as Baffinland’s Mary River project and TMAC Resource’s Hope Bay Project). 2019 data is not currently available.

### Understanding the trends & interpretations table

Time horizon	Direction
<b>Pre-dev:</b> trend prior to the operation / construction phase of the project (2010 for Meadowbank; 2017 for Meliadine)	↑ Increasing / No discernable trend
<b>Post-dev:</b> trend from the onset of operation of Meadowbank (2010). As Meliadine operation began in 2019, post-development trends will mirror the last year trends (2018 to 2019)	↓ Decreasing / <b>N/A</b> Not applicable
<b>Last year (LY):</b> movement from 2018 to 2019	→ Remaining stable

## Existing Management and Mitigation

Maximizing benefits for the Nunavut economy is achieved through Agnico Eagle’s actions to maximize local employment and local contracting, and ensure community health, safety and well-being – as described under previous VSECs in this report.

### 10.1 Royalties and taxes

#### Predictions

##### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding royalties and taxes for Kivalliq, Nunavut or Canada.

##### WHALE TAIL

“The Project will contribute to government revenues through the payment of taxes and royalties, [which will be]... large relative to [the] territorial economy.” (Golder Associates, 2016, p. 3-C-38)

##### MELIADINE

“Project would increase public revenues, e.g. through taxes and royalties. Total tax effects during construction might be \$27 million. The annual tax effect during operations might be \$21 million.” (Golder Associates, 2014, p. 1-C-47)

#### Data & Trends

Chart 46 below presents the main payments made by Agnico Eagle to the GN, Government of Canada (GoC), NTI, and KIA. Due to the nature of some payments from Meadowbank and Whale Tail, values are provided either combined or separately depending on the year and payment. Other payments (not included in the table below) are made to the KIA, including land use/rental payments, water compensation, payments associated with quarrying permits and production lease.

Chart 46. Project payments, royalties and taxes

Site / Payment	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
<b>Meadowbank</b>											
GN payroll taxes						\$3,394,468	\$2,909,387	\$2,777,208			\$9,081,063
GN property tax	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$2,139,097	\$2,184,934	\$16,324,031
GoC payroll taxes						\$30,885,989	\$31,315,007	\$30,403,233			\$92,604,229
KIA IIBA payments									\$2,500,000		\$2,500,000
NTI royalties					\$2,776,233	\$4,481,123	\$7,045,393	\$14,070,112	\$7,707,844	\$30,154	\$36,110,859
<b>Meadowbank and Whale Tail</b>											
GN payroll taxes									\$2,926,990	\$3,659,745	\$6,586,735
GoC payroll taxes									\$32,749,790	\$38,691,835	\$71,441,625
<b>Whale Tail</b>											
KIA IIBA								\$6,500,000			\$6,500,000
KIA royalties									\$2,104,568		\$2,104,568
NTI royalties									\$3,933,619		\$3,933,619
NTI payments									\$1,050,000		\$1,050,000
<b>Meliadine</b>											
GN payroll taxes						\$293,476	\$150,275	\$480,909	\$1,510,912	\$2,555,345	\$4,990,917
GN property taxes									\$1,510,912		\$1,510,912
GoC payroll taxes						\$1,321,195	\$1,608,636	\$5,443,331	\$17,823,924	\$29,994,405	\$56,191,491
KIA IIBA payments						\$1,500,000	\$1,500,000				\$3,000,000
KIA royalties										\$4,851,540	\$4,851,540
<b>Total</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$4,576,233</b>	<b>\$43,676,251</b>	<b>\$46,328,698</b>	<b>\$61,474,793</b>	<b>\$68,869,468</b>	<b>\$89,056,145</b>	<b>\$318,781,589</b>

(Agnico Eagle Mines, 2019)

## Interpretation

Agnico Eagle continues to pay taxes, royalties and other payments to the Government of Nunavut, Government of Canada, NTI and the KIA. In 2019, payments included over \$8M in taxes to the government of Nunavut, over \$68M in taxes to the Government of Canada and ~ \$12M in resource royalties, IIBA and other payments to NTI and the KIA. As predicted in the projects' FEIS, this constitutes a positive impact on government revenues. Given the location of the mine on Inuit Owned Lands, all resource royalties flow directly to NTI and the KIA as the Inuit authority. Chart 46 does not include additional payments to the KIA including land use/rental payments, water compensation, payments associated with quarrying permits and production lease.

Meadowbank / Whale Tail's payroll taxes paid to the federal government have increased from \$33M in 2018 to \$39M in 2019. We expect the taxation to remain commensurate to the FTEs at the projects. Taxes paid to the GN remained relatively stable between 2018 and 2019.

Meliadine's federal payroll taxes rose to \$30M in 2019, almost doubling from the 2018 value. The total Agnico Eagle Meliadine payroll taxation in 2018 (both GoC and GN) was \$32.5M. While the construction tax effects predicted in the FEIS is \$27M, this number includes both contractor and Agnico Eagle employment. Contractor payroll and taxation data is unavailable; however, we can estimate the total taxation effect (from payroll) based on Agnico Eagle's data and contractor FTE levels for 2019 at approximately \$53.9M<sup>17</sup>, almost two times the FEIS prediction. While this relies on a number of assumptions (most notably a similar level of compensation paid to both Agnico Eagle and contractor staff) it provides an indication that the prediction is being exceeded.

---

<sup>17</sup> Calculated by:  $\left[ \frac{\text{Contractor FTEs (2019)}}{\text{Agnico Eagle FTEs (2019)}} * \text{Agnico Eagle Payroll Taxes (2019)} \right] + \text{Agnico Eagle Payroll Taxes (2019)}$

## 10.2 Trade Balance

### Predictions

#### MEADOWBANK

There are no predictions in the Meadowbank FEIS regarding trade balance in Nunavut.

#### WHALE TAIL

There are no predictions in the Whale Tail FEIS regarding trade balance in Nunavut.

#### MELIADINE

“The Project will increase Nunavut’s trade deficit to \$1,866 million from the 2010 deficit of \$878 million (in 2002 dollars) during construction phase.” (Golder Associates, 2014, p. 1-117)

### Data & Trends

Chart 47 depicts Nunavut’s trade balance from 2000 to 2018 (the latest year for which data is available) in 2012 dollars. The trade balance is calculated by subtracting the value of total goods and services imports from total goods and services exports.

Chart 47. Nunavut trade balance



(Statistics Canada, 2018b)

### Interpretation

Nunavut’s trade balance held fairly steady from 2011 to 2016 but has since dropped by \$317M to -\$1,385M in 2018. This coincided with the construction of Meliadine, as large construction projects tend to increase the trade deficit. However, the actual trade deficit in 2018 of \$1,385M is much less than the \$1,866M predicted in the Meliadine FEIS or the \$1,807M during Meadowbank’s construction in 2008.



## 10.3 Nunavut GDP

### Predictions

#### MEADOWBANK

"The results indicate that during the construction phase, the project would contribute \$120.3 M to the GDP of Nunavut ... During the operations phase, the annual contribution to GDP would be \$35.5M..." (Cumberland Resources, 2006, p. 119)

#### WHALE TAIL

"The Project will contribute to territorial economic activity via expenditures, procurement and Gross Domestic Product contributions." (Golder Associates, 2016, p. 3-C-38)

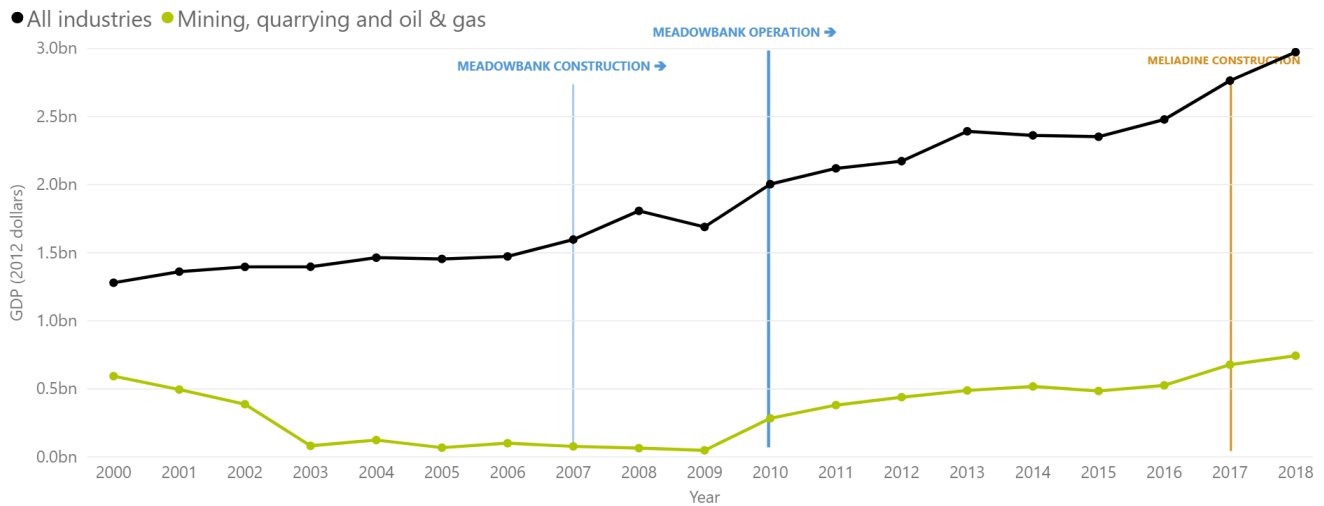
#### MELIADINE

"Investment and expenditures of [the] Project would temporarily expand the size of the economies of Nunavut and the Kivalliq region. Total effects during construction might be \$520 million. The annual effect during operations might be \$272 million." (Golder Associates, 2014, p. 1-C-47)

### Data & Trends

Chart 48 shows the value of Nunavut gross domestic product (GDP), in chained 2012 dollars, from 2000 to 2018.

Chart 48. Nunavut GDP by all industries and mining, quarrying and oil & gas



(Statistics Canada, 2018a)

### Interpretation

Nunavut's GDP steadily increased from 2000 to 2008 at an average annual rate of approximately 4%. Following a decline in 2009 due to the global recession, a sharp increase was seen in 2010, when Meadowbank began production. Coinciding with increased mining activity in the Kivalliq and the rest of Nunavut, the territory's GDP has grown at an average annual rate of approximately 7.5% from 2009 to 2018. As seen in the chart above, the growth from 2009 onwards can largely be attributed to an increase in mining, quarrying and oil & gas activity. Given that Meadowbank was the only operating mine in Nunavut from 2010 to 2015 (Baffinland's Mary River Project began operations in 2015), the GDP growth data suggest that Meadowbank's contribution to GDP has exceeded the FEIS prediction. Mining industry GDP growth was relatively flat in 2013-2016, reflecting general business conditions in the industry. For Meadowbank, this has been a period of relatively stable operation and reduced total contract expenditures (as described under VSEC 3: Contracting and Business Opportunities). The increase in Nunavut's GDP (10%) in 2018 may in part be attributed to construction activities at Meliadine and Whale Tail, most notably a large increase in contract expenditures for the two construction projects. 2019 data is not currently available.

# Existing Management and Mitigation

Program / Initiatives	Related VSEC	Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)
RISE Program	1 Employment	<p>In 2019, the Rapid Inuit Specific Education (RISE) Program was created and partially implemented. The main objective of this program is to have a more representative local workforce at Agnico Eagle's Nunavut mines. The program aims to:</p> <ul style="list-style-type: none"> <li>• Prepare Inuit for future employment opportunities with Agnico Eagle with an aim of no employment gap;</li> <li>• Better represent the Inuit population at Agnico Eagle Nunavut mine sites, especially in skilled, professional and management positions;</li> <li>• Ensure all possible positions are filled more rapidly with Inuit employees;</li> <li>• Increase Inuit employee retention, satisfaction, and salary;</li> <li>• Inspire Inuit to pursue additional education opportunities and skill upgrades.</li> </ul> <p>In 2019, a pilot workplace essential skill program started with one employee. The Upward Mobility (mentorship) of the RISE program will be implemented shortly.</p>
Nunavut Leadership development Program (LDP)	1 Employment	<p>The LDP launched in 2017, is composed of five (5) modules aiming at developing the leadership skills of employees in supervisory roles. Module 0 (Cultural Awareness), Module 1 (Communication) and Module 2 (Coaching) were not offered in 2019, but most likely will be made available in 2020.</p>
Labour Pool Process	1 Employment	<p>The Labour Pool Process (formerly 'Labour Pool Initiative'), implemented in 2014, and revised in 2015, is based on an agreement between Agnico Eagle and the KIA through the IIBAs to offer pre-employment opportunities to Inuit from all Kivalliq communities.</p> <p>The goal of the program is to pre-qualify candidates from Kivalliq communities through 5 steps: employment information sessions, online application (facilitated by the Community Liaison Officers) the Work Readiness Program, mandatory trainings (more details provided below), and the Labour Pool List (facilitated by the Labour Pool Coordinator).</p>
Labour Pool Process - Step 1: Employment Information Sessions	1 Employment	<p>As part of the Labour Pool Process, employment information sessions are to be conducted in all Kivalliq communities on a quarterly basis. The purpose of the information sessions is to give information about the mines, the work lifestyle, and career opportunities as well as knowing how to apply online. In 2019, Agnico Eagle held a total of 27 employment information sessions across the seven communities.</p>
Labour Pool Process – Step 2: Online Application (Community Liaison Officers)	1 Employment	<p>The second step in the Labour Pool Process is to apply online. In order to facilitate online application in the communities, Agnico has a Community Liaison Officer (CLO) in each Kivalliq community who can deliver employment information sessions and provide one-on-one assistance, including access to a computer or laptop, to interested candidates with their online application.</p>

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
Labour Pool Process – Step 3: Work Readiness Training Program	1 Employment	<p>In 2019, the Work Readiness Training continued to be delivered in collaboration between Aglu Consulting, except in Arviat where the hamlet runs their own Work Readiness program. The Work Readiness program is the first step of the Labour Pool Process for those individuals who have applied online and who do not have work experience relevant to the positions for which Agnico Eagle hires.</p> <p>The objective of the program is for Inuit applicants to be better prepared for the work environment in an industrial setting. Graduates of the program are eligible to continue the Labour Pool Process and attend the mandatory trainings given on-site. The program provides coaching on a range of issues including: awareness of employers' unspoken expectations, communication in the workplace, and problem-solving skills for resolving workplace issues.</p> <p>The program was first implemented in April 2013. The program is delivered over a five-day period at the community level and is scheduled throughout the year. In 2019, the program was delivered by a visiting instructor in the six Kivalliq communities resulting in 138 participants from various communities.</p>
Labour Pool Process – Step 5: Labour Pool List	1 Employment	<p>The Labour Pool List is a list of candidates who have successfully completed the steps of the Labour Pool Process. These candidates are now eligible for opportunities with Agnico Eagle or Agnico Eagle's contractors. The list is managed by the Labour Pool Coordinator.</p>
Summer Student Employment Program	1 Employment	<p>Agnico's company wide policy offers summer employment programs to the children of all Agnico employees (both Inuit and non-Inuit) that are undertaking post-secondary education. Summer job opportunities were also offered to Inuit students who are either already participating in post-secondary activity or are considering a post-secondary education, even if they had no family relative working at the mine. The program will continue to be offered in 2020.</p> <p>At the 2018 Socio-Economic Monitoring Committee (SEMC) meeting, the GN Department of Finance expressed that it was sometimes difficult to place summer student applicants. Agnico Eagle remains open to working with the GN in potentially placing eligible and interested Inuit summer students at the projects, who can otherwise not be accommodated with the GN.</p>
Super Operator Program	1 Employment	<p>Implemented in the second half of 2016, the Super Operator Program is an extension of the Process Plant Trainee Program. This 168-hour training is provided to employees who have successfully completed the Process Plant Trainee Program. The extension of the Process Plant Trainee Program will consist in teaching the basics of maintenance principles in order to have employees with more diversified skills in the Process Plant Department. These employees will eventually be able to perform specific basic maintenance repairs throughout the plant.</p>
Training Formula (formerly 'Training Curriculum')	1 Employment	<p>The Training Formula program, implemented in 2014, provides tools, tips, guidelines and standards to improve the proficiency of Agnico trainers. The formal manual includes three sections: training theory, training standards, and training delivery.</p>

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
Kivalliq Science Educators Community (KSEC)	1 Employment 4 Education and Training	In 2019, Agnico Eagle entered into a 5-year agreement with the Kivalliq Science Educator's Committee to invest \$25,000 each year starting in 2019, towards the regional Math Camp, Science Camp and Kivalliq Science Fair programs operated by the Kivalliq Science Educators Community. Agnico Eagle also supports these events in-kind, through logistical support and staff resources. In 2019, the KSEC Science Camp was held in Baker Lake, with 30 students participating from all 7 communities. The students earned 2 high school credits (outdoor survival skills and non-renewable resources), and learned various skills including map reading and GPS, IQ principles, careers in geology and environmental science, and rocks and minerals identification. This year the camp also participated in a tour at Meadowbank. The Meadowbank Adult Educator and a Meadowbank geologist participated in the camp.
Kivalliq Mine Training Society (KMTS)	1 Employment 4 Education and Training	<p>The KMTS is an Inuit-private sector partnership created to strengthen the Kivalliq region labour force through the creation and funding of training opportunities in the seven Kivalliq hamlets. The KMTS has also enjoyed financial support from the Nunavut Department of Economic Development and Transportation and Agnico Eagle Mines.</p> <p>A major focus of the KMTS program has been to support Agnico Eagle's Mine Training Initiatives, such as the Career Path, different trainee programs, pre-trades programs, work readiness programs and workplace literacy strategies. Prior to 2015 the KMTS also supported the development and delivery of the community-based Work Readiness to help prepare Inuit for employment opportunities. The KMTS also supported the Arviat Drillers program as well as some other community-based initiatives, such as the Making it Work program, which provided support to employees and their families to cope with the challenges that come with employment at a mine site.</p> <p>Since 2017 KMTS was no longer able to receive funding to support program delivery to Agnico Eagle and communities. Despite the lack of substantial funding, Agnico Eagle Mines did not reduce its training delivery since the company is strongly committed to developing the local workforce.</p>
Arviat Community Training Programs	1 Employment 4 Education and Training	<p>In 2011, the Hamlet of Arviat proposed a partnership to invest in a community-based drilling school that would provide Inuit with the skills needed to work in diamond drilling. With advice and support from Agnico Eagle, the Hamlet brought together a range of partners to acquire the drilling equipment, develop the curriculum, and operate the training program. Government training agencies, the KIA, and drilling companies provided partnership investments. In 2013, the program offering was expanded to include a Welder's Helper program. Agnico Eagle invested \$195,000 in the Arviat training programs in the 2017-2018 funding year.</p> <p>Over the past 5 years the program has graduated 65 trained driller's helpers, all of whom have found employment. In 2017-2018 funding year, the Mechanical Welding Program graduated 6 students. Agnico Eagle has not received the report for the 2018-2019 funding year.</p>

Program / Initiatives	Related VSEC	Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)
		<p>Agnico Eagle did not contribute towards Arviat Community Training Programs in 2019, however is looking for opportunities to do so in 2020.</p>
MOU with GN	<p>1 Employment 4 Education and Training</p>	<p>A Memorandum of Understanding was first signed in April 2012, to establish a strengthened partnership between the Government of Nunavut Department of Education and Agnico Eagle, with a focus on increasing the number of students in the Kivalliq region who are able to successfully transition from high school to trades and mining-related career opportunities. Agnico Eagle continued to pursue a renewed MOU with the Department of Education through 2016. In September 2017, Agnico Eagle and the Government of Nunavut established a Memorandum of Understanding that identifies 10 priority areas for collaboration, including education. In 2019, meetings with the MOU Committee were conducted. Priorities related to each area were identified and discussed as well as roadblocks and potential solutions from all concerned partners and departments.</p>
Adult Educators	<p>1 Employment 4 Education and Training</p>	<p>A permanent Adult Educator (base on-site) was hired in 2018, at Meadowbank to support AEM's employee in developing their numeracy and literacy skills and some soft skills in order to ensure readiness of the needing employees to access higher job positions and to ensure Apprenticeship program support (pre-trade support). At the end of 2019, another permanent Adult Educator was hired at Meliadine mine.</p> <p>In 2019, at Meadowbank, the Adult Educator has been working with 4 pre-apprentices, for a total of 338 hours, to help them gain the academic skills and confidence to successfully pass their trade's entrance exam. Instructions take place during an employee's workday and is specific to their learning needs. Also, the Adult Educator is supporting 2 employees in trades programs, for a total of 66 hours. The objective is to support them into their program to facilitate their progression.</p> <p>At the end of 2019, at Meliadine, the program just started to be developed with the new Adult Educator. The program should be launched in 2020.</p>
Take Our Kids to Work	<p>1 Employment 4 Education and Training</p>	<p>In 2019, Take Our Kids to Work was scheduled for November 1 however, due to bad weather the event has been postpone to January 28<sup>th</sup>, 2020. The People Development Education team hosted two classes of grade 9 students from Baker Lake. The students visited Meadowbank for a day, and they were able to do an outside and an inside tour.</p> <p>The 2019 Take Our Kids to work was held in Rankin Inlet from December 11th to December 13th. The students visited Meliadine for a day and they were able to do an outside and an inside tour. Students had an opportunity to discover many of the job opportunities available at Agnico Eagle. They were encouraged to ask lots of questions and Agnico Eagle staff gave them information about their career and education background. Students ended the day by getting a glimpse of the baking</p>

Program / Initiatives	Related VSEC	Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)
Mining Matters	1 Employment 4 Education and Training	<p>trade by decorating cupcakes and cookies to bring home for their families. The Take our Kids to Work initiative supports the career and CTS educational curriculum that is delivered within the grade 9 school year.</p> <p>In 2019, the Education department worked in collaboration with Mining Matters. Mining Matters is a non-profit organization that is focused on teaching mining awareness to youth. Three major projects were started including the creation of a mining-themed activity book, a mining themed career game for adolescent youth, as well as a school program for grades 7-9. These initiatives were completed in 2019, and used to teach the youth in the Kivalliq region about the mining industry and careers that are available to them. The in-class program focused on science and math curriculum for grades 7-9. The program was developed to align with the curriculum topics Planet Earth, Light and Optical Systems, Mechanical Systems and Environmental Chemistry. Careers in the mining and minerals industry were emphasized throughout the program, and the material is modified to be culturally relevant. Students tested the physical characteristics of minerals, created underground mine models, explored the rock cycle, built conveyor systems from every-day materials, learned about the water cycle and collected and tested samples of snow. Three Mining Matters Programs took place in 2019:</p> <ul style="list-style-type: none"> <li>• Baker Lake from April 1<sup>st</sup> to 5<sup>th</sup></li> <li>• Arviat from May 6<sup>th</sup> to 10<sup>th</sup></li> <li>• Rankin Inlet from December 2<sup>nd</sup> to 6<sup>th</sup></li> </ul> <p>While in the community, some programming is also available for the entire community – families were invited to attend and participate in activity stations, such as fossil finding and soapstone carving and design challenges.</p>
Role Model Program	1 Employment 4 Education and Training	<p>The Role Model program began in 2015, as a way to recognize exemplary Inuit employees. Since then, it has grown into a program to: recognize the hard work of individual Inuit employees; identify examples to inspire Inuit employees, community members, youth, etc. on how to achieve personal and/or work success; and serve as an incubator program to identify and support future Inuit leadership in the company.</p> <p>Role models are nominated and chosen by a committee annually. They can be nominated and chosen for a variety of reasons, including demonstrating good work-life balance/dedication to upgrading one’s education/skills; positive attitude; exemplifying traditional Inuit values at home or at work; overcoming personal challenges; involvement in communities; demonstrating leadership skills, etc. A Role Model is recognized through posters and is also provided opportunities to represent the company and speak on behalf of their own experiences at various events (trade shows, symposiums, high school visits, etc.). Some Role Models are also enrolled in the Leadership Development Program in order to continue to foster management and supervisory skills. In 2017-2018, there were 8 Role Models at Meadowbank and 4 Role Models at Meliadine. The Role Model program did not run in 2019.</p>

Program / Initiatives	Related VSEC	Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)
Career Path Program	1 Employment 4 Education and Training	<p>The Career Path Program was designed in 2012, with the intention of supporting upward mobility of Inuit employees at Meadowbank. This program identifies the incremental steps that an employee is required to complete to advance in their chosen career of interest.</p> <p>The objective of the Career Path Program is to have only internal promotions for Inuit, and for no external candidates (southerners) to be hired to fill a position that is part of the program.</p> <p>In 2019, five (5) Career Paths were used at Meadowbank and/or Meliadine: Energy and Infrastructure, Process Plant, Underground, Mine, and Drill &amp; Blast. In 2019, the Mine Career Path was updated in order to show the evolution of the operations by adding a section for the Long-Haul Truck.</p>
Kivalliq Career Fairs	1 Employment 4 Education and Training	<p>Agnico Eagle takes part in various career fairs held in the Kivalliq region, including various other trade show events. Some of these include the Kivalliq Trade Show, the Nunavut Mining Symposium, and various community-level Career Fair days.</p> <p>In 2019, Agnico Eagle collaborated with the Hamlet of Baker Lake and GN Department of Family Services to hold the Baker Lake Inuit Career Fair. The purpose of this event was to inform and inspire students, their parents, and the working population of Baker Lake about the occupations that are available locally, and the employment requirements for those positions. The fair was organized as an inter-agency initiative which includes both the private and public sectors.</p> <p>The outcomes included:</p> <ul style="list-style-type: none"> <li>• 22 organizations attended</li> <li>• More than 250 persons attended the event</li> <li>• 3 southern colleges attended</li> </ul>
Training and Learning Management System	1 Employment 4 Education and Training	<p>The Training Management System (TMS) as well as the Learning Management System (LMS) were initially implemented in 2013, in order to ensure better management of training activities and to monitor the proper management of the e-learning training. In response to the GN's request for increased information on training programs in 2014, both systems were modified in 2015. The systems are now capable of producing more detailed reports: by training program, by participation level, by graduation level and by hour.</p> <p>In 2019, a new Learning Management System (LMS) has been developed in order to improve the learners' experience, as well as the administrators' experience and data collection. In 2019, the development of the new Training Management System (TMS) also started. The improvements were related to the enrollment to the e-learning directly in TMS and the administrators' experience. The new TMS will be launched in 2020.</p>

Program / Initiatives	Related VSEC	Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)
Apprenticeship Training ('Apprenticeship Program' and 'Pre-Apprenticeship Program')	1 Employment 4 Education and Training	<p>The Apprenticeship Program combines on-the-job learning and in-school technical instruction to allow Inuit employees the opportunity to be educated and trained in the trade of their choice. By the end of the program, the apprentice is able to challenge their Certificate of Qualification (COQ) to become a Journey person and will also have the opportunity to challenge their Red Seal Exam. Currently, we offer (9) trades: baker, cook, carpenter, millwright, electrician, heavy duty equipment technician, welder, housing maintainer and plumber. In 2019, the program was reviewed in order to substantially increase our support to apprentices while they are at school for their technical instruction. Logistical, material, educational and financial support is provided to our Apprentices.</p> <p>In 2019, one (1) employee completed their apprenticeship training with Agnico. Two (2) apprentices went to technical training in Nunavut and six (6) in Alberta. At the end of 2019, there were 8 apprentices and pre-apprentices at Meadowbank and 2 apprentices and pre-apprentices at Meliadine.</p> <p>Since 2015, a total of (6) six employees completed their apprenticeship training within Agnico Eagle.</p>
E-Learning Training	1 Employment 4 Education and Training 8 Health and Safety	<p>Before coming to an Agnico site for the first time, newly hired employees must complete their Mandatory Training online, which consists of six (6) modules: General Induction, WHMIS, Fire Suppression, Job Hazard Analysis and Work Card, Spill Response, and Occupational Health and Safety (Personal Protective Equipment, Ladder Safety, Surface Standard Operating Procedure). The General Induction chapter provides general information about Agnico Eagle and working life at the mines.</p> <p>As per the requirement of the IIBAs, in 2017 two new e-learning lessons were developed and added to the General Induction. The Inuit Impact and Benefit Awareness module (IIBA) provides general awareness on: Agnico's Commitment to Indigenous People, history of the Nunavut Agreement and the different Inuit organization branches, what an IIBA is and why the sites have one, and a high level overview of the benefits and impact mitigation provided through the IIBAs. The Archaeology module informs workers on how to identify potential archaeological sites (ex. fox traps, tent circles, hunting blinds) and what to do if a worker finds one when working in the tundra. An objective of these lessons is also to give each employee and contractor employee cross-cultural context before arriving on one of Agnico's sites.</p> <p>In 2018, 3 e-learning lessons have been updated: Process Plant Induction, Chemical Awareness and General Induction. The e-learning WHMIS, which is now WHMIS 2015, has been modified according to meet the new WHMIS standards. In 2019, the revision of the 6 e-learning modules of the Mandatory Training started. They will be re-built in 2020.</p>



Program / Initiatives	Related VSEC	Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)
TASK Week	1 Employment 4 Education and Training	<p>The Trades Awareness Skills and Knowledge Week (TASK Week) was initiated in 2012, and has evolved in its structure through the years. TASK week is now a full week program that allows students to focus on one trade for the entire week. TASK week is also aligned with Agnico’s IIBA commitment Schedule C, 16, by promoting the mine industry through career awareness and co-operating with educational authorities in the implementation of mining sector content in schools. TASK Week is a joint initiative between Jonah Amitnaaq Secondary School (JASS) and Agnico Eagle and has active cooperation from other authorities and businesses each year.</p> <p>The 2019 TASK Week was held in Baker Lake from March 4th to March 8th and attended to over 70 senior high school students from JASS participate. Six (8) trades were features: Mechanics, Welding, Electrical, Culinary Arts, Hairdressing, First Aid, Sewing and Plumbing. In 2019, Agnico again brought trainers and apprentices/trades people from Meadowbank, including three of Meadowbank’s Inuit apprentices and Red Seal employee. Agnico believes that having students exposed to role models from their community has a positive impact on participants in the program.</p> <p>In 2019, TASK Week was offered for the first time in Chesterfield Inlet at the Victor Sammurtok School from September 30th to October 4th. During the week, Agnico Eagle offered Mechanics trade and First Aid training and also brought one mechanic trainer from Meadowbank to participate. In total, 23 students took part in different activities and at the end of TASK week all students received a participation gift.</p>
Community Liaison Officers Program (formerly “Community Coordinators Program”)	1 Employment 4 Education and Training 7 Individual and community Wellness	<p>Since 2016, the Agnico Eagle Community Liaison Officers program sponsors part- and full-time Agnico Eagle Coordinators in Hamlets in the Kivalliq Region. Agnico Eagle’s offices in the communities of Rankin Inlet and Baker Lake already have Agnico Eagle staff working full and part-time to provide community relations support.</p> <p>The objective of the community-based Agnico Eagle CLOs is to provide a point of contact in each community to facilitate communications, provide services, and coordinate activities in the following areas:</p> <ul style="list-style-type: none"> <li>• Support to the HR department by: <ul style="list-style-type: none"> <li>○ Assisting HR and other Agnico Eagle departments to locate employees or potential employees as required</li> <li>○ Contacting employees in advance of their shift departure times</li> </ul> </li> <li>• Support to the Recruitment team by guiding interested individuals in the application process outlined by the Labour Pool Process</li> <li>• Provide advice and assistance to Agnico Eagle to organize and hold information sessions in the community on Agnico Eagle projects and initiatives, including those Labour Pool and business opportunities initiatives outlined in the IIBAs</li> <li>• Provide updates to the Hamlet Council on Agnico Eagle activities</li> <li>• Distribute Agnico Eagle information and promotional materials</li> </ul>

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
		<ul style="list-style-type: none"> <li>The increase of community involvement requirements for Agnico Eagle to achieve recruitment goals and the obligations for the NIRB and IIBA renders the CLOs essential for Agnico Eagle's Nunavut operations.</li> </ul>
Financial Literacy Training	2 Income 4 Education and Training 7 Individual and Community Wellness	In 2018, Agnico Eagle brought SunLife Financial, who administers the pension plan for employees, to both Meadowbank and Meliadine to deliver Retirement Planning sessions to employees - these sessions were mandatory at Meadowbank and voluntary at Meliadine but will be mandatory at Meliadine in the future. One-on-one consultations were also made available to employees. Basic financial literacy training also continues to be included in the Work Readiness program and is also accessible through the Employee Assistance Program (EAP).
Contractor Training Programs	1 Employment 3 Contracting & Business Opportunities 4 Education and Training	As per the IIBAs, Agnico Eagle requires contractors with consistent Inuit labour on site to deliver career development and training to their Inuit employees. During 2019 Agnico Eagle assigned 15 contractors with this requirement.
Agnico Eagle Nunavut IIBA Procurement Process	3 Contracting & Business Opportunities 10 Nunavut Economy	Through the implementation of the Meliadine IIBA in 2015, Agnico Eagle moved to a prequalification procurement process, which requires all suppliers to prequalify in categories in order to submit a tender. Additionally, NTI-registered companies are eligible for preference points. This process replaces the Inuit Business Opportunities Initiative. Since 2017, with the signing of the IIBAs for Meadowbank and Whale Tail, as well as the revision of the Meliadine IIBA, all three sites followed the new procurement process.
IIBA Pre-qualification Assistance, Workshops and Entrepreneurial Training	3 Contracting & Business Opportunities 10 Nunavut Economy	As per the IIBAs, Agnico provides workshops and assistance to Inuit Firms to promote and facilitate their access to Agnico Eagle's business opportunities as well as entrepreneurial training and support to Inuit businesses. In 2019, Agnico Eagle partook in a number of activities to achieve the objectives of these requirements, including a joint workshop with the KIA at the 2019 Kivalliq Trade Show in Rankin Inlet on the ways the IIBA works to promote participation of Inuit businesses, presenting potential business ideas for small businesses and entrepreneurs to the Kivalliq Entrepreneurship Program (towards which Agnico Eagle also supported financially in 2019); continued partnership with CPA Canada to deliver Financial Training for businesses in Baker Lake.; as well as one-on-one assistance with Inuit businesses and entrepreneurs to help them learn about business funding avenues and to help prequalify and do work with Agnico Eagle operations.
Haul Truck Trainee Program	1 Employment 4 Education and Training	The Haul Truck Trainee program is a 28-day (336 hour) program to certify haul truck operators, which includes training on a simulator, in the classroom, and on the job. The program is aimed at existing employees in entry level positions (dishwashers, janitors, chambermaids, etc.). In order to provide the best training possible to all the trainees, there is a maximum of 4 trainees at a time with one trainer.

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
		This year, 8 trainees (4 men and 4 women) were enrolled in the Haul Truck Trainee Program. Among those, a total of 6 trainees successfully completed the program.
Long Haul Trainee Program	1 Employment 4 Education and Training	<p>The Long-Haul Truck Trainee program is a 28-day (336 hour) program to certify long haul truck operators, which includes training on a simulator, in the classroom, and on the job. The program is aimed at existing employees in the mine department. In order to provide the best training possible to all the trainees, there is a maximum of 4 trainees at a time with one trainer.</p> <p>In 2019, the pilot program has been developed, so no trainees were enrolled in the Long Haul Truck Trainee Program.</p>
Process Plant Trainee Program	1 Employment 4 Education and Training	<p>With the success of the Haul Truck Trainee Program, a Process Plant Trainee Program was developed in 2015. The 28-day program provides employees with an understanding of the mining and milling process and trains them to be competent and certified to fill positions as a process plant helper or a utility person.</p> <p>In 2018-2019, no trainees were enrolled in the Process Plant Trainee Program. No trainee programs were run this year due to the transition between Meadowbank operations to Whale Tail. The Trainee program is scheduled to re-start in 2020.</p>
Underground Trainee Program	1 Employment 4 Education and Training	In 2018, the Underground Trainee Program was managed by the Nunavut Artic College, supported by Agnico Eagle. In 2019, the program was entirely managed by Agnico Eagle. In 2019, 8 trainees (5 men and 3 women) were enrolled in this 28-day program. They all successfully completed the program.
Education Department Summary	4 Education and Training	In 2019, the People Development Education team has been working to build a solid educational framework for use within Agnico Eagle and within the region. The framework will support regional school initiatives, onsite education support as well as community program support. Moving forward the Education team will continue to work with school administrators and community partners to implement other initiatives. Many communities and school-based programs have been implemented during 2019, and good partnerships have been developed throughout the year.
Site Visits	4 Education and Training 7 Individual and community Wellness	In 2019, Agnico Eagle had teachers from Baker Lake High School to Meadowbank site, in September 4th. Overall the tour was a great success and both the students and teacher were impressed with the facilities and opportunities Agnico Eagle has to offer. Also, Agnico Eagle invited 3 high school students for job shadowing and were accompanied by their teachers. The visit went well and the students learned about job opportunities at the mine.
Mental Health	7 Individual and Community Wellness	In 2019, Agnico Eagle offered 1 Mental Health Training session at Whale Tail site. This training was given by an external trainer from Mental Health Commission of Canada. In 2019, at Meliadine the nurses are regularly available for consultation and support.

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
Emergency Response Team (ERT) Training	4 Education and Training 8 Health and Safety	<p>The Meadowbank and Whale Tail Emergency Response Team (ERT) consists of internal employees that volunteer to respond to emergencies such as a fire. Currently there are 94 active ERT members out of which 9 are Inuit members. In 2019, 4 basic mine rescue courses were given in order to on-board new ERT members for Meadowbank and Whale Tail sites. In addition, 45 training sessions were given that included weekly practices, mock scenarios and trainings for two competitions held in Yellowknife, NWT and Fernie, BC.</p> <p>At Meliadine, ERT practice took place weekly and each member is required to attend at least six (6) practices throughout the year. In 2019, there were 7 Inuit members.</p>
Inuktitut Use	5 Culture and Traditional Lifestyle	<p>Agnico Eagle applies the Inuit Language Protection Act to facilitate the use of the Inuktitut language at their sites by providing the following documentation and services in Inuktitut:</p> <ul style="list-style-type: none"> <li>• Policies, employee handbooks, and other human resource related documents</li> <li>• Recruitment materials (job postings)</li> <li>• Online mandatory training materials that focus on health and safety</li> <li>• Key directional and safety signage posted in and around the mine site</li> <li>• Bilingual human resource counsellors</li> <li>• Bilingual employees based in communities (Community Coordinators) that support recruitment, retention, and other communications</li> <li>• Religious events (services in Inuktitut or special events at site)</li> </ul> <p>Note that the Nunavut Mine Act requires, for safety reasons, that all work communications during operating hours use English as the common language. In 2019, the Employment and Culture Committee (ECC) of the IIBA worked on developing a Language Policy to clarify language expectations on site. This policy is expected to be finalized and launched in 2020.</p>
Inuit Arts and Crafts	5 Culture and Traditional Lifestyle	<p>In 2019, Agnico Eagle continued the practice of inviting local Arts and Crafts vendors at both sites to showcase work and sell to interested employees. Ivalu came to Meliadine during the site Pakallak Tyme festivals and at Christmas, and Jessie Oonark came to Meadowbank before Christmas. Both vendors visited their respective site twice to see both crews. Vendors also participated in Agnico Eagle's 2019 mine openings (for Amaruq and Meliadine).</p>
Cultural Events	5 Culture and Traditional Lifestyle	<p>In order to support cross-cultural understanding and celebration, Meadowbank and Meliadine hold various cultural events on-site, such as Nunavut Day, Pakallak Tyme, and square dances.</p>

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
Cross Cultural Training Program	5 Culture and Traditional Lifestyle	<p>Implemented in 2010 at Meadowbank, the Cross-Cultural Training Program has been provided to numerous employees. It is a 5 hour in-class training course. This course allows employees from different cultures and backgrounds to understand each other's culture in order to improve understanding and communication at the workplace. The program was revisited with the assistance of the Nunavut Literacy Council in 2013, and a revised program was initiated in 2014. This program is mandatory for all Agnico Eagle employees and contractors who will be on site for six months or more.</p> <p>Cross-cultural training began at Meliadine in 2017.</p> <p>In 2019, Meliadine had 21 sessions and Meadowbank, 14 sessions.</p>
Access to Country Food	5 Culture and Traditional Lifestyle 7 Individual and community Wellness	<p>Meadowbank (including the Whale Tail site) serves country food meals (i.e. char or caribou) as part of the standard menu served by the mine's kitchen, offered once weekly. In addition, employees can bring their own country foods to the mine sites and use a separate Inuit kitchen to prepare and share these foods. The Meliadine site also serves country food as part of its standard menu (twice on a 5-week rotational menu).</p> <p>Since 2016, the Meadowbank Human Resources department led by the HR Inuit Agent holds holding 'Country Food Nights'. Country food was purchased and provided by Agnico, and employees volunteered to cook dinner for others in the Country Food Kitchen. This program was brought to Meliadine in 2019, at the same time as the establishment of a Country Food Kitchen. The number of Country Food Nights held in a year depends on country food and staff resources, but both sites held multiple Country Food nights in 2019, with an objective of at least per month. Country food is incorporated when possible in on-site events, such as at the Pakallak Tyme spring festival and on Nunavut Day.</p>
Site Tours for Rankin Inlet Residents	7 Individual and community Wellness	In 2019, Agnico Eagle provided tours of the Meliadine site to approximately 80 residents of Rankin Inlet, including a mine site and facilities tour, and departmental information booths.
Summer Camp	7 Individual and community Wellness	<p>Qamani'tuaq Camp, Agnico Eagle's first pilot project summer camp in Baker Lake, was intended to give back to Inuit Agnico Eagle employees, the Baker Lake community as well as to provide education on mining related activities to Baker Lake youth. Three separate camps were organized:</p> <ul style="list-style-type: none"> <li>Science Camp for 15, kids ages 9 to 11, from July 22nd to the 26th</li> <li>Cooking Camp for 7, kids ages 12 to 15, from July 22nd to the 26th and</li> <li>Sports Camp, for 13 kids, ages 12 to 15, from July 29th to August 2nd.</li> </ul> <p>At the end of each camp, a celebration was held to thank the kids for their participation. Parents and community members were invited to come take a look at the project. Food and drinks were served to guests while the instructors presented an overview of the camp to the attendees.</p>
Baker Lake Wellness Report	7 Individual and community Wellness	In the 2011 Meadowbank IIBA, Agnico Eagle committed to prepare an annual community-driven report on the wellness of the Inuit residents of Baker Lake. Two Wellness Reports and Implementation Plans (for 2015 and 2016) have been

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
& Implementation Plan		developed and submitted. These are posted on the Agnico Eagle website. For the purpose of developing Hamlet wellness indicators that are meaningful to Baker Lake residents, qualitative community-based research was conducted to capture how Baker Lake residents define and perceive their Hamlet's wellness. Statistical information (including the data presented in this report, where community-specific data were available) was also included in the report.
Community Funding Agreements	7 Individual and community Wellness	In 2015, Agnico initiated new community activity agreements (Community Initiatives Fund Agreements) with the hamlets of each Kivalliq community. In 2019, Agnico Eagle launched a new Social Investment Policy and Program, which outlined the priority areas for social investment and the method with which to apply and receive funding for different community programs and initiatives. In addition to this new Program, Agnico continued to renew Community Initiatives Fund agreements with most of the Kivalliq hamlets, based on the hamlet's desires to facilitate the program. The purpose of the funds is to invest in community-based activities that will enrich the cultural and social wellbeing of the community. Each hamlet is responsible for the allocation of the funds in alignment with the purpose and is guided by the Nunavut Social Investment Policy.
Baker Lake Community Liaison Committee	7 Individual and community Wellness	Agnico Eagle continued to host meetings with the Meadowbank Community Liaison Committee in 2019, to discuss issues of concern or interest. The committee consists of various representatives including the Elders Society, youth, the business community, adult education committee, the Hamlet, Nunavut Arctic College and the Hunters and Trappers Organization of Baker Lake. Meetings are held in both English and Inuktitut and meetings are held at minimum twice per year, ideally four times per year. The Committee brings insight on issues and provides advice to Management on solutions.
Rankin Inlet Community Liaison Committee	7 Individual and community Wellness	Agnico Eagle participates in the Agnico Eagle Hamlet Working Group to discuss issues of concern or interest with Rankin Inlet stakeholders. Agnico Eagle is looking to establish a separate CLC in Rankin Inlet in 2020 or 2021.
Sexual Health	7 Individual and community Wellness	In 2019, Agnico Eagle's clinic staff continued to work on promoting safe sexual health practises by distributing condoms in both camps (Meadowbank and Whale Tail). The clinic staff continue to collaborate with community centres on suspected STI cases. In 2019, Meliadine conducted monthly presentations and collaborated regularly with the Rankin Inlet Health Centre.
Site Tours for Baker Lake Residents	7 Individual and community Wellness	Each year, Agnico Eagle offers a variety of ways for the residents of Baker Lake, as well as various other groups or individuals from the Kivalliq region, to visit Meadowbank Site. The list below outlines the major visits to the site during 2019: <ul style="list-style-type: none"> <li>• Each year in August, Agnico Eagle invites the residents of Baker Lake to come on a site tour at Meadowbank Mine. In 2019, Meadowbank welcomed four (4) tours, for a total of approximately 100 visitors. In May 2019, Agnico Eagle hosted Nunavut Arctic College (NAC) at Meadowbank for a site tour.</li> <li>• In August 2019, 26 teachers and support staff from Jonah Amitnaaq Secondary School in Baker Lake visited the Meadowbank mine. On site, teachers were able to familiarize themselves with the mine environment. This day was filled with conversation on education and the future of students.</li> </ul>

<b>Program / Initiatives</b>	<b>Related VSEC</b>	<b>Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)</b>
		<ul style="list-style-type: none"> <li>In July 2019, the Baker Lake Community Liaison Committee visited Whale Tail for Nunavut Day celebrations.</li> </ul>
Spouse Visits	7 Individual and community Wellness	Every year, Agnico Eagle offers employees who are working over either the Christmas period or New Year's period to have their spouse join them on site for a few days. This provides an opportunity for employees' partners to better understand their workplace reality, and to be able to spend part of the holiday period with them. The program is offered at both Meadowbank and Meliadine to any employee who wishes to apply, and according to the lodging availability on site.
Elder Counselling	7 Individual and community Wellness 8 Health and Safety	Agnico Eagle is still working with the KIA to assign Elder(s) who will work with the IIBA on-site working groups and potentially provide counselling during their visits to site. A proposal was submitted, and KIA is tasked with identifying Elder(s). In the meantime, Agnico Eagle's IIBA Coordinator has brought Elders to Meliadine site to participate in Country Food nights and counsel employees as requested.
Preventative Health	7 Individual and community Wellness 8 Health and Safety	In 2019 Agnico Eagle continued to offer free flu shots at Meliadine, Meadowbank and Whale Tail. In addition, Twinrix vaccinations (Hepatitis A and B) are provided to specific workers. In 2019, Meadowbank, Whale Tail and Meliadine sites continued their effort towards preventive healthcare by promoting monthly health topics via the Health & Safety Boards and presenting during morning line-up meetings. Some of the topics included stress management, diabetes, eating healthy, suicide awareness, etc. Furthermore, the clinic staff at Meadowbank and Whale Tail site participated during weekly Emergency Response Team (ERT) training sessions to provide first aid exercises.
Health clinic and presentations	7 Individual and community Wellness 8 Health and Safety 9 Community Infrastructure and Services	A fully functional health clinic opened at the Whale Tail site at the beginning of Q3 2019.  At Meliadine, 170 health related presentations were given to employees in 2019.
JOH&S Committee Training	4 Education and Training 8 Health and Safety	At Meadowbank and Meliadine, two training sessions were held at each site by an outside consultant.

Program / Initiatives	Related VSEC	Mitigation Measure/Benefit Enhancement (Purpose/Description/Outcomes)
Use of infrastructure	9 Community Infrastructure and Services	<p>2019 estimates of use of this infrastructure directly related to Meadowbank are as follows:</p> <ul style="list-style-type: none"> <li>• Use of the Baker Lake Airport to access commercial flights (estimates not available)</li> <li>• Barges received in Baker Lake 9 vessels for 87,000 m<sup>3</sup> (or 4 full vessels)</li> <li>• Use of the Baker Lake Community Centre: between 5 and 10 times per year</li> <li>• Use of other Nunavut airports to access commercial/chartered flights: between 2,000 and 3,000 times per year (passenger trips).</li> </ul> <p>2019 estimates of use of infrastructure directly related to Meliadine are as follows:</p> <ul style="list-style-type: none"> <li>• Use of the Rankin Inlet Airport to access commercial flights (estimates not available)</li> <li>• Use of the Rankin Inlet airstrip for cargo and passengers: 196 flights</li> <li>• Barges received in Rankin Inlet: 13 vessels for 176 000 m<sup>3</sup> (or 8.5 full vessels)</li> <li>• Use of the Rankin Inlet Community Hall (estimates not available)</li> <li>• Use of the community boat launch area for barge landings (estimates not available)</li> <li>• Use of the hamlet roads to transport goods from the barge to the operations (estimates not available)</li> <li>• Use of community tank farm during commissioning of Agnico Eagle tank farm (estimates not available).</li> </ul>



# References

---

- Agnico Eagle. (2019c). *Baker Lake Community Liason Report*.
- Agnico Eagle Inuit Survey. (2019).
- Agnico Eagle Mines. (2019).
- Auditor General of Canada. (2019). *Independent Auditor's Report: Support for High School Students and Adult Learners*.
- Buell, M. (2006). *Resource Extraction Development and Well-Being in Well-Being in the North - A Scan of the Unique Challenges of Development in Inuit Communities*. Ottawa: National Aboriginal Health Organization. Retrieved from [http://www.naho.ca/documents/it/2006\\_Resource\\_Extraction.pdf](http://www.naho.ca/documents/it/2006_Resource_Extraction.pdf)
- CBC News. (2015). *Social promotion, Inuktitut still hot topics in Nunavut education*. Retrieved from <http://www.cbc.ca/news/canada/north/social-promotion-inuktitut-still-hot-topics-in-nunavut-education-1.3072420>
- Cumberland Resources. (2006). *Meadowbank Gold Project FEIS*.
- Department of Education. (2019). *Nunavut Secondary School Gross Graduation Rate by Region, 1998/99 to 2016/17*. Prepared by Nunavut Bureau of Statistics. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_secondary\\_school\\_graduates\\_1999\\_to\\_2017\\_2\\_tables\\_r.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_secondary_school_graduates_1999_to_2017_2_tables_r.xlsx)
- Department of Family Services. (2017). *Nunavut Social Assistance Recipients, 2009 to 2017*. Prepared by Nunavut Bureau of Statistics. Retrieved from <http://www.stats.gov.nu.ca/en/Social%20assistance.aspx>
- Department of Family Services. (2019). *Nunavut Social Assistance Expenditures, 2007-2008 to 2017-2018*. Prepared by Nunavut Bureau of Statistics. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_social\\_assistance\\_expenditures\\_2007-2008\\_to\\_2017-2018\\_0.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_social_assistance_expenditures_2007-2008_to_2017-2018_0.xlsx)
- Department of Health. (2017). *Nunavut Community Health Centre Visits, 2003-2015*. Prepared by Department of Health, Government of Nunavut. Retrieved from <http://www.stats.gov.nu.ca/en/Social%20health.aspx>
- Department of Justice. (2019). *Nunavut Suicides by Region, Sex, Age Group and Ethnicity, 1999 to 2018*. Prepared by Nunavut Bureau of Statistics. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_suicides\\_by\\_region\\_sex\\_age\\_group\\_and\\_ethnicity\\_1999\\_to\\_2018.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_suicides_by_region_sex_age_group_and_ethnicity_1999_to_2018.xlsx)
- Employment and Social Development Canada. (2019). *Nunavut Inuit Labour Force Analysis: Stakeholder Engagemetn Report*.
- GN Department of Health. (2018). *Nunavut Community Health Centre Visits, 2003 to 2016*. Prepared by Population Health Information, Department of Health, Government of Nunavut, November 28, 2018. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_community\\_health\\_centre\\_visits\\_-\\_2003\\_to\\_2016\\_28\\_tables.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_community_health_centre_visits_-_2003_to_2016_28_tables.xlsx)
- Godfrey, T. (2017). *Mining and Alcohol Consumption: New Evidence from Northern Canada*. University of Alberta, Department of Resource Economics and Environmental Sociology. Retrieved from [https://era.library.ualberta.ca/items/afd475f2-9f7e-441f-85c3-2ebf7e2842f4/view/f34e7c4c-3a5d-4865-bf97-8ec035bd4308/Godfrey\\_Todd\\_L\\_201709\\_MSC.pdf](https://era.library.ualberta.ca/items/afd475f2-9f7e-441f-85c3-2ebf7e2842f4/view/f34e7c4c-3a5d-4865-bf97-8ec035bd4308/Godfrey_Todd_L_201709_MSC.pdf)
- Golder Associates. (2014). *Meliadine Gold Project FEIS*.
- Golder Associates. (2016). *FEIS Whale Tail Pit Project Meadowbank Division*.
- Golder Associates. (2019). *Conceptual Socio-Economic Closure Plan Agnico Eagle - Kivalliq Operations*.
- Government of Nunavut Department of Education. (2016). *Nunavut Bureau of Statistics*. Retrieved from Education: <http://www.stats.gov.nu.ca/en/Social%20education.aspx>
- Government of Nunavut Department of Family Services. (2014). *Social Assistance*. Retrieved from Nunavut Bureau of Statistics: <http://www.stats.gov.nu.ca/en/Social%20assistance.aspx>

Government of Nunavut Department of Health. (2016). *Health*. Retrieved from Nunavut Bureau of Statistics: <http://www.stats.gov.nu.ca/en/Social%20health.aspx>

Inuit Tapiriit Kanatami. (2018). *Inuit Statistical Profile 2018*. Retrieved from <https://www.itk.ca/wp-content/uploads/2018/08/Inuit-Statistical-Profile.pdf>

MiHR. (2016). *Canadian Mining Industry Employment Hiring Requirements and Available Talent*. Retrieved from [http://www.mihr.ca/en/publications/resources/MiHRNationalReport2016\\_EN\\_WEB.pdf](http://www.mihr.ca/en/publications/resources/MiHRNationalReport2016_EN_WEB.pdf)

Mine Health and Safety Regulations, NWT Reg (Nu) 125-95. (n.d.).

Mining Industry Human Resources Council (MiHR). (2018a). *Inuit Workforce Barriers Strategy (IWBS) Study*.

Mining Industry Human Resources Council (MiHR). (2018b). *Kivalliq Labour Market Analysis (KLMA)*.

Mining Industry Human Resources Council (MiHR). (2020). *Canadian Mining Labour Market Outlook*. Retrieved from [https://www.mihr.ca/pdf/publications/NationalOutlook2019\\_EN\\_Final-Chap3Fix.pdf](https://www.mihr.ca/pdf/publications/NationalOutlook2019_EN_Final-Chap3Fix.pdf)

Nunavut Bureau of Statistics. (2016). *Criminal violations by select types and community, 1999, 2016*. Nunavut Bureau of Statistics. Retrieved from <http://www.stats.gov.nu.ca/en/Social%20crime.aspx>

Nunavut Bureau of Statistics. (2016). *Total Population by Inuit and Non-Inuit for Nunavut, Region and Community, 2001 to 2016*. Retrieved from <http://www.stats.gov.nu.ca/en/Population%20estimate.aspx>

Nunavut Bureau of Statistics. (n.d.). *Number of Action Violations for Nunavut by Region or Community, 1999 to 2016*.

Nunavut Food Security Coalition. (2014). *Nunavut Food Security Strategy and Action Plan 2014-16*. Retrieved from [http://www.nunavutfoodsecurity.ca/sites/default/files/files/Resources/Strategy/NunavutFoodSecurityStrategy\\_ENGLISH.pdf](http://www.nunavutfoodsecurity.ca/sites/default/files/files/Resources/Strategy/NunavutFoodSecurityStrategy_ENGLISH.pdf)

Nunavut Housing Corporation. (2018). *Annual Report 2017-18*. Retrieved from [https://s3.amazonaws.com/nhcweb/publications/annualreport\\_2017-18\\_0.pdf](https://s3.amazonaws.com/nhcweb/publications/annualreport_2017-18_0.pdf)

Nunavut Housing Corporation. (2018). *Local Housing Organizations Waiting*. Prepared by Nunavut Bureau of Statistics. Retrieved from Nunavut Bureau of Statistics: <https://stratos.knack.com/sempr#data-sources/view-data-source-details/5af04f774c0ec82a144735b5/>

Nunavut Impact Review Board. (2006). *Meadowbank Project Certificate*.

Nunavut Tunngavik Inc. (2016). *Inuit Firm Registry*. Retrieved from <http://inuitfirm.tunngavik.com/search-the-registry/>

Office of the Auditor General. (2013). *Report of the Auditor General of Canada to the Legislative Assembly of Nunavut - Education in Nunavut*. Retrieved from [http://www.oag-bvg.gc.ca/internet/docs/nun\\_201311\\_e\\_38772.pdf](http://www.oag-bvg.gc.ca/internet/docs/nun_201311_e_38772.pdf)

Rohner, T. (2014). *Social promotion a hot topic for Nunavut DEA reps*. Nunatsiaq Online. Retrieved from [http://www.nunatsiaqonline.ca/stories/article/65674social\\_promotion\\_a\\_hot\\_topic\\_among\\_nunavuts\\_education\\_authorities/](http://www.nunatsiaqonline.ca/stories/article/65674social_promotion_a_hot_topic_among_nunavuts_education_authorities/)

Statistics Canada. (2006a). *Census Data 2006*.

Statistics Canada. (2006b). *Nunavut Census language by community, 2006*. Prepared by Nunavut Bureau of Statistics. Retrieved from [http://www.stats.gov.nu.ca/Publications/census/Language/Nunavut%20Census%20language%20by%20community%202006%20\(6%20tables\).xls](http://www.stats.gov.nu.ca/Publications/census/Language/Nunavut%20Census%20language%20by%20community%202006%20(6%20tables).xls)

Statistics Canada. (2011a). *Census Data 2011*. Retrieved from <http://www.stats.gov.nu.ca/en/Census%202011.aspx>

Statistics Canada. (2011b). *Nunavut Census Language by Community, 2011*. Prepared by Nunavut Bureau of Statistics. Retrieved from [http://www.stats.gov.nu.ca/Publications/census/Population/Nunavut%20Census%20Language%20by%20Community,%202011%20\(6%20tables\).xls](http://www.stats.gov.nu.ca/Publications/census/Population/Nunavut%20Census%20Language%20by%20Community,%202011%20(6%20tables).xls)

Statistics Canada. (2011c). *Profile of Aboriginal Children, Youth and Adults*. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/89-635/index.cfm?lang=eng>

- Statistics Canada. (2015). *Nunavut Bureau of Statistics*. Retrieved from Income: <http://www.stats.gov.nu.ca/en/Economic%20income.aspx>
- Statistics Canada. (2016a). *Census data 2016*. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=6205016&Geo2=CD&Code2=6205&Data=Count&SearchText=Whale%20Cove&SearchType=Begins&SearchPR=01&B1=All&TABID=1>
- Statistics Canada. (2016c). *Nunavut Census Language by Region and Community, 2016*. Prepared by Nunavut Bureau of Statistics. Retrieved from [http://www.stats.gov.nu.ca/Publications/census/2016/Nunavut%20Census%20Language%20by%20Region%20and%20Community,%202016%20\(%206%20tables%20\).xlsx](http://www.stats.gov.nu.ca/Publications/census/2016/Nunavut%20Census%20Language%20by%20Region%20and%20Community,%202016%20(%206%20tables%20).xlsx)
- Statistics Canada. (2016d). *Nunavut Population Estimates by Inuit and non-Inuit, Region and Community, 2001 to 2016*. Prepared by the Nunavut Bureau of Statistics. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_population\\_estimates\\_by\\_inuit\\_and\\_non-inuit\\_region\\_and\\_community\\_2001\\_to\\_2016\\_3\\_tables\\_0.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_population_estimates_by_inuit_and_non-inuit_region_and_community_2001_to_2016_3_tables_0.xlsx)
- Statistics Canada. (2016e). *Proportion of total population identifying Inuktitut as the mother tongue, by Kivalliq community, 2011, 2016*. Prepared by Nunavut Bureau of Statistics. Retrieved from <http://www.stats.gov.nu.ca/en/Social%20facts.aspx>
- Statistics Canada. (2016f). *Criminal violations by select types and community, 1999 to 2016; Baker Lake*. Prepared by Nunavut Bureau of Statistics. Retrieved from Nunavut Bureau of Statistics: <http://www.stats.gov.nu.ca/en/Social%20crime.aspx>
- Statistics Canada. (2018). *Number of Actual Violations for Nunavut by Region or Community, 1999 to 2017*. Prepared by Nunavut Bureau of Statistics. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_criminal\\_violations\\_by\\_region\\_and\\_community\\_1999\\_to\\_2017\\_16\\_tables.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_criminal_violations_by_region_and_community_1999_to_2017_16_tables.xlsx)
- Statistics Canada. (2018a). *Gross domestic product (GDP) at basic prices, by industry, provinces and territories (x 1,000,000)*. Retrieved from <https://www150.statcan.gc.ca/t1/tb1/en/tv.action?pid=3610040201>
- Statistics Canada. (2018b). *Gross domestic product, expenditure-based, by province and territory; Table 36-10-0222-01*.
- Statistics Canada. (2018c). *Nunavut Criminal Violations by Type and Community, 1999 to 2017; Chesterfield Inlet, Ranklin Inlet and Baker Lake*. Prepared by Nunavut Bureau of Statistics. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_criminal\\_violations\\_by\\_type\\_and\\_community\\_1999\\_to\\_2017\\_26\\_tables.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_criminal_violations_by_type_and_community_1999_to_2017_26_tables.xlsx)
- Statistics Canada. (2018c). *Nunavut Population Estimates by Region and Community, 2001 to 2018*. Prepared by Nunavut Bureau of Statistics. Retrieved from Prepared by Nunavut Bureau of Statistics: [https://www.gov.nu.ca/sites/default/files/nunavut\\_population\\_estimates\\_by\\_sex\\_region\\_and\\_community\\_2001\\_to\\_2018\\_3\\_tables.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_population_estimates_by_sex_region_and_community_2001_to_2018_3_tables.xlsx)
- Statistics Canada. (2019). *Median Employment Income by Region and Community, 2006 to 2016*. Prepared by the Nunavut Bureau of Statistics. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_taxfilers\\_with\\_employment\\_income\\_by\\_region\\_and\\_community\\_2006\\_to\\_2016\\_0.xls](https://www.gov.nu.ca/sites/default/files/nunavut_taxfilers_with_employment_income_by_region_and_community_2006_to_2016_0.xls)
- Statistics Canada. (2019b). *Nunavut Total Population Estimates by Age Group, Region and Community, 2018*. Prepared by: Nunavut Bureau of Statistics, April 15, 2019. Retrieved from [https://www.gov.nu.ca/sites/default/files/nunavut\\_population\\_estimates\\_by\\_sex\\_age\\_group\\_region\\_and\\_community\\_2018\\_3\\_tables.xlsx](https://www.gov.nu.ca/sites/default/files/nunavut_population_estimates_by_sex_age_group_region_and_community_2018_3_tables.xlsx)
- St-Germain, A.-A. F., Galloway, T., & Tarasuk, V. (2019). Food insecurity in Nunavut following the introduction of Nutrition North Canada. *Canadian Medical Association Journal*, E552-E558.
- Wallace, S. (2014). *Inuit health: Selected findings from the 2012 Aboriginal Peoples Survey*. Retrieved from Statistics Canada: <http://www.statcan.gc.ca/pub/89-653-x/89-653-x2014003-eng.htm>



# Appendix A. Project Certificates T&C Concordance

#	Condition	Reference section
Meadowbank Project Certificate No. 004		
33	Cumberland shall update the Access and Air Traffic Management Plan to: a. include an All-weather Private Access Road Management Plan, including a right-of-way policy developed in consultation with the KivIA, GN, INAC and the Hamlet of Baker Lake, for the safe operation of the all-weather private access road; and, b. to facilitate monitoring of the environmental and socio-economic impacts of the private road and undertake adaptive management practices as required, including responding to any concerns regarding the locked gates.	For socio-economic impacts of the road, see "VSEC 5: Culture and Traditional Lifestyle – 5.2 Culture and traditional lifestyle"
63	Within six (6) months of the issuance of a Project Certificate, the GN and INAC shall form a Meadowbank Gold Mine Socio-Economic Monitoring Committee ("Meadowbank SEMC") to monitor the socio-economic impacts of the Project and the effectiveness of the Project's mitigation strategies. The monitoring shall supplement, not duplicate, the monitoring required pursuant to the IIBA negotiated for the Project, and on the request of Government or NPC, could assist in the coordination of data collection and tracking data trends in a comparable form to facilitate the analysis of cumulative effects. The terms of reference shall focus on the Project, include a plan for ongoing consultation with KivIA and affected local governments and a funding formula jointly submitted by GN, INAC and Cumberland. The terms of reference shall be submitted to NIRB for review and subsequent direction within six (6) months of the issuance of a Project Certificate. Cumberland is entitled to be included in the Meadowbank SEMC.	See "Context - Socio-Economic Monitoring Committees"
64	Cumberland shall work with the GN and INAC to develop the terms of reference for a socio-economic monitoring program for the Meadowbank Project, including the carrying out of monitoring and research activities in a manner which will provide project specific data which will be useful in cumulative effects monitoring (upon request of Government or NPC) and consulting and cooperating with agencies undertaking such programs. Cumberland shall submit draft terms of reference for the socio-economic monitoring program to the Meadowbank SEMC for review and comment within six (6) months of the issuance of a Project Certificate, with a copy to NIRB's Monitoring Officer.	See "NIRB Project Certificate Conditions"
65	Cumberland shall include in its socio-economic monitoring program for the Meadowbank Project the collection and reporting of data of community of origin of hired Nunavummiut	For monitoring of employees by community of hire see "VSEC 1 Employment, Project Inuit Agnico Eagle employment by Kivalliq community" and for demographics

#	Condition	Reference section
		see "VSEC 6: Population Demographics".
Meliadine No. 006		
87	The Proponent is strongly encouraged to participate in the work of the Kivalliq Socio-Economic Monitoring Committee along with other agencies and the communities of the Kivalliq region, and to identify areas of mutual interest and priority for inclusion into a collaborative monitoring framework that includes socio-economic priorities related to the Project, communities, and the Kivalliq region as a whole.	See "Context - Socio-Economic Monitoring Committees"
89	The Proponent shall develop the Meliadine Socio-economic Monitoring Program to monitor the predicted impacts outlined in the FEIS as well as regional concerns identified by the Kivalliq Socio-economic Monitoring Committee (SEMC). Where possible, the Proponent is encouraged to work in collaboration with all other socio-economic stakeholders such as the KIA, GN, AANDC and the communities of the Kivalliq region in developing this program, which should include a process for adaptive management and mitigation in the event unanticipated impacts are identified. Details of the Meliadine Socio-economic Monitoring Program are to be provided to the NIRB upon finalization, and within one year of issuance of the Project Certificate.	For more information on how the report monitors the predicted impacts outlined in the FEIS, see "Report Purpose" and "Report Structure"  For more information on how regional concerns identified by the KvSEMC are incorporated, please see "Context - Socio-Economic Monitoring Committees", Page 3. Additional references to SEMC input are throughout the report.
97	The Proponent's project-specific socio-economic monitoring program should be updated to address the potential impacts to education and training which may arise from temporary, final and/or post-closure phases.	For monitoring potential impacts to education and training see "VSEC 4 Education and Training". Monitoring can only be done during the actual phase of the Project.
98	The Proponent is encouraged to work with the members identified as potential stakeholders in the socio-economic monitoring working group and with the Kivalliq Socio-Economic Monitoring Committee to review and monitor education utilization rate trends on an on-going basis to understand if the Project can be determined to be having an impact on the education system of the Kivalliq region and/or on any communities in particular.	For education utilization rate trends see "VSEC 4 Education and Training, 4.2 Secondary school graduation by region"
99	The Kivalliq Socio-Economic Monitoring Committee and its membership are encouraged to engage in the monitoring of demographic changes including the movement of people into and out of the Kivalliq communities and the territory as a whole. This information may be used in conjunction with monitoring data obtained by the Proponent from recent hires and/or out-going employees in order to assess the potential effects of the Project on migration.	For monitoring of demographic changes, including the movement of people see "VSEC 6: Population Demographics".
109	The Proponent is encouraged to work with the Kivalliq Socio-Economic Monitoring Committee to monitor potential indirect effects of the Project, including indicators such as the prevalence of	See "VSEC 7: Individual and Community Wellness", as well as "VSEC 9: Community

#	Condition	Reference section
	substance abuse, gambling issues, family violence, marital problems, rates of sexually transmitted infections and other communicable diseases and others as deemed appropriate.	Infrastructure and Services" (where relevant data exists)
110	<p>The Proponent shall provide the NIRB with a description of wellness and cultural diversity/acceptance programming made available to employees and family or community members and shall report the following information with respect to each program to the NIRB annually:</p> <ul style="list-style-type: none"> <li>a. Language of instruction;</li> <li>b. Uptake by employees and/or family members where relevant, noting Inuit and non-Inuit participation rates;</li> <li>c. Completion rates for enrolled participants, noting Inuit and non-Inuit rates; and</li> <li>d. Issues as may relate to program content which may have been noted or present either on site or in the community and which affect Project employment or employee wellness.</li> </ul>	For descriptions on wellness and cultural diversity/acceptance programming see "VSEC 5: Culture and Traditional Lifestyle, Existing Management and Mitigation" as well as "VSEC 7: Individual and Community Wellness, Existing Management and Mitigation". Detailed information on uptake can be found in Appendix B.
115	The Proponent is encouraged to work collaboratively with the Government of Nunavut Department of Health to monitor the impacts of the Meliadine Gold Project on health services within the LSA communities and specifically, Rankin Inlet.	For monitoring on impacts on health services see "VSEC 9: Community Infrastructure and Services, 9.1 Use of GN Health Services", as well as "VSEC 7: Individual and Community Wellness, 7.4 Health Centre visits by reason for visit".
94	The Proponent shall update its labour force analysis utilizing current or the most recent baseline information as may be available from the Nunavut Bureau of Statistics or Statistics Canada. The updated labour force analysis is to be provided to the NIRB within 6 months of the Project Certificate being issued. The Proponent is encouraged to work collaboratively with other stakeholders to monitor any impacts the Project may have on the labour force characteristics of the Kivalliq region during all project phases.	The Socio-Economic Monitoring Report incorporates information from the most recent Kivalliq Labour Market Analysis which monitors labour force characteristics of the Kivalliq region. See "Other key sources of information - Kivalliq Labour Market Analysis" Page 7, as well as interpretations throughout VSEC 1, 2 and 4 for additional details.

#	Condition	Reference section
101	<p>The Proponent shall include with its annual reporting to the NIRB a summary of employee origin information as follows:</p> <ul style="list-style-type: none"> <li>a. The number of Inuit and non-Inuit employees hired from each of the Kivalliq communities, specifying the number from each;</li> <li>b. The number of Inuit and non-Inuit employees hired from each of the Kitikmeot and Qikiqtani regions, specifying the number from each;</li> <li>c. The number of Inuit and non-Inuit employees hired from a southern location or other province/territory outside of Nunavut, specifying the locations and the number from each; and</li> <li>d. The number of non-Canadian foreign employees hired, specifying the locations and number from each foreign point of hire.</li> </ul>	<p>For monitoring of employees by community of hire see "VSEC 1: Employment, Project Inuit Agnico Eagle employment by Kivalliq community".</p>
111	<p>In its annual reporting to the NIRB, the Proponent is strongly encouraged to provide detailed descriptions of all employee programs and training including:</p> <ul style="list-style-type: none"> <li>a. Descriptions of the goals of each program offered;</li> <li>b. Language of instruction;</li> <li>c. Schedules and location(s) of when each program was offered;</li> <li>d. Uptake by employees and/or family members where relevant, noting Inuit and non-Inuit participation rates; and,</li> <li>e. Completion rates for enrolled participants, noting Inuit and non-Inuit rates.</li> </ul>	<p>Descriptions of employee programs and training can be found throughout the report, but most prominently within "VSEC 1: Education and Training, Existing Management and Mitigation". Detailed information on uptake can be found in Appendix B.</p>
<b>Whale Tail Project Certificate No.008</b>		
44	<p>The Proponent is strongly encouraged to continue to participate in the work of the Kivalliq Socio-Economic Monitoring Committee along with other agencies and the communities of the Kivalliq region, and to identify areas of mutual interest and priority for inclusion into a collaborative monitoring framework that includes socio-economic priorities related to the Project, communities, and the Kivalliq region as a whole.</p> <p>Information regarding the Proponent's efforts in fulfillment of this term and condition shall be included in the Proponent's annual report to the Nunavut Impact Review Board.</p>	<p>See "Context - Socio-Economic Monitoring Committees"</p>
46	<p>The Proponent should develop a Project-specific Whale Tail Pit Socio-Economic Monitoring Program designed to:</p> <ul style="list-style-type: none"> <li>-Monitor for project-induced effects, including the impacts predicted in the Environmental Impact Statement through indicators presented in the Whale Tail Pit Socio-Economic Monitoring Plan;</li> <li>-Reflect regional socio-economic concerns identified by the Kivalliq Socio-Economic Monitoring Committee (KivSEMC);</li> <li>-Work in collaboration with all other socio-economic stakeholders such as the Kivalliq Inuit Association, the Government of Nunavut, and Indigenous and Northern Affairs Canada, and the communities of the Kivalliq region to develop the program; and</li> <li>-Include a process for adaptive management and mitigation to</li> </ul>	<p>See "NIRB Project Certificate Conditions"</p>



#	Condition	Reference section
	<p>respond if unanticipated impacts are identified.</p> <p>Details of the Whale Tail Pit Socio-Economic Monitoring Program should be submitted to the Nunavut Impact Review Board (NIRB) within one (1) year of issuance of the Project Certificate. The Proponent should produce annual Whale Tail Pit socio-economic monitoring reports throughout the life of the Project that are submitted to the NIRB and shared with the wider KivSEMC.</p>	
50	<p>The Proponent will report the results of its Labour Market Analysis (LMA) and Inuit Work Barrier Study (WBS) to the Kivalliq Socio-Economic Monitoring Committee upon completion in 2018, which should integrate the findings into its ongoing work identifying gaps between the Kivalliq labour market and mining market needs, and how to activate latent labour pool in the Kivalliq region to maximize labour “capture” from mining for the region. The Proponent shall report the results and implications of the LMA and WBS within its first year’s Annual Report to the Nunavut Impact Review Board (NIRB), and show how the results have been integrated into an updated Socio-Economic Monitoring Plan for the Whale Tail Pit Project.</p>	<p>See "Other key sources of information ". Discussion and findings from the LMA and IWBS are incorporated throughout the report.</p>
53	<p>Provided the collection and sharing of such information is consistent with and not limited by any Inuit Impact and Benefit Agreement with the Kivalliq Inuit Association and that employees are willing to voluntarily provide this information, the Proponent should collect and provide project-specific data concerning employee community of residence and number of employees that relocated from the year prior (where available, to and from, for Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet and Whale Cove). The details of this process will be captured in the terms of reference for the project specific Whale Tail Pit Socio-Economic Monitoring Committee. Summaries of this information should be included in the annual Whale Tail Pit socio-economic monitoring reports submitted to the Nunavut Impact Review Board and shared with the wider Kivalliq Socio-Economic Monitoring Committee throughout the life of the Project.</p>	<p>For monitoring of employees by community of hire see "VSEC 1: Employment, Project Inuit Agnico Eagle employment by Kivalliq community". For monitoring of demographic changes, including the movement of people, see "VSEC 6: Population Demographics".</p>
59	<p>The Proponent is encouraged to work with the Kivalliq Inuit Association to establish cross-cultural training initiatives, which promote respect and consideration for the importance of Inuit Qaujimagatuqangit to the Inuit identity and to make this training available to Project employees and on-site sub-contractors. The Proponent should actively monitor the implementation of these initiatives, including the following items:</p> <ul style="list-style-type: none"> <li>- Descriptions of the goals of each program offered;</li> <li>- Language of instruction;</li> <li>- Schedules and location(s) of when each program was offered;</li> <li>- Uptake by employees and/or family members where relevant, noting Inuit and non-Inuit participation rates; and</li> </ul>	<p>For descriptions of cross-cultural training initiatives see "VSEC 5: Culture and Traditional Lifestyle". More detailed information on uptake can be found in Appendix B..</p>

#	Condition	Reference section
	<p>- Completion rates for enrolled participants, noting Inuit and non-Inuit participation rates.</p> <p>Summaries of the cross-cultural training initiatives implemented by the Proponent in fulfilment of this term and condition should be submitted as part of the Proponent's annual reporting to the Nunavut Impact Review Board.</p>	
62	<p>The Proponent should work with the Government of Nunavut to develop an effects monitoring program that identifies Project-related pressures to community infrastructure such as airport and transportation infrastructure, policing, health and social services, in Baker Lake and all the point-of-hire communities of the Kivalliq Region. Evidence of meeting the requirements of this term and condition should be submitted as part of the Proponent's annual reporting to the Nunavut Impact Review Board.</p>	<p>See "VSEC 9: Community Infrastructure and Services".</p>
54	<p>Proponent should ensure that the development of all project monitoring plans and associated reporting and updates are undertaken with active engagement of Kivalliq communities, land users, and harvesters. The Proponent should work with the Kivalliq Inuit Association, the local Hunters and Trappers Organizations and the Kivalliq Socio-Economic Monitoring Committee to report on the collection and integration of Inuit Qaujimaningit through its monitoring programs for the Project. To the extent that the sharing of such information is consistent with, and not limited by, any confidentiality or other agreements, summaries addressing the Proponent's fulfillment of this term and condition should be included in the Proponent's annual report to the Nunavut Impact Review Board.</p>	<p>See "Context - Socio-Economic Monitoring Committees"</p>

## Appendix B. TMS Report 2019

---



## Total Hours of Training by Course for Meadowbank Employees

	Training Activity	Course Code	Hours of Training*	Frequency of the Training (months)	Number of employees registered for training between Jan 01/19 and Dec 31/19				Number of employees who successfully completed training between Jan 01/19 and Dec 31/19			
					Unanuvumit Employees		Other Employees	Total Hours	Unanuvumit Employees		Other Employees	Total Hours
					All	Female			All	Female		
e-Learning	General Induction	996	0.5	36	145	43	280	212.5	142	42	280	211
	WHMIS	1080	0.5	36	0	0	7	3.5	0	0	7	3.5
	WHMIS 2015	102	0.5	36	128	37	255	191.5	127	37	255	191
	Fire Suppression System	1070	0.5	36	125	38	266	195.5	116	33	265	190.5
	Job Hazard Analysis and Work Card	2176	0.5	36	126	38	267	196.5	125	38	267	196
	Spills Response	1791	0.5	36	122	37	260	191	120	37	260	190
	Occupational Health and Safety	2180	0.5	36	114	36	259	186.5	109	34	258	183.5
	Chemical Awareness	1035	0.5	36	33	6	66	49.5	33	6	65	49
	Mill Induction	1009	0.5	36	22	5	59	40.5	22	5	59	40.5
		<b>Total</b>				<b>815</b>	<b>240</b>	<b>1719</b>	<b>1267</b>	<b>794</b>	<b>232</b>	<b>1716</b>
Health and Safety In class	Aerodrome Control Operations	6520	2	-	0	0	1	2	0	0	1	2
	ASGH Aircraft Cargo Procedures	124	3	36	4	1	4	24	4	1	4	24
	ASGH Aircraft Ground Support Equipment GSE	122	3	36	5	1	2	21	5	1	2	21
	ASGH Aircraft Marshalling & Parking	123	3	36	4	1	2	18	4	1	2	18
	ASGH Aviation Fueling Operations	125	3	36	4	1	2	18	4	1	2	18
	ASGH Aviation Safety/Management & Audits	127	1	36	3	0	3	6	3	0	3	6
	ASGH General & Airside Tarmac Safety	121	2.5	36	5	1	11	40	5	1	11	40
	Basic Gas Detection & Equipment Operations	206	3	-	1	0	15	48	1	0	15	48
	Blasting Certificate - Surface	1063	0	60	0	0	0	0	0	0	0	0
	Blasting Certificate - Underground	1065	0	60	0	0	3	0	0	0	3	0
	Confined Space	1113	2	36	9	1	46	110	8	1	46	108
	Diphtheria Awareness	227	1	-	5	1	88	93	5	1	88	93
	Explosive Access Regulation Document	2882	0	60	0	0	1	0	0	0	1	0
	Fall Protection	1067	2	36	10	2	88	196	10	2	88	196
	Fire Truck Pumper Operator Training	255	24	24	0	0	7	168	0	0	7	168
	First Aid & AED/CPR Level A	1072	16	36	6	4	83	1408	6	4	83	1408
	Hoisting and Rigging	2108	2	36	12	1	66	156	12	1	66	156
	Intermodal Transportation of Dangerous Goods	1085	36	24	0	0	10	200	0	0	10	200
	Meadowbank JOHSC Training	310	24	12	3	1	6	216	3	1	6	216
	Joint Occupational Health and Safety Committee Certification	3400	24	36	1	0	16	408	1	0	16	408
	Lockout	1121	2	36	34	8	214	496	33	8	214	494
	Meadowbank Site Induction	103	5	12	71	15	47	590	71	15	47	590
	Oxygen Administration	2259	4	36	6	4	83	356	6	4	83	356
	PSS BG4 Technician	2600	24	24	0	0	4	96	0	0	4	96
	Quantitative Fit Test	335	0	24	1	0	6	0	1	0	6	0
	Respiratory Protection	1068	2	24	81	24	135	426	80	24	135	424
	SCBA	1632	4	36	0	0	11	40	0	0	11	40
	Shiftboss - Underground	1084	0	60	0	0	0	0	0	0	0	0
	SOP Mine - Underground Worker	5051	6	36	2	0	0	12	2	0	0	12
	Standard Operating Procedure Mine	1093	2	36	114	24	287	802	114	24	287	802
Supervision Formula	1094	5	-	0	0	2	10	0	0	2	10	
Supervision Formula 2019	1095	16	-	1	0	92	1488	1	0	92	1488	
Supervisor's Certificate Level 1 - Surface	1077	0	60	0	0	1	0	0	0	1	0	
Supervisor's Certificate Level 2 - Surface	1079	0	60	0	0	10	0	0	0	10	0	
	<b>Total</b>				<b>382</b>	<b>90</b>	<b>1352</b>	<b>7448</b>	<b>379</b>	<b>90</b>	<b>1352</b>	<b>7442</b>
General	Aerial Work Platform	1061	5	36	9	1	28	185	9	1	28	185
	Civility in the Workplace	2890	4	-	43	20	8	202	43	20	8	202
	Civility in the Workplace - for Employees	1016	2	-	94	37	152	492	94	37	152	492
	Compactor	1025	5	36	0	0	1	5	0	0	1	5
	Cross-Cultural	1001	5	-	37	17	91	640	37	17	91	640
	Cybersecurity Awareness Training	1042	0.5	6	3	3	6	4.5	3	3	6	4.5
	Forklift	935	5	36	5	0	36	205	5	0	36	205
	Introduction to Driving	1779	5	-	6	1	2	40	6	1	2	35
	Inuit Impact and Benefit Agreement Awareness	3000	1.5	36	0	0	10	15	0	0	10	15
	JDE Maintenance Tradesmen	1007	4	-	0	0	19	76	0	0	19	76
	Overhead Crane	1013	3	36	8	1	48	168	8	1	47	165
	Payroll System Training	1115	2	12	3	3	68	142	3	3	68	142
	Skid Steer	1091	5	36	2	0	15	85	2	0	15	85
	Telehandler	938	5	36	15	1	36	257	15	1	36	257
	Values and Guiding Principles	1052	1	-	15	6	44	59	15	6	43	58
	<b>Total</b>				<b>240</b>	<b>90</b>	<b>564</b>	<b>2575.5</b>	<b>240</b>	<b>90</b>	<b>561</b>	<b>2566.5</b>
Specific	Ansil Vehicle F.S.S Overview	2889	12	-	1	0	5	68	1	0	5	68
	Backhoe	2670	84	36	10	0	3	804	8	0	3	636
	Cat Hose	2461	12	-	0	0	1	12	0	0	1	12
	Caterpillar SIS Introduction and Overview	2689	12	-	2	0	5	84	2	0	5	84
	Coaching on Equipment	3014	3	-	2	1	8	24	2	1	8	24
	Container Handler	947	24	36	5	0	2	96	5	0	2	96
	Crane Truck F-450	2502	5	36	0	0	5	15	0	0	3	15
	Crushing Circuit	1011	84	36	1	0	0	84	1	0	0	84
	Dozer - Open Pit	931	84	36	20	6	5	1296	18	5	5	1128
	Dozer - Site Services	2153	84	36	3	0	6	108	3	0	6	108
	Drill DM45	934	84	36	0	0	16	336	0	0	16	336
	Excavator - 6020	2093	84	36	0	0	8	96	0	0	8	96
	Excavator - Auxiliary Equipment	927	84	36	6	2	1	372	5	2	1	288
	Excavator - Production Equipment	1790	84	36	5	0	23	624	5	0	23	624
	Excavator - Service Equipment	982	84	36	1	0	3	120	0	0	3	36
	Front Shovel - RH120	975	84	36	1	0	2	180	1	0	2	180
	Fuel Truck - Open Pit	2105	24	36	2	1	2	48	2	1	2	48
	Grader - Open Pit	946	84	36	6	0	5	636	6	0	5	636
	Grader - Site Services	2159	84	36	1	0	6	156	1	0	6	156
	Grinding Circuit	1012	84	36	0	0	1	84	0	0	1	84
	Haul Truck - 777	963	84	36	44	6	7	3492	41	5	7	3312
	Haul Truck - 785	981	0	36	42	5	3	1620	40	5	3	1620
	Haul Truck Trainee Program	2854	336	-	8	4	0	2688	6	3	0	2016
	Hyster Forklift	2262	5	36	4	0	2	44	4	0	2	44
	Kenworth Water Truck	2178	24	36	5	1	28	756	5	1	28	756
	Kidde Vehicle F.S.S Overview	2993	5	-	0	0	1	5	0	0	1	5
	Leach/CIP Stripping Circuit	1114	84	36	0	0	3	180	0	0	3	180
	Loader - Auxiliary Equipment - Open Pit	929	84	36	11	3	2	876	10	3	2	792
	Loader - Auxiliary Equipment - Site Services	2156	84	36	10	0	10	588	10	0	10	588
	Loader - Production Equipment	952	84	36	5	0	6	552	5	0	6	552
	Loader - Service Equipment - Open Pit	2496	84	36	0	0	3	108	0	0	3	108
	Loader - Service Equipment - Site Services	953	84	36	8	1	3	276	8	1	3	276
	Long Haul Truck	2225	84	36	2	2	62	5040	2	2	60	4872
	Mixing and Distribution Circuit	1731	84	36	0	0	1	84	0	0	1	84
	Passenger Bus	2235	5	36	11	1	7	90	11	1	7	90
	Primary Evaluation	3013	0	-	15	2	6	0	15	2	6	0
	Primary Evaluation - Service Loader	2222	0	-	1	0	0	0	1	0	0	0
	Roll-Off Truck	2238	84	36	0	0	0	0	0	0	0	0
	Snow Blower	1867	24	36	4	0	5	120	4	0	5	120
	Snow plow - Open Pit	2265	24	36	1	0	10	216	1	0	10	216
	Tandem Truck - Open Pit	2491	84	36	1	0	7	528	1	0	7	528
	Tandem Truck - Site Services	1977	84	36	7	1	2	252	7	1	2	252

		Tow Haul	985	24	36	1	0	1	48	0	0	1	24
		Tow Haul - Dramis	2303	24	36	0	0	6	120	0	0	6	120
		Tow Haul - Vehicle Recovery and Winch Use	2304	36	36	0	0	9	324	0	0	9	324
		Underground Boom Truck	4999	5	36	0	0	0	0	0	0	0	0
		Underground Development Bolter	5000	84	36	0	0	0	0	0	0	0	0
		Underground Development Jumbo	5010	84	36	0	0	0	0	0	0	0	0
		Underground Development Scoop	5020	84	36	2	0	0	168	2	0	0	168
		Underground Haul Truck	5100	168	36	2	0	0	336	2	0	0	336
		Underground Man Carrier	5102	5	36	2	0	4	30	2	0	4	30
		Underground Modules (Common Core) Certification	5104	0	36	1	0	9	0	1	0	9	0
		Underground Scissor Lift	5110	84	36	0	0	2	96	0	0	2	96
		Underground Service Excavator	5105	5	36	0	0	0	0	0	0	0	0
		Underground Service Tractor	5120	5	36	2	0	3	25	2	0	3	25
		Utility Person Circuit	1099	84	36	0	0	0	0	0	0	0	0
		Vacuum Truck	2306	84	36	0	0	0	0	0	0	0	0
		Water Truck - 773	977	24	36	7	2	1	192	7	2	1	192
		Wheel Dozer	933	84	36	7	2	0	444	7	2	0	444
		<b>Total</b>				<b>269</b>	<b>40</b>	<b>308</b>	<b>24541</b>	<b>254</b>	<b>37</b>	<b>306</b>	<b>22909</b>
<b>ERT</b>	<b>AEM</b>	ERT Practice	2411	12	12	11	5	82	1116	11	5	82	1116
		Mine Rescue - Surface	1055	48	-	3	1	6	432	2	1	6	384
		Mine Rescue - Underground	2848	40	-	0	0	26	1040	0	0	26	1040
		<b>Total</b>			<b>14</b>	<b>6</b>	<b>114</b>	<b>2588</b>	<b>13</b>	<b>6</b>	<b>114</b>	<b>2540</b>	
<b>Education</b>	<b>AEM</b>	EDU - Apprentice Support	6000	1	-	8	0	0	66	8	0	0	66
		EDU - Pre-Trades	6010	2	-	32	6	0	338	32	6	0	338
		Education Testing	6020	0	-	13	3	0	23	13	3	0	23
		Workplace Education Support	6050	0	-	1	0	0	3	1	0	0	3
		<b>Total</b>			<b>54</b>	<b>9</b>	<b>0</b>	<b>430</b>	<b>54</b>	<b>9</b>	<b>0</b>	<b>430</b>	

\*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.



## Hours of Training for Inuit Employees by Community for Meadowbank

Training Activity	Course Code	Hours of Training*	Freq. of Training (Months)	Number of Inuit employees who successfully completed training between Jan 01/19 and Dec 31/19										Total Employees	Total Hours
				Kivalliq Region							Other	Total Employees	Total Hours		
				Arviat	Baker Lake	Coral Harbour	Chesterfield Inlet	Nauyasat	Rankin Inlet	Whale Cove					
e-Learning AEM	General Induction	996	0.5	36	41	79	9	0	0	3	4	1	5	142	71
	WHMIS	1080	0.5	36	0	0	0	0	0	0	0	0	0	0	0
	WHMIS 2015	102	0.5	36	39	65	12	1	2	2	1	5	127	63.5	
	Fire Suppression System	1070	0.5	36	31	64	9	0	3	3	1	5	116	58	
	Job Hazard Analysis and Work Card	2176	0.5	36	37	67	9	0	3	3	1	5	125	62.5	
	Spills Response	1791	0.5	36	34	64	9	0	3	3	2	5	120	60	
	Occupational Health and Safety	2180	0.5	36	27	62	7	0	3	3	2	5	109	54.5	
	Chemical Awareness	1035	0.5	36	5	23	1	2	0	0	0	2	33	16.5	
	Mill Induction	1009	0.5	36	5	14	2	0	0	0	0	1	22	11	
				<b>Total</b>	<b>219</b>	<b>428</b>	<b>58</b>	<b>3</b>	<b>17</b>	<b>18</b>	<b>8</b>	<b>33</b>	<b>794</b>	<b>397</b>	
Health and Safety In-class AEM	Aerodrome Control Operations	6520	2	-	0	0	0	0	0	0	0	0	0	0	0
	ASGH Aircraft Cargo Procedures	124	3	36	0	2	1	0	0	0	0	1	4	12	
	ASGH Aircraft Ground Support Equipment GSE	122	3	36	0	3	1	0	0	0	0	1	5	15	
	ASGH Aircraft Marshalling & Parking	123	3	36	0	2	1	0	0	0	0	1	4	12	
	ASGH Aviation Fueling Operations	125	3	36	0	2	1	0	0	0	0	1	4	12	
	ASGH Aviation Safety/Management & Audits	127	1	36	0	3	0	0	0	0	0	0	3	3	
	ASGH General & Airside Tarmac Safety	121	2.5	36	0	3	1	0	0	0	0	1	5	12.5	
	Basic Gas Detection & Equipment Operations	206	3	36	0	1	0	0	0	0	0	0	1	3	
	Blasting Certificate - Surface	1063	0	60	0	0	0	0	0	0	0	0	0	0	
	Blasting Certificate - Underground	1065	0	60	0	0	0	0	0	0	0	0	0	0	
	Confined Space	1113	2	36	2	5	0	0	0	0	0	1	8	16	
	Diphtherine Awareness	227	1	-	1	3	0	1	0	0	0	0	5	5	
	Explosive Access Regulation Document	2882	0	60	0	0	0	0	0	0	0	0	0	0	
	Fall Protection	1067	2	36	0	8	1	0	0	0	0	1	10	20	
	Fire Truck Pumper Operator Training	255	24	24	0	0	0	0	0	0	0	0	0	0	
	First Aid & AED/CPN Level A	1072	16	36	0	4	1	0	0	0	0	1	6	96	
	Hoisting and Rigging	2108	2	36	2	7	2	0	0	0	0	1	12	24	
	Intermodal Transportation of Dangerous Goods	1085	36	24	0	0	0	0	0	0	0	0	0	0	
	Meadowbank JOHSC Training	310	24	12	0	3	0	0	0	0	0	0	3	72	
	Joint Occupational Health and Safety Committee Certification	3400	24	36	0	1	0	0	0	0	0	0	1	24	
	Lockout	1121	2	36	5	15	2	0	1	2	1	7	33	66	
	Meadowbank Site Induction	103	5	12	25	33	1	2	1	7	1	1	71	355	
	Oxygen Administration	2259	4	36	0	4	1	0	0	0	0	1	6	24	
	PS BCA Technician	2600	24	24	0	0	0	0	0	0	0	0	0	0	
	Quantitative Fit Test	2135	0	24	0	1	0	0	0	0	0	0	1	0	
	Respiratory Protection	1068	2	24	14	51	3	4	0	2	3	3	80	158	
	SCBA	1632	4	36	0	0	0	0	0	0	0	0	0	0	
	Shiftboss - Underground	1084	0	60	0	0	0	0	0	0	0	0	0	0	
	SOP Mine - Underground Worker	5051	6	36	0	2	0	0	0	0	0	0	2	12	
	Standard Operating Procedure Mine	1093	2	36	20	68	4	2	3	11	1	5	114	228	
Supervision Formula	1094	5	-	0	0	0	0	0	0	0	0	0	0		
Supervision Formula 2019	1095	16	-	0	1	0	0	0	0	0	0	1	16		
Supervisor's Certificate Level 1 - Surface	1077	0	60	0	0	0	0	0	0	0	0	0	0		
Supervisor's Certificate Level 2 - Surface	1079	0	60	0	0	0	0	0	0	0	0	0	0		
			<b>Total</b>	<b>69</b>	<b>222</b>	<b>20</b>	<b>9</b>	<b>5</b>	<b>22</b>	<b>6</b>	<b>26</b>	<b>379</b>	<b>1185.5</b>		
General AEM	Aerial Work Platform	1061	5	36	1	6	0	0	0	0	0	2	9	45	
	Civility in the Workplace	2890	4	-	3	26	4	3	3	1	1	2	43	172	
	Civility in the Workplace - for Employees	1016	2	-	21	53	5	0	1	9	3	2	94	188	
	Compactor	1025	5	36	0	0	0	0	0	0	0	0	0	0	
	Cross-Cultural	1001	5	-	8	22	2	1	0	1	0	3	37	185	
	Cybersecurity Awareness Training	1042	0.5	6	2	1	0	0	0	0	0	0	3	1.5	
	Forklift	925	5	36	2	2	1	0	0	0	0	5	25		
	Introduction to Driving	1779	5	-	2	4	0	0	0	0	0	0	6	30	
	Inuit Impact and Benefit Agreement Awareness	3000	1.5	36	0	0	0	0	0	0	0	0	0	0	
	JDE Maintenance Tradesmen	1007	4	-	0	0	0	0	0	0	0	0	0	0	
	Overhead Crane	1013	3	36	1	5	1	0	0	0	0	1	8	24	
	Payroll System Training	1115	2	12	1	2	0	0	0	0	0	0	3	6	
	Skid Steer	1091	5	36	0	1	1	0	0	0	0	1	2	10	
	Telehandler	938	5	36	3	10	1	0	0	0	0	1	15	82	
	Values and Guiding Principles	1052	1	-	5	7	1	0	0	0	0	1	15	15	
				<b>Total</b>	<b>49</b>	<b>139</b>	<b>16</b>	<b>4</b>	<b>4</b>	<b>11</b>	<b>5</b>	<b>12</b>	<b>240</b>	<b>783.5</b>	
	Specific AEM	Ansil Vehicle F.S.S Overview	2889	12	-	0	1	0	0	0	0	0	0	1	12
Backhoe		2670	84	36	3	5	0	0	0	0	0	0	8	528	
Cat Hose		2461	12	-	0	0	0	0	0	0	0	0	0		
Caterpillar SIS Introduction and Overview		2689	12	-	1	0	0	0	0	0	0	0	2	24	
Coaching on Equipment		3014	3	-	0	2	0	0	0	0	0	0	2	0	
Container Handler		947	24	36	2	3	0	0	0	0	0	0	5	60	
Crane Truck F-450		2502	5	36	0	0	0	0	0	0	0	0	0	0	
Crushing Circuit		1011	84	36	0	1	0	0	0	0	0	0	1	84	
Dozer - Open Pit		931	84	36	5	7	1	0	0	2	0	3	18	864	
Dozer - Site Services		2153	84	36	0	3	0	0	0	0	0	0	3	36	
Drill DM45		934	84	36	0	0	0	0	0	0	0	0	0	0	
Excavator - 6020		2093	84	36	0	0	0	0	0	0	0	0	0	0	
Excavator - Auxiliary Equipment		927	84	36	0	0	1	0	0	1	0	3	5	276	
Excavator - Production Equipment		1790	84	36	2	2	0	0	0	0	0	1	5	168	
Excavator - Service Equipment		982	84	36	0	0	0	0	0	0	0	0	0	0	
Front Shovel - RH120		975	84	36	0	1	0	0	0	0	0	0	1	84	
Fuel Truck - Open Pit		2105	24	36	0	0	1	0	0	0	0	1	2	24	
Grader - Open Pit		946	84	36	0	2	0	1	0	1	0	2	6	432	
Grader - Site Services		2159	84	36	0	1	0	0	0	0	0	0	1	12	
Grinding Circuit		1012	84	36	0	0	0	0	0	0	0	0	0	0	
Haul Truck - 777		963	84	36	15	14	2	0	2	7	0	1	41	3228	
Haul Truck - 785		981	0	36	14	14	2	0	2	7	0	1	40	1596	
Haul Truck Trainee Program		2854	336	-	1	3	0	0	0	1	0	1	6	2016	
Hyster Forklift		2262	5	36	2	2	0	0	0	0	0	0	4	27	
Kenworth Water Truck		2178	24	36	1	3	1	0	0	0	0	0	5	96	
Kidde Vehicle F.S.S Overview		2993	5	-	0	0	0	0	0	0	0	0	0	0	
Leach/CIP Stripping Circuit		1114	84	36	0	0	0	0	0	0	0	0	0	0	
Loader - Auxiliary Equipment - Open Pit		929	84	36	1	3	1	0	0	2	0	3	10	696	
Loader - Auxiliary Equipment - Site Services		2156	84	36	2	8	0	0	0	0	0	0	10	324	
Loader - Production Equipment		952	84	36	0	3	0	0	0	1	0	1	5	276	
Loader - Service Equipment - Open Pit		2496	84	36	0	0	0	0	0	0	0	0	0	0	
Loader - Service Equipment - Site Services		953	84	36	0	7	0	0	0	0	0	1	8	240	
Long Haul Truck		2225	84	36	0	2	0	0	0	0	0	0	2	168	
Mixing and Distribution Circuit		1731	84	36	0	0	0	0	0	0	0	0	0	0	
Passenger Bus		2235	5	36	5	5	0	0	0	0	0	1	11	55	
Primary Evaluation		3013	0	-	6	3	0	0	1	2	0	3	15	0	
Primary Evaluation - Service Loader		2222	0	-	0	1	0	0	0	0	0	0	1	0	
Roll-Off Truck		2238	84	36	0	0	0	0	0	0	0	0	0	0	
Snow Blower		1867	24	36	0	4	0	0	0	0	0	0	4	60	
Snow plow - Open Pit		2265	24	36	0	1	0	0	0	0	0	0	1	12	
Tandem Truck - Open Pit		2491	84	36	0	0	0	0	0	0	0	1	1	12	
Tandem Truck - Site Services		1977	84	36	1	5	0	0	0	0	0	1	7		

		Water Truck - 773	977	24	36	1	4	1	0	0	1	0	0	7	168	
		Wheel Dozer	933	84	36	1	2	1	0	0	2	0	1	7	444	
					<b>Total</b>	<b>63</b>	<b>122</b>	<b>11</b>	<b>1</b>	<b>5</b>	<b>27</b>	<b>0</b>	<b>25</b>	<b>254</b>	<b>12774</b>	
ERT	AEM	ERT Practice	2411	12	12	0	11	0	0	0	0	0	0	11	152	
		Mine Rescue - Surface	1055	48	-	1	0	0	1	0	0	0	0	0	2	96
		Mine Rescue - Underground	2848	40	-	0	0	0	0	0	0	0	0	0	0	0
						<b>Total</b>	<b>1</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>228</b>
Education	AEM	EDU - Apprentice Support	6000	1	-	6	2	0	0	0	0	0	0	8	66	
		EDU - Pre-Trades	6010	2	-	13	13	0	0	0	0	0	0	6	32	338
		Education Testing	6020	0	-	3	9	1	0	0	0	0	0	0	13	23
		Workplace Education Support	6050	0	-	0	0	0	0	1	0	0	0	0	1	3
						<b>Total</b>	<b>22</b>	<b>24</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>54</b>

\*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.



## Total Hours of Training by Course for Meliadine Employees

	Training Activity	Course Code	Hours of Training*	Frequency of the Training (months)	Number of employees registered for training between Jan 01/19 and Dec 31/19				Number of employees who successfully completed training between Jan 01/19 and Dec 31/19						
					Nunavummiut Employees		Other Employees	Total Hours	Nunavummiut Employees		Other Employees	Total Hours			
					All	Female			All	Female					
e-Learning	AEM	General Induction	996	0.5	36	66	20	292	179	64	18	292	178		
		WHMIS	1080	0.5	36	2	1	29	15.5	1	0	29	15		
		WHMIS 2015	102	0.5	36	66	17	270	168	64	17	270	167		
		Fire Suppression System	1070	0.5	36	60	18	274	167	57	17	273	165		
		Job Hazard Analysis and Work Card	2176	0.5	36	62	18	272	167	62	18	272	167		
		Spills Response	1791	0.5	36	60	17	271	165.5	60	17	271	165.5		
		Occupational Health and Safety	2180	0.5	36	57	16	266	161.5	57	16	264	160.5		
		Chemical Awareness	1035	0.5	36	3	1	39	21	3	1	39	21		
		Mill Induction	1009	0.5	36	4	1	31	17.5	4	1	31	17.5		
						<b>Total</b>	<b>380</b>	<b>109</b>	<b>1744</b>	<b>1062</b>	<b>372</b>	<b>105</b>	<b>1741</b>	<b>1056.5</b>	
Health and Safety	In class	AEM	Basic Gas Detection & Equipment Operations	206	3	-	2	1	31	99	2	1	31	99	
			Blasting Certificate - Underground	1065	0	60	1	0	18	0	1	0	18	0	
			Chemical Awareness - Meliadine	120	2	36	14	1	142	312	14	1	142	312	
			Confined Space	1113	2	36	2	0	38	80	2	0	38	80	
			Diphtherine Awareness	227	1	-	9	0	86	95	9	0	86	95	
			Fall Protection	1067	2	36	9	2	84	186	9	2	84	186	
			First Aid & AED/CPR Level A	1072	16	36	10	2	81	1456	10	2	81	1456	
			Gas Detector	207	1	12	0	0	18	18	0	0	18	18	
			Hoisting and Rigging	2108	2	36	21	2	64	170	21	2	64	170	
			Job Hazard Analysis	1097	1	36	0	0	9	9	0	0	9	9	
			Lockout	1121	2	36	29	6	140	338	29	6	139	336	
			Mill Induction - Meliadine	130	2	36	9	1	103	224	9	1	103	224	
			OHSC Training	315	16	-	2	2	24	416	1	1	24	400	
			Oxygen Administration	2259	4	36	10	2	78	352	10	2	78	352	
			Quantitative Fit Test	335	0	24	0	0	1	0	0	0	1	0	
			Respiratory Protection	1068	2	24	10	1	59	138	10	1	57	134	
			Scaffolds	2204	12	24	0	0	13	156	0	0	13	156	
			SCBA	1632	4	36	0	0	3	12	0	0	3	12	
			Shiftboss - Underground	1084	0	60	0	0	1	0	0	0	1	0	
			SOP Mine - Underground Worker	5051	6	36	18	6	135	837	18	6	135	837	
			SOP Surface - Meliadine	5052	2	36	15	4	113	256	15	4	113	256	
			Supervision Formula	1094	8	-	6	2	131	949	6	2	131	949	
			Supervisor Safety Responsibilities	2397	10	-	5	0	41	460	5	0	41	460	
			Supervisor's Certificate Level 1 - Surface	1077	0	60	0	0	0	0	0	0	0	0	
			Supervisor's Certificate Level 2 - Surface	1079	0	60	0	0	15	0	0	0	15	0	
			Supervisor's Certificate Level 2 - Underground	1081	0	60	0	0	6	0	0	0	6	0	
			Working Safely on Ice	3096	0	-	0	0	8	0	0	0	8	0	
							<b>Total</b>	<b>172</b>	<b>32</b>	<b>1442</b>	<b>6563</b>	<b>171</b>	<b>31</b>	<b>1439</b>	<b>6541</b>
General	AEM	Aerial Work Platform	1061	5	36	2	0	14	80	2	0	14	80		
		Broderson Crane	101	5	36	0	0	8	40	0	0	8	40		
		Civility in the Workplace	2890	4	-	7	4	144	604	7	4	144	604		
		Civility in the Workplace - for Employees	1016	2	-	48	10	153	402	48	10	153	402		
		Cross-Cultural	1001	5	-	29	13	154	915	29	13	154	915		
		Cybersecurity Awareness Training	1042	0.5	6	0	0	3	1.5	0	0	3	1.5		
		Driver Awareness	1045	1.5	36	92	14	554	969	92	14	554	969		
		Forklift	935	5	36	8	3	21	145	8	3	20	140		
		Introduction to Driving	1779	5	-	1	0	0	5	1	0	0	5		
		Inuit Impact and Benefit Agreement Awareness	3000	1.5	36	26	4	76	153	26	4	76	153		
		JDE Maintenance Tradesmen	1007	4	-	2	0	9	44	2	0	9	44		
		Overhead Crane	1013	3	36	8	1	32	120	8	1	32	120		
		People Management Tools	3020	3	-	0	0	35	105	0	0	35	105		
		Roller Compactor	1127	5	36	14	1	3	85	14	1	3	85		
		Skid Steer	1091	5	36	2	0	23	115	2	0	23	115		
		Telehandler	938	5	36	22	2	41	329	22	2	41	329		
						<b>Total</b>	<b>261</b>	<b>52</b>	<b>1270</b>	<b>4112.5</b>	<b>261</b>	<b>52</b>	<b>1269</b>	<b>4107.5</b>	
		Specific	AEM	Ansil Vehicle F.S.S Overview	2889	12	-	0	0	3	36	0	0	3	36
				Apprentice Technical Support	4115	1	-	48	0	0	48	48	0	0	48
Articulated Haul Truck	2005			84	36	6	0	2	420	6	0	2	420		
Backhoe	2670			84	36	1	0	1	12	1	0	1	12		
Coaching on Equipment	3014			3	-	6	5	23	84	6	5	23	84		
Container Handler	947			24	36	0	0	2	48	0	0	2	48		
Dozer - Site Services	2153			84	36	0	0	2	12	0	0	2	12		
Excavator - Auxiliary Equipment	927			84	36	0	0	1	12	0	0	1	12		
Excavator - Service Equipment	982			84	36	0	0	0	0	0	0	0	0		
Grader - Open Pit	946			84	36	0	0	1	12	0	0	1	12		
Grader - Site Services	2159			84	36	0	0	1	12	0	0	1	12		
Grinding Circuit	1012			84	36	0	0	1	84	0	0	1	84		
Hyster Forklift	2262			5	36	0	0	0	36	0	0	0	36		
Leach/CL Stripping Circuit	1114			84	36	0	0	3	168	0	0	3	168		
Loader - Auxiliary Equipment - Site Services	2156			84	36	1	0	2	96	1	0	2	96		
Loader - Production Equipment	952			84	36	6	1	1	336	6	1	3	336		
Loader - Service Equipment - Site Services	953			84	36	7	0	0	420	7	0	0	420		
Mini-Excavator	2229			84	36	0	0	2	24	0	0	2	24		
Passenger Bus	2235			5	36	0	0	1	5	0	0	1	5		
Paste Plant Circuit	3090			84	36	0	0	1	84	0	0	1	84		
Primary Evaluation - Conventional Miner Relief	5123			0	-	2	1	1	0	2	1	1	0		
Primary Evaluation - Grader Relief	5080			0	-	1	0	0	0	1	0	0	0		
Primary Evaluation - Production Driller Relief	5157			0	-	0	0	1	0	0	0	1	0		
Primary Evaluation - Production Raise Relief	5151			0	-	0	0	2	0	0	0	2	0		
Primary Evaluation - Scoop Relief	5109			0	-	3	1	1	0	3	1	1	0		
Service Loader	2238			84	36	1	0	0	84	1	0	0	84		
Snow Blower	1867			24	36	0	0	1	0	0	0	1	0		
Surface Articulated Haul Truck	4990			84	36	5	0	0	24	5	0	0	24		
Tandem Truck - Site Services	1977			84	36	2	0	1	96	2	0	1	96		
Underground Block Holer	4997			154	36	1	0	11	1706	1	0	11	1706		
Underground Boom Truck	4999			77	36	3	0	12	338	2	0	12	338		
Underground Cable Drill	4992			154	36	0	0	7	782	0	0	7	782		
Underground Cassette Man Carrier	4993			5	36	6	0	11	127	6	0	11	127		
Underground Concrete Truck	4995			77	36	1	0	5	255	1	0	5	255		
Underground Development Bolter	5000			154	36	0	0	16	509	0	0	16	509		
Underground Development Jumbo	5010			154	36	0	0	9	664	0	0	9	664		
Underground Development Scoop	5020			84	36	0	0	15	349	0	0	15	349		
Underground Electronic Detonator	5025			24	36	0	0	8	168	0	0	8	168		
Underground Emulsion Charger	5030			154	36	1	0	6	652	1	0	6	652		
Underground Grader	5070			154	36	1	0	5	486	1	0	5	486		
Underground Haul Truck	5100			154	36	17	7	16	3675	17	7	16	3675		
Underground Haul Truck 50T	5095			77	36	16	6	13	1323	14	5	13	1299		
Underground Lube/Fuel Truck	5065			77	36	3	0	8	474	1	0	7	443		
Underground Man Carrier	5102			5	36	2	1	51	263	2	1	51	263		
Underground Modules (Common Core) Certification	5104			84	36	10	3	20	2520	10	3	20	2520		
Underground Production Cubex Drill	5140			154	36	0	0	4	332	0	0	4	332		
Underground Production DU411	5161			154	36	0	0	1	154	0	0	1	154		
Underground Production Emulsion Loader	5143			154	36	0	0	10	1398	0	0	10	1398		



		Underground Production Rhino	5150	154	36	0	0	4	616	0	0	4	616
		Underground Production Scoop	5153	168	36	1	1	14	155	1	1	14	155
		Underground Production Solo 421	5159	154	36	0	0	12	1114	0	0	12	1114
		Underground Production Solo 431	5160	154	36	0	0	1	154	0	0	1	154
		Underground Production Solo Top Hammer Drill	5156	154	36	0	0	1	154	0	0	1	154
		Underground Remote Controlled Scoop - 8 yards	5125	77	36	5	0	21	652	5	0	21	652
		Underground Remote Controlled Scoop - 12 yards	5126	5	36	1	0	14	75	1	0	14	75
		Underground Scissor Lift	5110	77	36	10	2	35	2162	10	2	34	2085
		Underground Service Excavator	5105	11	36	1	0	24	292	1	0	24	292
		Underground Service Loader	5107	11	36	5	0	10	167	5	0	10	167
		Underground Service Scoop	5108	11	36	3	0	19	659	3	0	19	659
		Underground Service Scoop 12 yards	5115	77	12	2	0	6	462	2	0	6	462
		Underground Service Scoop 8 & 12 yards	5158	77	12	0	0	1	77	0	0	1	77
		Underground Service Scoop 8 yards	5114	154	12	2	0	9	1256	2	0	9	1256
		Underground Service Tractor	5120	11	36	3	0	86	767	3	0	85	755
		Underground Telehandler	5132	5	36	1	0	4	25	1	0	4	25
		Underground Trainee Program	5133	308	-	8	3	0	2464	8	3	0	2464
		Vacuum Truck	2306	84	36	4	0	2	348	4	0	2	348
		Water Truck - MEL Site Services	2309	84	36	2	0	0	84	2	0	0	84
		<b>Total</b>				<b>198</b>	<b>31</b>	<b>545</b>	<b>29975</b>	<b>193</b>	<b>30</b>	<b>542</b>	<b>29631</b>
<b>ERT</b>	<b>AEM</b>	ERT practice Meliadine	229	10	-	17	3	199	2160	17	3	199	2160
		Fire Apparatus Operator	238	40	-	0	0	16	640	0	0	16	640
		Industrial Fire Brigade Team Leader	245	16	-	1	1	19	320	1	1	19	320
		Industrial Firefighting	246	32	-	4	1	27	992	4	1	27	992
		Mine Rescue - Underground/ Surface	2848	40	-	1	0	7	480	1	0	7	480
		Mine Rescue Meliadine - Combined Surface and Underground	430	60	36	0	0	1	60	0	0	1	60
		<b>Total</b>					<b>23</b>	<b>5</b>	<b>269</b>	<b>4652</b>	<b>23</b>	<b>5</b>	<b>269</b>

\*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.



		Underground Telehandler	5132	5	36	0	0	0	0	0	0	0	1	1	5		
		Underground Trainee Program	5133	308	-	0	0	3	0	0	5	0	0	0	8	2464	
		Vacuum Truck	2306	84	36	1	0	0	1	0	2	0	0	4	180		
		Water Truck - MEL Site Services	2309	84	36	0	0	0	0	0	2	0	0	2	84		
						<b>Total</b>	<b>7</b>	<b>11</b>	<b>36</b>	<b>4</b>	<b>3</b>	<b>108</b>	<b>0</b>	<b>24</b>	<b>193</b>	<b>10203</b>	
	ERT	AEM	ERT practice Meladine	229	10	-	0	0	5	0	0	2	0	10	17	170	
			Fire Apparatus Operator	238	40	-	0	0	0	0	0	0	0	0	0	0	
			Industrial Fire Brigade Team Leader	245	16	-	0	0	0	0	0	0	0	0	1	1	16
			Industrial Firefighting	246	32	-	0	0	2	0	0	0	0	2	4	128	
			Mine Rescue - Underground/ Surface	2848	40	-	0	0	1	0	0	0	0	0	1	60	
Mine Rescue Meladine - Combined Surface and Underground			430	60	36	0	0	0	0	0	0	0	0	0	0	0	
					<b>Total</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>13</b>	<b>23</b>	<b>374</b>		

\*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.



## Total Hours of Training by Course for Nunavut Contractors for Meadowbank

	Training Activity	Course Code	Hours of Training*	Frequency of the Training (months)	Number of contractors registered for training between Jan 01/19 and Dec 31/19		Number of contractors who successfully completed training between Jan 01/19 and Dec 31/19			
					Individuals	Total Hours	Individuals	Total Hours		
e-Learning	Contractor	General Induction	996	0.5	36	986	493	981	490.5	
		WHMIS	1080	0.5	36	8	4	8	4	
		WHMIS 2015	102	0.5	36	928	464	928	464	
		Fire Suppression System	1070	0.5	36	913	456.5	903	451.5	
		Job Hazard Analysis and Work Card	2176	0.5	36	901	450.5	900	450	
		Spills Response	1791	0.5	36	904	452	903	451.5	
		Occupational Health and Safety	2180	0.5	36	876	438	872	436	
		Chemical Awareness	1035	0.5	36	194	97	191	95.5	
		Mill Induction	1009	0.5	36	164	82	161	80.5	
		<b>Total</b>					<b>5874</b>	<b>2937</b>	<b>5847</b>	<b>2923.5</b>
	Health and Safety In class	Contractor	Aerodrome Control Operations	6520	2	-	0	0	0	0
			ASGH Aircraft Cargo Procedures	124	3	36	1	3	1	3
			ASGH Aircraft Ground Support Equipment GSE	122	3	36	0	0	0	0
			ASGH Aircraft Marshalling & Parking	123	3	36	0	0	0	0
			ASGH Aviation Fueling Operations	125	3	36	0	0	0	0
			ASGH Aviation Safety/Management & Audits	127	1	36	0	0	0	0
			ASGH General & Airside Tarmac Safety	121	2.5	36	2	5	2	5
			Basic Gas Detection & Equipment Operations	206	3	-	5	15	5	15
			Blasting Certificate - Surface	1063	0	60	6	0	6	0
			Blasting Certificate - Underground	1065	0	60	5	0	5	0
Confined Space			1113	2	36	125	250	124	248	
Diphtherine Awareness			227	1	-	29	29	29	29	
Explosive Access Regulation Document			2882	0	60	0	0	0	0	
Fall Protection			1067	2	36	204	408	204	408	
Fire Truck Pumper Operator Training			255	24	24	0	0	0	0	
First Aid & AED/CPR Level A		1072	16	36	25	400	25	400		
Hoisting and Rigging		2108	2	36	149	298	149	298		
Intermodal Transportation of Dangerous Goods		1085	36	24	0	0	0	0		
IOHSC Training		310	24	12	3	72	3	72		
Joint Occupational Health and Safety Committee Certification		3400	24	36	0	0	0	0		
Lockout		1121	2	36	504	1008	504	1008		
Meadowbank Site Induction		103	5	12	371	1855	370	1850		
Oxygen Administration		2259	4	36	25	100	25	100		
PSS BG4 Technician		2600	24	24	0	0	0	0		
Quantitative Fit Test		335	0	24	19	0	19	0		
Respiratory Protection		1068	2	24	199	372	199	372		
SCBA		1632	4	36	7	28	7	28		
Shiftboss - Underground		1084	0	60	1	0	1	0		
SOP Mine - Underground Worker		5051	6	36	0	0	0	0		
Standard Operating Procedure Mine		1093	2	36	649	1298	649	1298		
Supervision Formula	1094	5	-	0	0	0	0			
Supervision Formula 2019	1095	16	-	12	192	12	192			
Supervisor's Certificate Level 1 - Surface	1077	0	60	0	0	0	0			
Supervisor's Certificate Level 2 - Surface	1079	0	60	3	0	3	0			
<b>Total</b>					<b>2344</b>	<b>6333</b>	<b>2342</b>	<b>6326</b>		
General	Contractor	Aerial Work Platform	1061	5	36	88	447	88	447	
		Civility in the Workplace	2890	4	-	10	40	10	40	
		Civility in the Workplace - for Employees	1016	2	-	283	566	283	566	
		Compactor	1025	5	36	1	5	1	5	
		Cross-Cultural	1001	5	-	16	80	16	80	
		Cybersecurity Awareness Training	1042	0.5	6	0	0	0	0	
		Forklift	935	5	36	117	585	117	585	
		Introduction to Driving	1779	5	-	2	10	2	10	
		Inuit Impact and Benefit Agreement Awareness	3000	1.5	36	3	4.5	3	4.5	
		JDE Maintenance Tradesmen	1007	4	-	49	196	48	192	
		Overhead Crane	1013	3	36	114	342	111	333	
		Payroll System Training	1115	2	12	2	4	2	4	
		Skid Steer	1091	5	36	35	175	35	175	
		Telehandler	938	5	36	103	500	103	500	
		Values and Guiding Principles	1052	1	-	3	3	3	3	
<b>Total</b>					<b>826</b>	<b>2957.5</b>	<b>822</b>	<b>2944.5</b>		
Specific	Contractor	Ansul Vehicle F.S.S Overview	2889	12	-	0	0	0	0	
		Backhoe	2670	84	36	3	36	3	36	
		Cat Hose	2461	12	-	4	48	4	48	
		Caterpillar SIS Introduction and Overview	2689	12	-	6	72	6	72	
		Coaching on Equipment	3014	3	-	4	12	4	12	
		Container Handler	947	24	36	1	12	1	12	
		Crane Truck F-450	2502	5	36	3	22	3	22	
		Crushing Circuit	1011	84	36	5	420	5	420	
		Dozer - Open Pit	931	84	36	21	324	21	324	
		Dozer - Site Services	2153	84	36	1	12	1	12	
		Drill DM45	934	84	36	4	48	4	48	
		Excavator - 6020	2093	84	36	4	48	4	48	
		Excavator - Auxiliary Equipment	927	84	36	13	228	13	228	
		Excavator - Production Equipment	1790	84	36	13	132	13	132	
		Excavator - Service Equipment	982	84	36	8	168	7	156	
		Front Shovel - RH120	975	84	36	0	0	0	0	
		Fuel Truck - Open Pit	2105	24	36	8	96	8	96	
		Grader - Open Pit	946	84	36	19	300	19	300	
		Grader - Site Services	2159	84	36	2	96	2	96	
		Grinding Circuit	1012	84	36	1	84	1	84	
		Haul Truck - 777	963	84	36	54	588	54	588	
		Haul Truck - 785	981	0	36	56	288	56	288	
		Haul Truck Trainee Program	2854	336	-	0	0	0	0	
		Hyster Forklift	2262	5	36	0	0	0	0	
		Kenworth Water Truck	2178	24	36	11	192	11	192	
		Kidde Vehicle F.S.S Overview	2993	5	-	0	0	0	0	
		Leach/CIP Stripping Circuit	1114	84	36	1	84	1	84	
		Loader - Auxiliary Equipment - Open Pit	929	84	36	22	264	22	264	
		Loader - Auxiliary Equipment - Site Services	2156	84	36	6	144	6	144	
		Loader - Production Equipment	952	84	36	10	120	10	120	
		Loader - Service Equipment - Open Pit	2496	84	36	7	84	7	84	
		Loader - Service Equipment - Site Services	953	84	36	4	48	4	48	
		Long Haul Truck	2225	84	36	30	2520	23	1932	
		Mixing and Distribution Circuit	1731	84	36	4	336	4	336	

		Passenger Bus	2235	5	36	4	20	4	20
		Primary Evaluation	3013	0	-	0	0	0	0
		Primary Evaluation - Service Loader	2222	0	-	0	0	0	0
		Roll-Off Truck	2238	84	36	1	84	1	84
		Snow Blower	1867	24	36	2	24	2	24
		Snow plow - Open Pit	2265	24	36	2	24	2	24
		Tandem Truck - Open Pit	2491	84	36	16	192	16	192
		Tandem Truck - Site Services	1977	84	36	0	0	0	0
		Tow Haul	985	24	36	0	0	0	0
		Tow Haul - Dramis	2303	24	36	3	72	3	72
		Tow Haul - Vehicle Recovery and Winch Use	2304	36	36	1	36	1	36
		Underground Boom Truck	4999	5	36	13	65	13	65
		Underground Development Bolter	5000	84	36	7	444	7	444
		Underground Development Jumbo	5010	84	36	2	168	2	168
		Underground Development Scoop	5020	84	36	9	324	9	324
		Underground Haul Truck	5100	168	36	8	564	8	564
		Underground Man Carrier	5102	5	36	16	80	16	80
		Underground Modules (Common Core) Certification	5104	0	36	0	0	0	0
		Underground Scissor Lift	5110	84	36	11	132	11	132
		Underground Service Excavator	5105	5	36	5	25	5	25
		Underground Service Tractor	5120	5	36	16	80	16	80
		Utility Person Circuit	1099	84	36	6	336	5	252
		Vacuum Truck	2306	84	36	1	12	1	12
		Water Truck - 773	977	24	36	0	0	0	0
		Wheel Dozer	933	84	36	2	24	2	24
		<b>Total</b>				<b>450</b>	<b>9532</b>	<b>441</b>	<b>8848</b>
<b>ERT</b>	<b>Contractor</b>	ERT Practice	2411	12	12	14	168	14	168
		Mine Rescue - Surface	1055	48	-	1	48	1	48
		Mine Rescue - Underground	2848	40	-	21	840	21	840
		<b>Total</b>				<b>36</b>	<b>1056</b>	<b>36</b>	<b>1056</b>

\*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.



		Underground Haul Truck	5100	168	36	0	0	0	0	0	0	0	0	0	
		Underground Man Carrier	5102	5	36	0	0	0	0	0	0	0	0	0	
		Underground Modules (Common Core) Certification	5104	0	36	0	0	0	0	0	0	0	0	0	
		Underground Scissor Lift	5110	84	36	0	0	0	0	0	0	0	0	0	
		Underground Service Excavator	5105	5	36	0	0	0	0	0	0	0	0	0	
		Underground Service Tractor	5120	5	36	0	0	0	0	0	0	0	0	0	
		Utility Person Circuit	1099	84	36	0	0	0	0	0	0	0	0	0	
		Vacuum Truck	2306	84	36	0	0	0	0	0	0	0	0	0	
		Water Truck - 773	977	24	36	0	0	0	0	0	0	0	0	0	
		Wheel Dozer	933	84	36	0	0	0	0	0	0	0	0	0	
					<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>192</b>	
<b>ERT</b>	<b>Contractor</b>	ERT Practice	2411	12	12	0	0	0	0	0	0	0	0	0	
		Mine Rescue - Surface	1055	48	-	0	0	0	0	0	0	0	0	0	0
		Mine Rescue - Underground	2848	40	-	0	0	0	0	0	0	0	0	0	0
						<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.															
**We can't verify that the contractors are Inuits.															



## Total Hours of Training by Course for Nunavut Contractors for Meliadine

	Training Activity	Course Code	Hours of Training*	Frequency of the Training (months)	Number of contractors registered for training between Jan 01/19 and Dec 31/19		Number of contractors who successfully completed training between Jan 01/19 and Dec 31/19			
					Individuals	Total Hours	Individuals	Total Hours		
e-Learning	Contractor	General Induction	996	0.5	36	767	383.5	763	381.5	
		WHMIS	1080	0.5	36	14	7	11	5.5	
		WHMIS 2015	102	0.5	36	738	369	732	366	
		Fire Suppression System	1070	0.5	36	712	356	702	351	
		Job Hazard Analysis and Work Card	2176	0.5	36	706	353	705	352.5	
		Spills Response	1791	0.5	36	705	352.5	699	349.5	
		Occupational Health and Safety	2180	0.5	36	691	345.5	685	342.5	
		Chemical Awareness	1035	0.5	36	111	55.5	109	54.5	
		Mill Induction	1009	0.5	36	69	34.5	69	34.5	
			<b>Total</b>				<b>4513</b>	<b>2256.5</b>	<b>4475</b>	<b>2237.5</b>
Health and Safety	In class	Contractor	Basic Gas Detection & Equipment Operations	206	3	-	5	15	5	15
			Blasting Certificate - Underground	1065	0	60	4	0	4	0
			Chemical Awareness - Meliadine	120	2	36	226	452	214	428
			Confined Space	1113	2	36	103	206	90	180
			Diphtherine Awareness	227	1	-	136	136	124	124
			Fall Protection	1067	2	36	115	216	113	212
			First Aid & AED/CPR Level A	1072	16	36	6	96	6	96
			Gas Detector	207	1	12	14	14	14	14
			Hoisting and Rigging	2108	2	36	129	258	129	258
			Job Hazard Analysis	1097	1	36	0	0	0	0
			Lockout	1121	2	36	423	846	410	820
			Mill Induction - Meliadine	130	2	36	190	380	178	356
			OHSC Training	315	16	-	3	48	3	48
			Oxygen Administration	2259	4	36	6	24	6	24
			Quantitative Fit Test	335	0	24	1	0	1	0
			Respiratory Protection	1068	2	24	68	136	68	136
			Scaffolds	2204	12	24	9	108	9	108
			SCBA	1632	4	36	0	0	0	0
			Shiftboss - Underground	1084	0	60	0	0	0	0
			SOP Mine - Underground Worker	5051	6	36	130	703	125	676
			SOP Surface - Meliadine	5052	2	36	282	564	280	560
			Supervision Formula	1094	8	-	22	143	22	143
			Supervisor Safety Responsibilities	2397	10	-	10	100	10	100
			Supervisor's Certificate Level 1 - Surface	1077	0	60	1	0	1	0
			Supervisor's Certificate Level 2 - Surface	1079	0	60	4	0	4	0
			Supervisor's Certificate Level 2 - Underground	1081	0	60	1	0	1	0
Working Safely on Ice	3096	0	-	3	0	3	0			
	<b>Total</b>				<b>1891</b>	<b>4445</b>	<b>1820</b>	<b>4298</b>		
General	Contractor	Aerial Work Platform	1061	5	36	38	170	38	170	
		Broderson Crane	101	5	36	2	10	2	10	
		Civility in the Workplace	2890	4	-	14	56	14	56	
		Civility in the Workplace - for Employees	1016	2	-	115	230	114	228	
		Cross-Cultural	1001	5	-	35	175	35	175	
		Cybersecurity Awareness Training	1042	0.5	6	0	0	0	0	
		Driver Awareness	1045	1.5	36	657	985.5	655	982.5	
		Forklift	935	5	36	48	240	48	240	
		Introduction to Driving	1779	5	-	3	15	3	15	
		Inuit Impact and Benefit Agreement Awareness	3000	1.5	36	15	22.5	15	22.5	
		JDE Maintenance Tradesmen	1007	4	-	22	88	22	88	
		Overhead Crane	1013	3	36	90	270	90	270	
		People Management Tools	3020	3	-	0	0	0	0	
		Roller Compactor	1127	5	36	6	25	6	25	
		Skid Steer	1091	5	36	39	180	39	180	
		Telehandler	938	5	36	74	355	72	345	
	<b>Total</b>				<b>1158</b>	<b>2822</b>	<b>1153</b>	<b>2807</b>		
Specific	Contractor	Ansul Vehicle F.S.S Overview	2889	12	-	1	12	1	12	
		Apprentice Technical Support	4115	1	-	0	0	0	0	
		Articulated Haul Truck	2005	84	36	12	24	12	24	
		Backhoe	2670	84	36	3	0	3	0	
		Coaching on Equipment	3014	3	-	6	18	6	18	
		Container Handler	947	24	36	2	0	2	0	
		Dozer - Site Services	2153	84	36	7	192	7	192	
		Excavator - Auxiliary Equipment	927	84	36	0	0	0	0	
		Excavator - Service Equipment	982	84	36	5	36	5	36	
		Grader - Open Pit	946	84	36	0	0	0	0	
		Grader - Site Services	2159	84	36	4	24	4	24	
		Grinding Circuit	1012	84	36	0	0	0	0	
		Hyster Forklift	2262	5	36	1	5	1	5	
		Leach/CIL Stripping Circuit	1114	84	36	0	0	0	0	
		Loader - Auxiliary Equipment - Site Services	2156	84	36	7	108	6	108	
		Loader - Production Equipment	952	84	36	0	0	0	0	
		Loader - Service Equipment - Site Services	953	84	36	11	12	11	12	
		Mini-Excavator	2229	84	36	0	0	0	0	
		Passenger Bus	2235	5	36	0	0	0	0	
		Paste Plant Circuit	3090	84	36	0	0	0	0	
		Primary Evaluation - Conventional Miner Relief	5123	0	-	0	0	0	0	
		Primary Evaluation - Grader Relief	5080	0	-	0	0	0	0	
		Primary Evaluation - Production Driller Relief	5157	0	-	0	0	0	0	
		Primary Evaluation - Production Raise Relief	5151	0	-	0	0	0	0	
		Primary Evaluation - Scoop Relief	5109	0	-	0	0	0	0	
		Service Loader	2238	84	36	0	0	0	0	
		Snow Blower	1867	24	36	1	0	1	0	
		Surface Articulated Haul Truck	4990	84	36	5	12	5	12	
		Tandem Truck - Site Services	1977	84	36	2	12	2	12	
		Underground Block Holer	4997	154	36	2	308	2	308	
		Underground Boom Truck	4999	77	36	22	1002	21	990	
		Underground Cable Drill	4992	154	36	0	0	0	0	
		Underground Cassette Man Carrier	4993	5	36	18	125	18	125	
		Underground Concrete Truck	4995	77	36	2	89	2	89	
		Underground Development Bolter	5000	154	36	0	0	0	0	
		Underground Development Jumbo	5010	154	36	0	0	0	0	
		Underground Development Scoop	5020	84	36	3	154	3	154	
		Underground Electronic Detonator	5025	24	36	0	0	0	0	
		Underground Emulsion Charger	5030	154	36	1	12	1	12	
		Underground Grader	5070	154	36	0	0	0	0	



		Underground Haul Truck	5100	154	36	45	3500	45	3500
		Underground Haul Truck 50T	5095	77	36	32	1554	32	1554
		Underground Lube/Fuel Truck	5065	77	36	12	380	12	380
		Underground Man Carrier	5102	5	36	19	101	19	101
		Underground Modules (Common Core) Certification	5104	84	36	2	168	2	168
		Underground Production Cubex Drill	5140	154	36	4	616	4	616
		Underground Production DU411	5161	154	36	2	308	2	308
		Underground Production Emulsion Loader	5143	154	36	1	154	1	154
		Underground Production Rhino	5150	154	36	0	0	0	0
		Underground Production Scoop	5153	168	36	2	154	2	154
		Underground Production Solo 421	5159	154	36	1	154	0	0
		Underground Production Solo 431	5160	154	36	0	0	0	0
		Underground Production Solo Top Hammer Drill	5156	154	36	0	0	0	0
		Underground Remote Controlled Scoop	5125	77	36	3	94	3	94
		Underground Remote Controlled Scoop - 12 yards	5126	5	36	2	10	2	10
		Underground Scissor Lift	5110	77	36	21	902	21	902
		Underground Service Excavator	5105	11	36	9	107	9	107
		Underground Service Loader	5107	11	36	16	187	16	187
		Underground Service Scoop 3.5 yards	5108	11	36	18	684	18	684
		Underground Service Scoop 12 yards	5115	77	12	0	0	0	0
		Underground Service Scoop 8 & 12 yards	5158	77	12	1	77	1	77
		Underground Service Scoop 8 yards	5114	154	12	0	0	0	0
		Underground Service Tractor	5120	11	36	68	633	66	609
		Underground Telehandler	5132	5	36	4	20	4	20
		Underground Trainee Program	5133	308	-	0	0	0	0
		Vacuum Truck	2306	84	36	0	0	0	0
		Water Truck - MEL Site Services	2309	84	36	1	0	1	0
		<b>Total</b>				<b>378</b>	<b>11948</b>	<b>373</b>	<b>11758</b>
<b>ERT</b>	<b>Contractor</b>	ERT practice Meliadine	229	10	-	5	50	5	50
		Fire Apparatus Operator	238	40	-	0	0	0	0
		Industrial Fire Brigade Team Leader	245	16	-	0	0	0	0
		Industrial Firefighting	246	32	-	0	0	0	0
		Mine Rescue - Underground/ Surface	2848	40	-	0	0	0	0
		Mine Rescue Meliadine - Combined Surface and Underground	430	60	36	0	0	0	0
		<b>Total</b>					<b>5</b>	<b>50</b>	<b>5</b>

\*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.



		Underground Scissor Lift	5110	77	36	0	0	0	0	0	0	0	0	0		
		Underground Service Excavator	5105	11	36	0	0	0	0	0	0	0	0	0		
		Underground Service Loader	5107	11	36	1	1	1	0	0	1	0	4	47		
		Underground Service Scoop 3.5 yards	5108	11	36	0	0	0	0	0	0	0	0	0		
		Underground Service Scoop 12 yards	5115	77	12	0	0	0	0	0	0	0	0	0		
		Underground Service Scoop 8 & 12 yards	5158	77	12	0	0	0	0	0	0	0	0	0		
		Underground Service Scoop 8 yards	5114	154	12	0	0	0	0	0	0	0	0	0		
		Underground Service Tractor	5120	11	36	0	0	0	0	0	0	0	0	0		
		Underground Telehandler	5132	5	36	0	0	0	0	0	0	0	0	0		
		Underground Trainee Program	5133	308	-	0	0	0	0	0	0	0	0	0		
		Vacuum Truck	2306	84	36	0	0	0	0	0	0	0	0	0		
		Water Truck - MEL Site Services	2309	84	36	0	0	0	0	0	0	0	0	0		
					<b>Total</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>21</b>	<b>373</b>		
1.23	Contractor	ERT practice Meliadine	229	10	-	0	0	0	0	0	0	0	0	0		
		Fire Apparatus Operator	238	40	-	0	0	0	0	0	0	0	0	0	0	
		Industrial Fire Brigade Team Leader	245	16	-	0	0	0	0	0	0	0	0	0	0	
		Industrial Firefighting	246	32	-	0	0	0	0	0	0	0	0	0	0	
		Mine Rescue - Underground/ Surface	2848	40	-	0	0	0	0	0	0	0	0	0	0	0
		Mine Rescue Meliadine - Combined Surface and Underground	430	60	36	0	0	0	0	0	0	0	0	0	0	0
							<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Hours of training per course can vary in some instances. Hours listed is the number of hours the course typically takes an employee.

\*\*We can't verify that the contractors are Inuits

# Appendix C. The Inuit & Nunavummiut Employee Survey Results

## ABOUT YOU

<p>Who do you work for? <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>• Contractor: 17 (18%)</li> <li>• Agnico Eagle: 75 (81%)</li> <li>• I don't know: 1 (1%)</li> </ul>
<p>How long have you been working at the mine? <b>(N = 94)</b></p> <ul style="list-style-type: none"> <li>• 1 year or less: 33 (35%)</li> <li>• 1-3 years: 33 (35%)</li> <li>• 3-5 years: 11 (12%)</li> <li>• 5+ years: 17 (18%)</li> </ul>

<p>What is your Gender? <b>(N = 95)</b></p> <ul style="list-style-type: none"> <li>• Male: 53 (56%)</li> <li>• Female: 40 (42%)</li> <li>• Non-binary/third gender: 0 (0%)</li> <li>• Prefer not to say: 1 (1%)</li> <li>• Prefer to self-describe: 1 (1%)</li> </ul>
<p>Are you an Inuk Employee? <b>(N = 95)</b></p> <ul style="list-style-type: none"> <li>• Yes, I am Inuk: 94 (99%)</li> <li>• No, I am not Inuk: 1 (1%)</li> </ul>
<p>Do you live in Nunavut? <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>• Yes, I live in Nunavut: 87 (94%)</li> <li>• No, I live outside of Nunavut: 6 (6%)</li> </ul>

## HEALTH AND WELLNESS

<p>In the last 12 months, how often did you feel happy at the mine? <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>• All the time: 23 (25%)</li> <li>• Most of the time: 51 (55%)</li> <li>• Sometimes: 17 (18%)</li> <li>• Not much of the time: 2 (2%)</li> <li>• Never: 0 (0%)</li> <li>• I don't know: 0 (0%)</li> </ul>
<p>In the last 12 months, how often did you spend time with someone you liked to be with at the mine? <b>(N = 95)</b></p> <ul style="list-style-type: none"> <li>• All the time: 19 (20%)</li> <li>• Most of the time: 33 (35%)</li> <li>• Sometimes: 21 (22%)</li> <li>• Not much of the time: 19 (20%)</li> <li>• Never: 1 (1%)</li> <li>• I don't know: 2 (2%)</li> </ul>
<p>In the last 12 months, how often did you find that you had someone to talk to if you felt worried or for some reason needed emotional support at the mine? <b>(N = 95)</b></p> <ul style="list-style-type: none"> <li>• All the time: 19 (20%)</li> <li>• Most of the time: 11 (12%)</li> <li>• Sometimes: 32 (34%)</li> <li>• Not much of the time: 23 (24%)</li> <li>• Never: 5 (5%)</li> <li>• I don't know: 5 (5%)</li> </ul>
<p>In the last 12 months, how often have you worried about keeping your job? <b>(N = 95)</b></p> <ul style="list-style-type: none"> <li>• All the time: 20 (21%)</li> <li>• Most of the time: 18 (19%)</li> <li>• Sometimes: 26 (27%)</li> <li>• Not much of the time: 10 (11%)</li> <li>• Never: 15 (16%)</li> <li>• I don't know: 6 (6%)</li> </ul>

<p>In the last 12 months, how often have you felt confident that you have skills to do your job? <b>(N = 95)</b></p> <ul style="list-style-type: none"> <li>• All the time: 33 (35%)</li> <li>• Most of the time: 48 (51%)</li> <li>• Sometimes: 11 (12%)</li> <li>• Not much of the time: 1 (1%)</li> <li>• Never: 1 (1%)</li> <li>• I don't know: 1 (1%)</li> </ul>
<p>Since working at the mine, have you discussed values that are important at work (working hard, being on time, being safe) with children and youth either at home or in the community? <b>(N = 92)</b></p> <ul style="list-style-type: none"> <li>• Yes: 74 (80%)</li> <li>• No: 18 (20%)</li> </ul>
<p>Overall, how has working at the mine affected your personal relationships (family, friends, spouse, partner)? <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>• Overall, my personal relationships are better since working at the mine: 18 (19%)</li> <li>• Overall, my personal relationships are about the same: 44 (47%)</li> <li>• Overall, my personal relationships are worse since working at the mine: 16 (17%)</li> <li>• I don't know: 15 (16%)</li> </ul>
<p>In the last 12 months, how would you say your family is doing paying your bills and debt? <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>• We pay all our bills and debt with no problem: 22 (24%)</li> <li>• We pay most of our bills and debt on time but sometimes we can't: 41 (44%)</li> <li>• We can't pay most of our bills on times, and we are falling behind on payments: 19 (20%)</li> <li>• I don't know: 11 (12%)</li> </ul>

<p>In the last 12 months, have you put money aside for a house, vacation, truck, retirement or other reasons? <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>• Yes: 38 (41%)</li> <li>• No: 55 (59%)</li> </ul>
<p>In the last 12 months, did you seek out any financial advice from friends, family, professionals or on the internet? <b>(N = 89)</b></p> <ul style="list-style-type: none"> <li>• Yes: 30 (34%)</li> <li>• No: 59 (66%)</li> </ul>
<p>Why did you NOT seek our financial advice? Check all that apply. <b>(N = 53)</b></p> <ul style="list-style-type: none"> <li>• I don't have the time: 4 (8%)</li> <li>• I didn't know where to start: 19 (36%)</li> <li>• I didn't feel comfortable talking about money: 10 (19%)</li> <li>• There is no financial advice available in my community: 5 (9%)</li> <li>• There is no financial advice in my workplace: 5 (9%)</li> <li>• I am not interested in receiving financial advice: 11 (21%)</li> <li>• Other: 7 (13%)</li> </ul>
<p>In the last 12 months, how often were you and other household members worried that food would run out before you got money to buy more? <b>(N = 92)</b></p> <ul style="list-style-type: none"> <li>• All the time: 11 (12%)</li> <li>• Most of the time: 17 (18%)</li> </ul>

<ul style="list-style-type: none"> <li>• Sometimes: 26 (28%)</li> <li>• Not much of the time: 17 (18%)</li> <li>• Never: 20 (22%)</li> <li>• I don't know: 1 (1%)</li> </ul>
<p>What is the most difficult for your spouse when you are away for work? <b>(N = 62)</b></p> <ul style="list-style-type: none"> <li>• Management of the house (ex.: grocery, maintenance, errands): 17 (27%)</li> <li>• Take care of kids: 24 (39%)</li> <li>• Loneliness: 26 (42%)</li> <li>• Management of emergency situations: 9 (15%)</li> <li>• Others: 11 (18%)</li> </ul>
<p>What is the most difficult for you when you are at work? <b>(N = 84)</b></p> <ul style="list-style-type: none"> <li>• Loneliness: 21 (25%)</li> <li>• Worries about my family situation: 43 (51%)</li> <li>• Worries about my financial situation: 12 (14%)</li> <li>• Type of work: 7 (8%)</li> <li>• Relationship with supervisors and colleagues: 9 (11%)</li> <li>• Camp life (toilet, food, camp activities, gym, etc.): 5 (6%)</li> <li>• Others: 5 (6%)</li> </ul>

## CULTURE TRADITIONAL LIFESTYLE

<p>In the last 12 months, what sorts of traditional and cultural activities have you participated during your time off? Check all that apply. <b>(N = 94)</b></p> <ul style="list-style-type: none"> <li>• Hunting, trapping, and fishing: 50 (53%)</li> <li>• Gathering plants and berries: 15 (16%)</li> <li>• Travelling on the land (for example: hiking, long walks, dog sledding, ATV and snowmobiling): 51 (54%)</li> <li>• Building cabins and igloos: 9 (10%)</li> <li>• Sewing and crafts: 19 (20%)</li> <li>• Family get togethers: 50 (53%)</li> <li>• Community events (for example: square dancing, visiting elders): 20 (21%)</li> <li>• Other: 12 (13%)</li> </ul>
<p>-How has working at the mine impacted your ability to participate in cultural and traditional activities? <b>(N = 94)</b></p> <ul style="list-style-type: none"> <li>• I participate more now: 9 (10%)</li> <li>• I participate the same amount: 32 (34%)</li> <li>• I participate less now: 29 (31%)</li> <li>• I don't know: 24 (26%)</li> </ul>
<p>In the last 12 months, outside of working hours, how often have you used Inuktitut at the mine site? <b>(N = 95)</b></p> <ul style="list-style-type: none"> <li>• All the time: 18 (19%)</li> <li>• Most of the time: 23 (24%)</li> <li>• Sometimes: 30 (32%)</li> </ul>

<ul style="list-style-type: none"> <li>• Not much of the time: 20 (21%)</li> <li>• Never: 3 (3%)</li> <li>• I don't know: 1 (1%)</li> </ul>
<p>Has working at the mine changed how much you speak Inuktitut at home? <b>(N = 94)</b></p> <ul style="list-style-type: none"> <li>• Yes, I speak it more at home now: 16 (17%)</li> <li>• No, not really: 68 (72%)</li> <li>• Yes, I speak it less now: 5 (5%)</li> <li>• I don't know: 5 (5%)</li> </ul>
<p>How important is it to you to be able to use (speak, read or write) in Inuktitut at the mine site? <b>(N = 94)</b></p> <ul style="list-style-type: none"> <li>• Very important: 34 (36%)</li> <li>• Somewhat important: 32 (34%)</li> <li>• Not at all important: 19 (20%)</li> <li>• I don't know: 9 (10%)</li> </ul>
<p>In my workplace, respect for coworkers, positive working relationships and consideration of other is encouraged. <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>• Strongly agree: 56 (60%)</li> <li>• Somewhat agree: 22 (24%)</li> <li>• Neither agree nor disagree: 11 (12%)</li> <li>• Somewhat disagree: 3 (3%)</li> <li>• Strongly disagree: 1 (1%)</li> </ul>
<p>I have the flexibility to take vacation or unpaid leave to participate in cultural and traditional activities in my community. <b>(N = 92)</b></p>

<ul style="list-style-type: none"> <li>Strongly agree: 16 (17%)</li> <li>Somewhat agree: 31 (34%)</li> <li>Neither agree nor disagree: 36 (39%)</li> <li>Somewhat disagree: 5 (5%)</li> <li>Strongly disagree: 4 (4%)</li> </ul>
<p>In my workplace, we have a shared understanding of our goals and a vision of what we are trying to achieve. <b>(N = 92)</b></p> <ul style="list-style-type: none"> <li>Strongly agree: 47 (51%)</li> <li>Somewhat agree: 29 (32%)</li> <li>Neither agree nor disagree: 10 (11%)</li> <li>Somewhat disagree: 5 (5%)</li> <li>Strongly disagree: 1 (1%)</li> </ul>
<p>In my workplace, knowledge and respect of Nunavut's environment and land is valued. <b>(N = 93)</b></p> <ul style="list-style-type: none"> <li>Strongly agree: 55 (59%)</li> <li>Somewhat agree: 19 (20%)</li> <li>Neither agree nor disagree: 12 (13%)</li> </ul>

<ul style="list-style-type: none"> <li>Somewhat disagree: 6 (6%)</li> <li>Strongly disagree: 1 (1%)</li> </ul>
<p>In my workplace, I am supported in developing new job-related skills through observation, mentoring and practice. <b>(N = 92)</b></p> <ul style="list-style-type: none"> <li>Strongly agree: 42 (46%)</li> <li>Somewhat agree: 34 (37%)</li> <li>Neither agree nor disagree: 10 (11%)</li> <li>Somewhat disagree: 5 (5%)</li> <li>Strongly disagree: 1 (1%)</li> </ul>
<p>Overall, do you Agnico has a [positive, neutral, negative] impact on your community? <b>(N = 90)</b></p> <ul style="list-style-type: none"> <li>Overall, I think Agnico has a positive impact: 37 (41%)</li> <li>Overall, I think Agnico's impact is neither positive or negative [neutral]: 52 (58%)</li> <li>Overall, I think Agnico has a negative impact: 1 (1%)</li> </ul>

## HOUSING MIGRATION

<p>Where do you live [In Nunavut]? <b>(N = 80)</b></p> <ul style="list-style-type: none"> <li>Arviat: 14 (18%)</li> <li>Baker Lake: 37 (46%)</li> <li>Chesterfield Inlet: 3 (4%)</li> <li>Coral Harbour: 4 (5%)</li> <li>Naujaat: 3 (4%)</li> <li>Rankin Inlet: 16 (20%)</li> <li>Whale Cove: 3 (4%)</li> <li>Other Nunavut: 0 (0%)</li> </ul>
<p>Where do you live [Out of Nunavut]? <b>(N = 8)</b></p> <ul style="list-style-type: none"> <li>Ontario: 3 (38%)</li> <li>Quebec: 3 (38%)</li> <li>Nova Scotia: 1 (13%)</li> <li>Manitoba: 1 (13%)</li> </ul>
<p>Have you moved in the 12 last months? <b>(N = 87)</b></p> <ul style="list-style-type: none"> <li>Yes: 7 (8%)</li> <li>No: 80 (92%)</li> </ul>
<p>If you answered "Yes", what community did you live in before? <b>(N = 7)</b></p> <ul style="list-style-type: none"> <li>Arviat: 1 (14%)</li> <li>Baker Lake: 2 (28%)</li> <li>Chesterfield Inlet: 1 (14%)</li> <li>Coral Harbour: 0 (0%)</li> <li>Naujaat: 1 (14%)</li> <li>Rankin Inlet: 0 (0%)</li> <li>Whale Cove: 0 (0%)</li> <li>Other Nunavut: 1 (14%)</li> <li>Other Southern: 1 (14%)</li> </ul>
<p>Why did you move? Check all that apply. <b>(N = 6)</b></p> <ul style="list-style-type: none"> <li>Be closer to friends/family: 1 (17%)</li> <li>Better access to services: 0 (0%)</li> </ul>

<ul style="list-style-type: none"> <li>Better housing: 1 (17%)</li> <li>Closer to work: 0 (0%)</li> <li>To find a job: 0 (0%)</li> <li>I don't know: 0 (0%)</li> <li>Other: 4 (67%)</li> </ul>
<p>Do you want to move in the next 12 months? <b>(N = 86)</b></p> <ul style="list-style-type: none"> <li>Yes: 37 (43%)</li> <li>No: 49 (57%)</li> </ul>
<p>If you answered "Yes", where do you want to move? <b>(N = 36)</b></p> <ul style="list-style-type: none"> <li>Arviat: 1 (3%)</li> <li>Baker Lake: 2 (6%)</li> <li>Chesterfield Inlet: 0 (0%)</li> <li>Coral Harbour: 1 (3%)</li> <li>Naujaat: 1 (3%)</li> <li>Rankin Inlet: 1 (3%)</li> <li>Whale Cove: 2 (6%)</li> <li>Other Nunavut: 4 (11%)</li> <li>Other Southern: 24 (67%)</li> </ul>
<p>Why did you move? Check all that apply. <b>(N = 40)</b></p> <ul style="list-style-type: none"> <li>Be closer to friends/family: 7 (18%)</li> <li>Better access to services: 13 (33%)</li> <li>Better housing: 9 (23%)</li> <li>Closer to work: 1 (3%)</li> <li>To find a job: 0 (0%)</li> <li>I don't know: 1 (3%)</li> <li>Other: 17 (43%)</li> </ul>
<p>What type of housing do you live in? <b>(N = 89)</b></p> <ul style="list-style-type: none"> <li>A house that I own: 7 (8%)</li> <li>A house that a friend/family owns: 12 (13%)</li> <li>I rent from a private company: 7 (8%)</li> </ul>

<ul style="list-style-type: none"> <li>Public housing: 53 (60%)</li> <li>Government of Nunavut staff housing: 0 (0%)</li> <li>I don't know: 1 (1%)</li> <li>Other: 9 (10%)</li> </ul>
<p>Has the type of housing you lived in changed in the past 12 months? <b>(N = 84)</b></p> <ul style="list-style-type: none"> <li>Yes: 14 (17%)</li> <li>No: 70 (83%)</li> </ul>

<p>If you answered "Yes", what type of housing did you live in before? <b>(N = 12)</b></p> <ul style="list-style-type: none"> <li>A house that I own: 0 (0%)</li> <li>A house that a friend/family owns: 1 (8%)</li> <li>I rent from a private company: 2 (17%)</li> <li>Public housing: 4 (33%)</li> <li>Government of Nunavut staff housing: 1 (8%)</li> <li>I don't know: 0 (0%)</li> <li>Other: 4 (33%)</li> </ul>
--

## RECRUITMENT

<p>Do you feel that Agnico Eagles mines should be more present in schools to promote mining opportunities? <b>(N = 89)</b></p> <ul style="list-style-type: none"> <li>Yes: 77 (87%)</li> <li>No: 12 (13%)</li> </ul>
<p>Did you feel that Agnico Eagle mines is present enough in your community? <b>(N = 83)</b></p> <ul style="list-style-type: none"> <li>Yes: 39 (47%)</li> <li>No: 44 (53%)</li> </ul>
<p>If no, where should we go: <b>(N = 41)</b></p>

<ul style="list-style-type: none"> <li>Better promote our job opportunities: 22 (54%)</li> <li>Be more present in school: 21 (51%)</li> <li>Be more present in community events: 22 (54%)</li> <li>Others: 2 (5%)</li> </ul>
<p>In the past, did you use one of these tools? <b>(N = 77)</b></p> <ul style="list-style-type: none"> <li>Applied on job posting: 51 (66%)</li> <li>Are you part of a career path: 21 (27%)</li> <li>Are you part of an apprenticeship program: 2 (3%)</li> <li>Others: 9 (12%)</li> </ul>