

Appendix 51

Agnico Eagle 2023 Inuit Workforce Barriers Study



Inuit Workforce Barriers Study

Employment and Culture Committee

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INTRODUCTION AND CONTEXT

The Inuit Impact Benefit Agreement (IIBA) between Agnico Eagle Mines (AEM) and the Kivalliq Inuit Association (KIA) requires the development of a strategy to overcome workforce barriers. As stated in the IIBA, the Inuit Workforce Barriers Study (IWBS) is:

"designed to assist Inuit in accessing and maintaining employment at the Project(s), including the identification of barriers to Inuit employment and the development and implementation of strategies to overcome such barriers" (Meliadine and Meadowbank IIBA, 2017).

The first and only IWBS was conducted in 2018. That study examined barriers across a typical "Human Resources (HR) lifecycle" during employment. Figure 1 is an illustration of the HR Cycle, which shows the stages that an employee goes through as they are employed at AEM: Attracting and Building the Talent Pool, Recruitment and Hiring, Engagement and Satisfaction, Career Development, Termination, and Re-hiring after Termination.



FIGURE 1: HUMAN RESOURCES CYCLE

Using the HR cycle as the foundation for categorizing Inuit workforce barriers, the 2018 IWBS found a number of barriers that impacted Inuit workers ability to access and maintain employment with AEM, and provided initial recommendations on actions that could be taken to address these barriers.

In 2023, AEM engaged Aglu Consulting and Training Inc. and ERM, with support from PHC Inc., to update the IWBS with the goal of further defining, assessing, and prioritizing barriers, which included the development of a barriers assessment and prioritization tool (see Appendix A) to use moving forward, and suggested actions or strategies to address barriers.

This document has been prepared for the Employment and Culture Committee (ECC), a partnership between the KIA and AEM.

BARRIERS IDENTIFICATION AND ASSESSMENT METHODOLOGY

The IWBS seeks to improve Inuit employment at AEM's Kivalliq operations and enhance the ability for work to contribute to personal and life goals for Inuit. The 2023 IWBS involved:

- Desktop research and engagement with community members and institutional stakeholders to identify and better understand the barriers to engaging, hiring, and retaining Inuit at AEM's Kivalliq operations; and,
- Development of a barriers assessment and prioritization tool to outline the barriers that are having the most substantial impacts on Inuit workforce participation and engagement and to guide the initial selection of suggested actions and solutions.

As well, the 2023 IWBS identified gender-specific barriers to Inuit women for employment, retention and career advancement. The 2023 IWBS used a barriers-first approach, suggesting solutions and actions that align with prioritized Inuit workforce barriers.

BARRIERS IDENTIFICATION

As a first step, the 2023 IWBS reviewed previously identified barriers and conducted research to identify new barriers or changes to existing barriers.

Inuit Workforce Barriers are defined as challenges that prevent an individual from becoming employed, sustaining a current position in the workforce, or being promoted.

While this definition may seem relatively straightforward, it is challenging to define a barrier clearly. It is important to spend time to frame a barrier properly to identify the root causes of the barrier. Barriers should be concise and should refer to challenges and issues that are experienced by many Inuit, rather than specific to one or few Inuit. In 2023, barriers were identified:

- Through desktop research on regional and industry trends, best practices, etc.; and,
- As an existing or potential concern / trend by the ECC, KIA, communities, workforce, and AEM through formal settings (e.g., the Spring 2023 ECC workshop on the IWBS, conferences, interviews, meetings, etc.) or informal settings (e.g., daily conversations with workers and community).

Desktop research focused on primary socio-economic research and analysis for the Kivalliq region and mining industry from key organizations and experts such as the Centre of Training Excellence in Mining, Sakku Investments Corporation, Aglu, Stratos, Mining Industry Human Resources Council, Prospectors and Developers Association of Canada, Government of Nunavut and Employment and Social Development Canada. Desktop research included studies that focused on workforce barriers to:

- Inuit in the mining industry;
- Inuit in the Nunavut labour market;
- Inuit in the Nunavut mining industry, including at AEM's Kivalliq operations; and,
- Women and Indigenous workers in the Canadian mining sector.

This research helped identify workforce barriers and trends across the Kivalliq region and the mining industry.

Regional barriers are barriers that exist on a broad scale across the Kivalliq region in Nunavut. These barriers may impact Inuit ability to access and maintain employment generally, not just in the mining industry or at the AEM's Kivalliq operations specifically.

Industry barriers are barriers that are specific to the mining and/or specific to Agnico Eagle Mines operations. While these or similar barriers may exist in other industries, the Strategy treats these barriers as specifically being faced by Inuit looking to access and maintain employment at AEM's Kivalliq operations.

In July and August 2023, Aglu, ERM and PHC Inc. conducted key informant interviews with 20 individuals, including:

- AEM Inuit employees;
- Institutional stakeholders with knowledge on barriers to Inuit, including representatives from the KIA, Government of Nunavut Family Services, Ilitaqsiniq and Canadian Northern Economic Development Agency (Cannor); and,
- AEM IIBAs affected community members from Chesterfield Inlet, Baker Lake and Rankin Inlet.

As engagement with community members was limited, Aglu and ERM would recommend continuing to engage with Inuit on potential barriers, especially with Inuit who are not currently employed with Agnico Eagle or one of its contractors. Additionally, a focused session on the experiences of Inuit women in accessing and developing careers in the mining industry is recommended to build engagement and dialogue around addressing workforce challenges that impact Inuit women.

BARRIERS ASSESSMENT

The 2023 IWBS then recorded key information about the barriers to create a uniform understanding of each barrier (see Figure 2 below for the barriers information that was recorded in the 2023 IWBS).

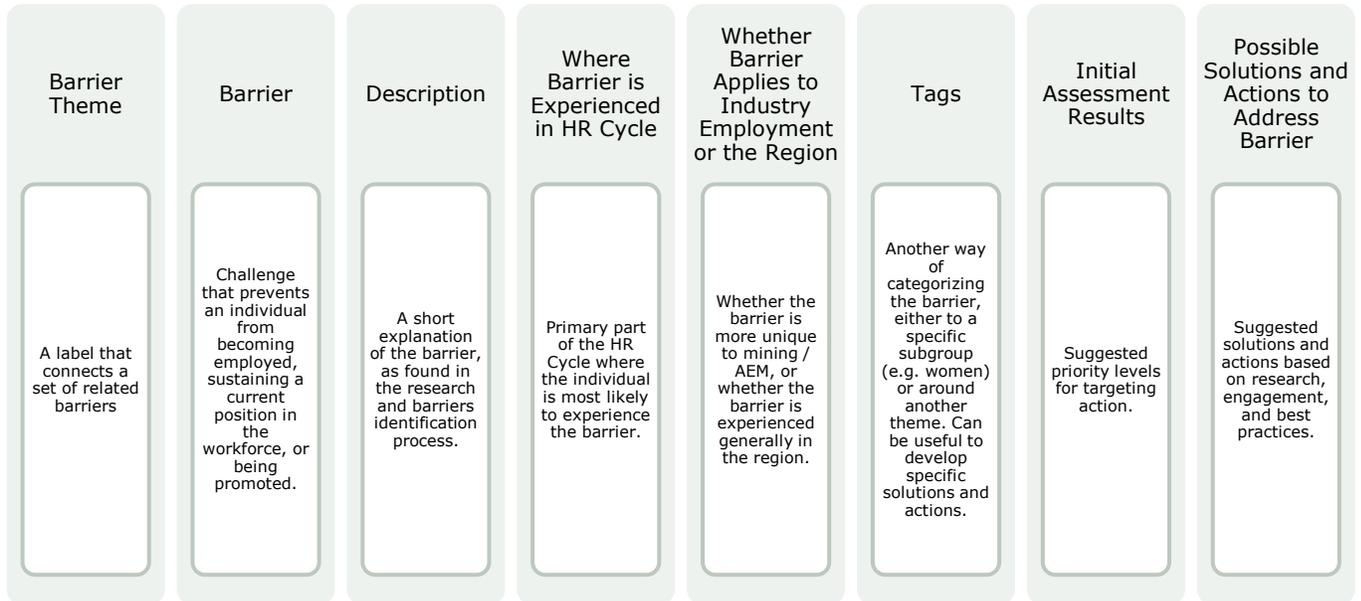


FIGURE 2: BARRIERS ASSESSMENT INFORMATION

As well, the 2023 IWBS used a barriers assessment tool to provide insight into:

- The level of effort needed to address the barrier; and,
- The level of impact (on the Inuit labour force) that would result from addressing the barrier.

The barriers assessment helps to guide key priorities, solutions, and actions to address Inuit Workforce Barriers. See Appendix A for the detailed 2023 IWBS' barriers assessment approach and methodology.

DEVELOPING POSSIBLE SOLUTIONS AND ACTIONS TO ADDRESS BARRIERS

Addressing barriers requires collective action and strong partnerships between communities, government, trainers and employers, and acknowledgement and mitigation of broad systemic inequities. Employers in the region can support broad regional initiatives and take action within the organization to address challenges facing Inuit workers.

The 2023 IWBS conducted research and engagement to understand best practices and recommendations for actions and solutions to overcome barriers. As well, the 2023 IWBS centered the experiences of Inuit in solution and action selection to suggest that AEM's efforts focus on the needs of individuals and impacted communities. The 2023 IWBS categorized solutions and actions into three types of supports for Inuit:

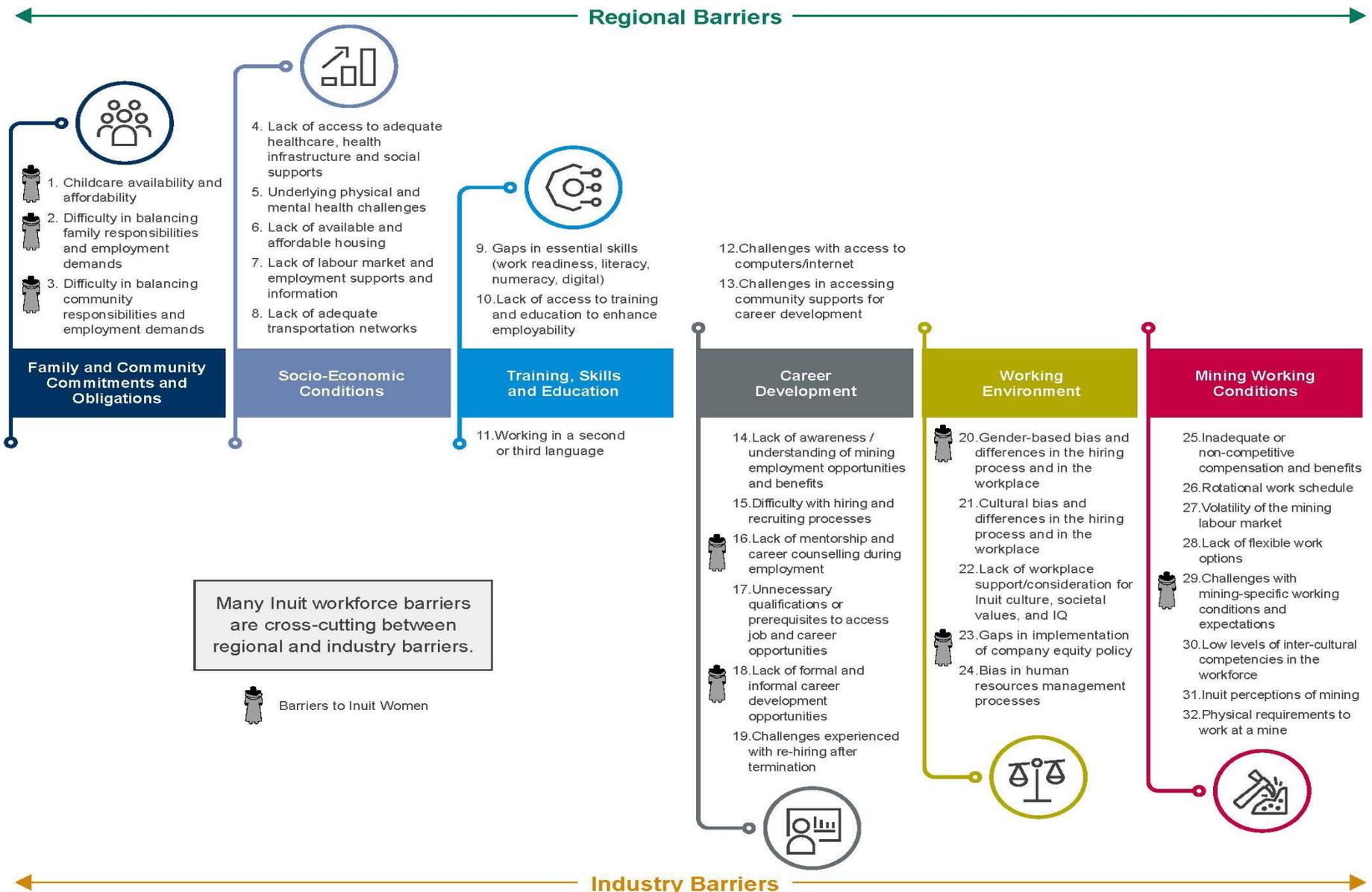
- **Social and Community Supports:** Enable and empower individuals to be part of the workforce. These include wrap-around supports, childcare, healthcare, housing, community infrastructure, transportation, internet access.
- **Development Supports:** Enable career development. These include career awareness, mentorship, training and skills development, leadership training, technical training, and essential skills.
- **Employment Supports:** Enable individuals to access and maintain employment. These include recruitment processes, employment transition and leaves, workplace infrastructure, Health and Safety, job flexibility, employment policies, respectful workplace initiatives.

It is suggested that potential solutions and actions be used as a starting point to guide discussions between AEM and the ECC in determining next steps for addressing barriers.

2023 IWBS FINDINGS

From research and engagement, the 2023 IWBS identified a total of 32 Inuit Workforce Barriers, categorized into six key barrier themes to help assess and prioritize barriers (Figure 3).

FIGURE 3: 2023 INUIT WORKFORCE BARRIERS



Barrier themes are labels that connects a set of related Inuit Workforce Barriers. The 2023 IWBS determined six barrier themes.

- **Family and Community Commitments and Obligations:** Barriers to accessing and maintaining employment experienced by Inuit workers as a result of community, family and cultural responsibilities and obligations.
- **Socio-Economic Conditions:** Socio-economic barriers that perpetuate inequities in employment for Inuit workers – impacting wrap-around aspects of employment, housing, transportation and health that employees need to be able to gain and maintain employment.
- **Training, Skills and Education:** Gaps in knowledge, skills and training that impact individuals' ability to access, maintain and develop their careers in the Kivalliq region and/or in the mining sector.
- **Career Development:** Barriers that impact individuals' ability to develop and advance their career in the Kivalliq region and/or in the mining sector.
- **Working Environment:** Barriers that inequitably impact specific employee identity groups (e.g., Inuit, Inuit women) and result from discrimination and bias in employment and training processes, systems and workplace cultures.
- **Mining Working Conditions:** Barriers experienced by Inuit workers as a result of how current mining operations and mining related work is organized and conducted.

Barriers within Family and Community Commitments and Obligations, Socio-Economic Conditions, Training, Skills and Education are typically experienced at a regional level in the Kivalliq region, while barriers within Career Development, Working Environment, Mining Working Conditions are typically experienced across the mining industry and/or at AEM Kivalliq operations. However, many barriers are cross-cutting between regional and industry barriers over an individual's employment journey. **Error! Reference source not found.** lists the Inuit Workforce Barriers identified during research and engagement in 2023, along with corresponding possible solutions and actions that could be implemented to help overcome or alleviate the barriers.

TABLE 1: 2023 INUIT WORKFORCE BARRIERS

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
1	Family and Community Commitments and Obligations	Childcare availability and affordability	There is limited available and affordable childcare makes it difficult for Inuit, particularly Inuit women, to work in the mining sector.	Attracting and Building the Talent Pool	Regional	Women	Start Planning: Medium Priority	<p>Social and Community Support: Provide support / subsidy with childcare costs for employees (ex. FANS program)</p> <p>Social and Community Support: Invest in community childcare initiatives that increase availability and accessibility of childcare</p> <p>Social and Community Support: Foster Parent / Guardian working group to determine priorities and desired employer supports (e.g., support in-community investment)</p> <p>Social and Community Support: Assess current offerings of childcare leaves and evaluate ways to increase flexibility for working parents / guardians</p>
2	Family and Community Commitments and Obligations	Difficulty in balancing family responsibilities and employment demands	Inuit, particularly Inuit women experience challenges maintaining their family responsibilities (e.g., parenting, caregiving) with employment demands.	Attracting and Building the Talent Pool	Regional	Women	Continue to Monitor: Low Priority	<p>Social and Community Support: Develop on-site cultural supports (e.g., Elder counselling, cultural spaces, Inuit working groups)</p> <p>Social and Community Support: Provide on-site family days and living accommodations</p> <p>Employment Support: Assess current work-life integration policies (e.g., flexible leave, time-off policies, flexible scheduling, mandatory breaks)</p>
3	Family and Community Commitments and Obligations	Difficulty in balancing community responsibilities and employment demands	Inuit experience challenges maintaining their community responsibilities (e.g., hunting, fishing) with	Attracting and Building the Talent Pool	Regional	Women Inuit Qaujimag atuqangit Inuit Societal Values	Continue to Monitor: Low Priority	<p>Social and Community Support: Develop on-site culturally safe health supports (e.g., Elder counselling, cultural spaces, Inuit working groups)</p> <p>Employment Support: Develop Employee Resource Groups (ERGs) for Inuit workforce to discuss challenges and opportunities. ERGs to have platform to report concerns, suggestions to senior leaders</p>

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
			employment demands.					Employment Support: Develop a supportive environment through allyship and inter-cultural awareness initiatives (cultural days, celebrations and community, awareness activities, charitable initiatives)
4	Socio-Economic Conditions	Lack of access to adequate healthcare, health infrastructure and social supports	There is limited access to adequate healthcare, health infrastructure and supports (including mental health supports) through remote working conditions at a mine.	Attracting and Building the Talent Pool	Regional	Women COVID	Start Planning: Medium Priority	Social and Community Support: Develop on-site cultural supports (e.g., Elder counselling, Inuit health nurse on-site, culturally focused spaces, Inuit working groups)
5	Socio-Economic Conditions	Underlying physical and mental health challenges	As amplified by COVID-19, physical and mental health challenges make it difficult to work in the mining sector in remote and industrial operations.	Attracting and Building the Talent Pool	Regional	COVID	Continue to Monitor: Low Priority	Employment Support: Provide psychological safety training for all employees Employment Support: Foster employee wellness initiatives (e.g., fitness, mental health awareness) Employment Support: Develop mental health supports - audit current use of Employee Assistance Program, other resources to determine gaps for wellness Employment Support: Integrate psychological safety into current Health & Safety planning at all mine sites – engage career counselling services, and culturally supports for employees
6	Socio-Economic Conditions	Lack of available and affordable housing	Housing considerations is a barrier for some individuals	Attracting and Building the Talent Pool	Regional		Start Planning: Medium Priority	Social and Community Support: Conduct a housing audit for current employees to identify housing gaps

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
			pursuing employment in that it will influence career/employment decisions (whether to pursue employment opportunities without housing benefits, or to enter the labour force altogether if it means rent will increase).					<p>Social and Community Support: Support community housing initiatives and offer a housing benefit</p> <p>Social and Community Support: Support local capacity development in the trades and construction by providing work integrated learning opportunities. (ex. Partnering with Trades associations, Technical training providers, supporting the HIIY program, MiHR's Gearing Up WIL program)</p>
7	Socio-Economic Conditions	Lack of labour market and employment supports and information	Having a lack of centralized, dependable labour market and employment information can be a barrier to helping people make career development decisions (for example education, training and experience) that can help them be successful in achieving employment.	Attracting and Building the Talent Pool	Regional	Youth	Start Planning: Medium Priority	<p>Development Support: Contribute to regional labour market studies and develop / share workforce projections to support community job and training preparations</p> <p>Development Support: Link regional labour market findings with career pathway development</p> <p>Development Support: Share workforce planning forecasts to support skills development and labour preparedness</p> <p>Development Support: Align training programs with labour market and recruitment needs</p> <p>Development Support: Creating or Contributing to regional community of practice around industry labour needs, Bringing employers together (contractors, industry) to identify specific occupations in needs, training gaps and look at collective solutions (ex. Funding Northern College programming that serves multiple employer needs)</p>

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
8	Socio-Economic Conditions	Lack of adequate transportation networks	Difficulty in accessing transportation, within the Kivalliq region, to the mine site, particularly within and between communities.	Attracting and Building the Talent Pool	Regional		Continue to Monitor: Low Priority	<p>Social and Community Support: Assess current employee transportation network and evaluate potential ways to leverage this transportation to other community members (e.g., multi-point charters)</p> <p>Employment Support: Include transportation accommodation through all stages of talent management.</p> <p>Employment Support: Provide employees with systems to request transportation support</p> <p>Social and Community Support: Provide in-community supports for families of workers</p>
9	Training, Skills and Education Gaps	Gaps in essential skills (work readiness, literacy, numeracy, digital)	Difficulty in meeting prerequisite skills (associated with education and training) thresholds for employment.	Attracting and Building the Talent Pool	Regional		Continue to Monitor: Low Priority	<p>Development Support: Assess essential skills needs of labour pool and current employee base</p> <p>Development Support: Provide more / strengthen accessibility of essential skills training through partnerships (ex. Nunavut Arctic College, MiHR Essential Skills, KitIA)</p> <p>Development Support: Evaluate the use of competency-based assessments to determine skills, and identify training gaps; integrate Traditional and Community Knowledge into the assessment process</p>
10	Training, Skills and Education Gaps	Lack of access to training and education to enhance employability	Difficulty in accessing training and education such as Work Integrated Learning (WIL), co-op, apprenticeship.	Attracting and Building the Talent Pool	Regional		Act Now: High Priority	<p>Development Support: Build partnerships and develop employment channels with trades and technical training providers.</p> <p>Development Support: Provide/expand opportunities for Work Integrated Learning (ex. MiHR's Gearing Up program provides subsidies for mining employers that create new WIL opportunities (ex. Co-ops, internships, applied projects).</p>
11	Training, Skills and Education Gaps	Working in a second or third language	Communication challenges experienced working in AEM operations	Attracting and Building the Talent Pool	Industry	Inuit Qaujimaj atuqangit	Act Now: High Priority	<p>Employment Support: Conduct Inter-cultural training and awareness and allyship focused training (focus on inter-cultural competency, language)</p>

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
			while using English, French, and/or Inuktitut.			Inuit Societal Values		<p>Employment Support: Create an Inuit focused worker feedback mechanism (e.g., Inuit Working Group, anonymous feedback system)</p> <p>Employment Support: Increase trilingual/bilingual opportunities on site – via signage, training, and company communication</p> <p>Employment Support: Provide employee language training (ex. Inuktitut for English/French speakers).</p> <p>Employment Support: Provide employee training on communications policy,</p> <p>Employment Support: Ensure Inuktitut speakers attend all external company/ community events (ex. Job fairs)</p>
12	Career Development	Challenges with access to computers/internet	Digital literacy gaps and limited access to the Internet to apply for employment and ask for references.	Recruitment and Hiring	Regional		Continue to Monitor: Low Priority	<p>Social and Community Support: Support in-community computer / internet access (e.g., career services)</p> <p>Social and Community Support: Build partnerships in communities to fill digital and computer resource gaps (e.g., provide computers, tablets).</p>
13	Career Development	Challenges in accessing community supports for career development	Community or organizational capacity or resource issues to support Inuit in developing careers.	Career Development	Regional		Start Planning: Medium Priority	<p>Development Support: Build or deepen collaboration with in-community employment supports and trainers</p> <p>Development Support: Develop career pathways to guide individual employee development</p>
14	Career Development	Lack of awareness / understanding of mining employment opportunities and benefits	Lack of communication and in-community job advertisement and promotion to inform Inuit of	Recruitment and Hiring	Industry	Youth	Act Now: High Priority	<p>Development Support: Build or deepen collaboration with in-community career supports, trainers and educators (k-12).</p> <p>Employment Support: Support in-community mining career awareness and career fairs, monitor for inclusion of diverse participation (ex. how many Inuit women/girls participated in the fairs? Are</p>

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
			employments opportunities and benefits (i.e., housing allowances) of working in the mining sector.					there ways to increase gender diversity in participation through outreach?)
15	Career Development	Difficulty with hiring and recruiting processes	Communication gaps, and long hiring timelines discourage Inuit in applying for mining employment.	Recruitment and Hiring	Industry		Act Now: High Priority	<p>Employment Support: Revise recruitment process to streamline experience for Inuit workers</p> <p>Employment Support: Improve communications and transparency about job opportunities and recruitment processes</p> <p>Employment Support: Audit job communication for inclusive language and provide guide and training for hiring managers, HR on the development of inclusive job postings.</p>
16	Career Development	Lack of mentorship and career counselling during employment	A lack of mentorship from others further along their career path, and general career counselling, can mean individuals lack valuable guidance on steps that may help progress their career.	Career Development	Industry	Women Inuit Qaujimag atuqangit Inuit Societal Values	Act Now: High Priority	<p>Development Support: Develop organizational mentorship programs</p> <p>Development Support: Engage career counselling service and supports for employees</p>
17	Career Development	Unnecessary qualifications or prerequisites to access job and career opportunities	Prerequisites and qualifications to access job opportunities may not reflect the skills,	Career Development	Industry		Act Now: High Priority	<p>Employment Support: Conduct job analysis to assess bias in qualifications and job requirements</p> <p>Employment Support: Audit internal promotion processes to remove selection bias and expand communication of internal opportunities.</p>

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
			knowledge and abilities required to do the job and create unnecessary barriers for those with transferable skills from alternate educational pathways or traditional or land-based learnings.					
18	Career Development	Lack of formal and informal career development opportunities	Lack of formal and informal opportunities and supports to advance in one's career. This can include formal technical and non-technical training opportunities, as well as informal opportunities or work experiences, assignments that enable someone to advance in their career.	Career Development	Industry	Women	Act Now: High Priority	<p>Development Support: Provide Sponsorship, Leadership Training and Development for Inuit employees</p> <p>Development Support: Develop career pathways to guide individual employee development</p> <p>Employment Support: Provide training on inclusive management for managers and supervisors</p> <p>Employment Support: Streamline inter-departmental employment processes</p> <p>Employment Support: Monitor allocation of career development and promotional opportunities for Inuit and non-Inuit staff.</p>

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
19	Career Development	Challenges experienced with re-hiring after termination	Long eligibility period to re-enter workforce after termination and uncertainty around re-entering the labour pool process.	Re-Hiring After Termination	Industry		Start Planning: Medium Priority	Employment Support: Audit recruitment process for Inuit workers Employment Support: Assess relevancy of current 'no-hire list' process
20	Working Environment	Gender-based bias and differences in the hiring process and in the workplace	Complex or biased hiring and workplace protocols and processes that disadvantage women in the recruitment process and in the workplace.	Engagement and Satisfaction	Industry	Women	Start Planning: Medium Priority	Employment Support: Audit recruitment process for Inuit workers Employment Support: Conduct Gender-Based Analysis Plus (GBA+) employment analysis Employment Supports: Modernize policy for anti-harassment and discrimination and provide training to all employees/contractors Social and Community Supports: Provide visible support to in-community services that provide service to individuals experiencing Gender-Based Violence (GBV)
21	Working Environment	Cultural bias and differences in the hiring process and in the workplace	Complex or biased hiring and workplace protocols and processes that disadvantage Inuit in the recruitment process and in the workplace.	Engagement and Satisfaction	Industry	Inuit Qaujimag atuqangit Inuit Societal Values	Start Planning: Medium Priority	Employment Support: Conduct an Inuit Inclusion Audit of HR processes Employment Support: Provide training on inclusive hiring for HR, managers and supervisors Employment Support: Assess current commitments to address human rights due diligence and Modern Slavery Act
22	Working Environment	Lack of workplace support / consideration for Inuit culture, societal values,	Insufficient incorporation of Inuit societal values/culture and IQ into the workplace and	Engagement and Satisfaction	Industry	Inuit Qaujimag atuqangit Inuit Societal Values	Start Planning: Medium Priority	Social and Community Support: Develop on-site cultural supports (e.g., Elder counselling, cultural spaces, Inuit working groups) Employment Support: Conduct Inter-cultural training and awareness and allyship

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
		and Inuit Qaujimagatuqa ngit	a lack of respect for Indigenous knowledge and protocols.					focused training (focus on inter-cultural competency, language)
23	Working Environment	Gaps in implementation of company equity policy	Lack of company equity policy and program (i.e., none exists) and a lack of implementation (caused by minimal resources and governance).	Engagement and Satisfaction	Industry	Women	Start Planning: Medium Priority	Employment Support: Revise and Implement Company Equity Policy Employment Support: Provide training/re-training on Respectful Workforce
24	Working Environment	Bias in human resources management processes	Including disciplinary and performance management practices (e.g., points system); promotion decisions depend on employees being assertive and highlighting their capabilities.	Engagement and Satisfaction	Industry		Act Now: High Priority	Employment Support: Conduct an Inuit Inclusion Audit of HR processes Employment Support: Assess and rectify bias and inconsistencies between different departments HR processes Employment Support: Provide training for HR team on creating equitable process and procedures, practices.
25	Mining Working Conditions	Inadequate or non-competitive compensation and benefits	When mining employment is compared with government jobs or other employers	Recruitment and Hiring	Industry		Act Now: High Priority	Employment Support: Conduct Compensation and Pay Equity analysis Employment Support: Conduct a benefits survey of employees and use findings to tailor benefit offerings

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
			(i.e., housing allowances).					
26	Mining Working Conditions	Rotational work schedule	Challenges experienced working long shifts or working in Fly In Fly Out arrangements.	Engagement and Satisfaction	Industry		Act Now: High Priority	Employment Support: Assess feasibility and pilot flexible workplace options (e.g., job shares, remote work, alternative schedules) Employment Support: Provide onsite family accommodation and opportunities for family visits.
27	Mining Working Conditions	Volatility of the mining labour market	Inconsistent employment demands and opportunities due to the historical boom/bust nature of the mining sector. This may result in workforce turnover and uncertainty.	Attracting and Building the Talent Pool	Industry		Continue to Monitor: Low Priority	Employment Support: Partner with labour market research providers (ex. MiHR) to forecast labour needs and support timely labour market information
28	Mining Working Conditions	Lack of flexible work options	Lack of flexible work solutions may preclude people from considering a career in mining if it won't fit in with their other priorities or needs, for example a desire to stay in community, have a small business, pursue traditional	Attracting and Building the Talent Pool	Industry	Women Inuit Qaujimag atuqangit Inuit Societal Values	Start Planning: Medium Priority	Employment Support: assess feasibility and pilot flexible workplace options (e.g., job shares, remote work, alternative schedules) Employment Support: Conduct job analysis to determine flexible eligibility for specific roles.

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
			activities, or support family.					
29	Mining Working Conditions	Challenges with mining-specific working conditions and expectations	Inuit may experience difficulties in working in the mining sector (remote living conditions, mine living arrangements, rotational work schedule).	Engagement and Satisfaction	Industry		Start Planning: Medium Priority	<p>Employment Support: Pilot flexible workplace options</p> <p>Employment Support: Build awareness of site-specific mining conditions</p> <p>Employment Support: Provide opportunities to experience mining employment for community members and potential workers (ex. job shadow (virtual or in-person), tours of site).</p>
30	Mining Working Conditions	Low levels of inter-cultural competencies in the workforce	Perceptions of disconnects in cultural and societal values; non-Inuit employees may not collaborate well with Inuit due to perceived cultural differences.	Engagement and Satisfaction	Industry	Inuit Qaujimag atuqangit Inuit Societal Values	Act Now: High Priority	<p>Employment Support: Develop inter-cultural training initiatives to address biases and cultural differences</p>
31	Mining Working Conditions	Inuit perceptions of mining	Inuit may hold negative perceptions of the mining sector, such as concern over environmental impacts, that do not align with choosing employment in the mining sector.	Recruitment and Hiring	Industry	Inuit Qaujimag atuqangit Inuit Societal Values	Continue to Monitor: Low Priority	<p>Development Support: Support in-community mining career awareness and career fairs</p> <p>Development Support: Identify and cultivate relationships / partnerships that support Inuit Workforce Development (e.g., trades, training Institutes)</p> <p>Development Support: Develop career path resources for communities that acknowledge traditional / land-based and transferable skills.</p>

#	Barrier Theme	Barrier	Description	Where Barrier is Experienced in HR Cycle	Whether Barrier Applies to Industry Employment or the Region	Tags	Initial Assessment Results	Possible Solutions and Actions to Address Barrier
								<p>Development Support: Build partnerships with in-community employment supports and trainers</p> <p>Development Support: Develop a supportive environment through allyship and inter-cultural awareness initiatives (cultural days, celebrations and community, awareness activities, charitable initiatives)</p> <p>Social and Community Support: Provide paid volunteer hours for employees contributing to community initiatives</p> <p>Social and Community Support: Hold public tours of the mine site (can be virtual)</p>
32	Mining Working Conditions	Physical requirements to work at a mine	Slow adoption of accessibility standards in mining employment - can prevent candidates with differing physical capabilities or disabilities from working in mining.	Attracting and Building the Talent Pool	Industry	Women	Continue to Monitor: Low Priority	<p>Employment Support: Conduct an accessibility audit by qualified third party</p> <p>Employment Support: Modernize workplace accommodation policies and procedures.</p> <p>Employment Support: Provide Disability awareness training for Supervisors and Managers</p>

STRATEGY TO ADDRESS BARRIERS TO INUIT WOMEN

In 2023, the Nunavut Impact Review Board (NIRB) requested additional information from AEM on barriers to Inuit women's employment to support the assessment of the Meliadine Extension Proposal. AEM committed to provide a section within the IWBS that would identify gender-specific barriers to women for employment, retainment and career advancement (please refer to the Interim Report on Barriers to Employment of Inuit Women in Appendix C).

To support the development of the IWBS section on barriers to Inuit women, Aglu, Stratos and PHC Inc. Conducted a literature review and undertook a range of stakeholder interviews with AEM Inuit employees, institutional stakeholders with knowledge on gender barriers to employment and community members from Chesterfield Inlet, Rankin Inlet and Baker Lake.

Through this research, a number of specific barriers were identified as having particular importance or impact on Inuit women. The following lists the barriers with the associated number from

Table 1, and provides a number of potential actions that were highlighted through the research to support the mitigation of these barriers.

Barrier 1: Childcare availability and affordability

- Support in-community or regional initiatives to increase access to and affordability of childcare
- Provide support/subsidy with childcare costs for employees (ex. FANS program)
- Invest in community childcare initiatives (e.g., babysitting networks, alternative care)
- Foster Parent/Guardian working group to determine priorities and employer supports
- Improve communication networks with families for women to be able to navigate potential childcare or family issues that arise during their shift

Barrier 2: Difficulty in balancing family responsibilities and employment demands

- Build partnerships with Inuit women focused organizations and groups to build awareness of mining career opportunities within a broader audience
- Create in-community opportunities (e.g., remote job opportunities, supplier opportunities) for women
- Build awareness on domestic labour and support all workers in contributing within the household to establish greater equity
- Explore rotational schedule flexibility or modified schedules (e.g., job-sharing)
- Support in-community social and mental health supports to support workers' families during employment-related absence from the home
- Build communication supports, channels and avenues so workers can connect with community members while at work to provide support and reduce stress on families and workers
- Provide on-site family days

Barrier 5: Lack of social and mental health support systems in place

- Organize a network or group for spouses and families that are left behind when women are on rotation to be able to come together to support each other and access resources and education on life skills, including on building healthy relationships
- Improve communication networks at the mine site to allow for Inuit women to check on their families more often / be more accessible to their families during their rotation
- Create a gender-inclusive spaces and infrastructure at the mine site
- Provide access to female Elders and parent groups for support and guidance in work-life integration and mental health

Barrier 16 : Lack of role models and mentorship

- Develop gender-safe mentorship programs for women to connect with senior female and Inuit leaders

- Create psychological safe spaces for women to gather, be together and support each other within a male-dominated environment
- Develop an Inuit women Employee Resource Group (ERG), where women employees could meet regularly to discuss challenges they are facing and share their experiences. This would also provide informal support to address issues that arise in the workplace
- Create the conditions for regular, proactive engagement with Inuit women employees on potential career paths and options, working closely with them to tailor their career paths
- Amplify stories of women in technical career paths and build connections and partnerships with community organizations to attract more women to a diverse range of roles
- Undertake recruitment and training efforts to promote or hire Inuit women to higher-level positions. This will advance the pipeline of role models for women – to whom women can raise their concerns more comfortably

Barrier 20: Gender-based bias and differences in the hiring process and in the workplace

- Conduct a gender audit of current procedures and policies for workplaces and hiring processes (i.e., GBA+ assessment)
- Gather employee feedback (i.e., employee culture survey, focus groups) to determine current level of awareness and training needs with regards to gender equity
- Investigate whether the use of temporary contracts at the workplace is disproportionately affecting Inuit women
- Provide training in gender bias to hiring staff and team leaders
- Investigate alternative compensation, benefits packages and work contracts that may incentivize increased participation of Inuit women (e.g. childcare subsidies, flexible work arrangements, job-sharing)
- Build awareness on accessibility of roles to all genders in the mine – remove bias around the suitability of roles based on gender
- Provide employee training on Gender-based Analysis Plus (GBA+)

Barrier 23: Gendered gaps in implementation of company equity policy

- Continue to build awareness of company policies and procedures related to equity and non-discrimination and sexual violence and harassment among contractors and permanent contract employees
- Provide regular training related on gender sensitization
- Improve accommodations during pregnancy
- Build teams that are gender-balanced
- Examine whether the company equity policy and efforts are appropriately targeted to specific barriers faced by Inuit women and aligned with industry standards and international/local protocols

- Create spaces at the mine site that encourage Inuit women to come together to build community and support each other
- Conduct gender-based compensation analysis to determine pay equity gaps, and ensure pay equity is integrated within the company equity policy

NEXT STEPS

The 2023 IWBS was a starting point for identifying and addressing Inuit workforce barriers. Moving forward, it will be critical to continue to understand lived experiences and gather broader perspectives from Inuit within the communities and workplace, and to select and tailor solutions and actions to overcome barriers. For barriers to Inuit women, the gender dialogue must be continued.

It is suggested that, moving forward, the ECC and AEM regularly (e.g., annually, bi-annually) review and update the 2023 IWBS using a standard methodology (see Figure 4) to identify and assess barriers and corresponding solutions and actions, develop priorities, take action, and monitor for changes.

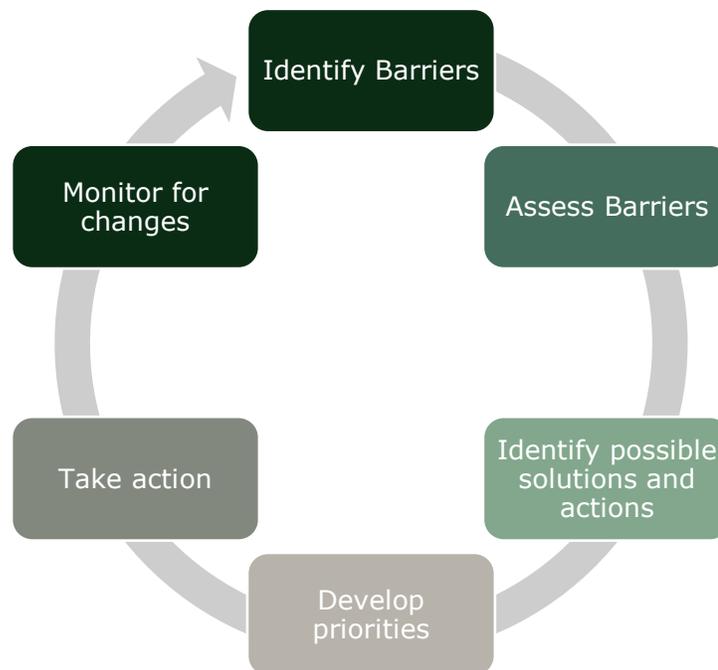


FIGURE 4: IWBS METHODOLOGY

It is recommended that, before implementing actions and solutions, further validation on the selected solutions is conducted by gathering employee and department feedback (e.g., informational interviews, focus groups, discussions, and surveying). The possible solutions and actions that are outlined in the table will require input from different departments and leaders within AEM to generate a deeper understanding of current HR processes and policy offerings and to determine gaps in Inuit employee experiences.

It is suggested that the ECC and AEM prioritize ~5 high priority industry barriers (as noted in

Table 1) to work to address over the next 12 months. To do this effectively, Inuit must be involved in the strategy development and in the monitoring of the implementation efforts.

An important component of any strategy is to ensure that the strategy's implementation is aligned with original priorities and goals. Figure 5 outlines suggested Guiding Statements to inform the IWBS moving forward.

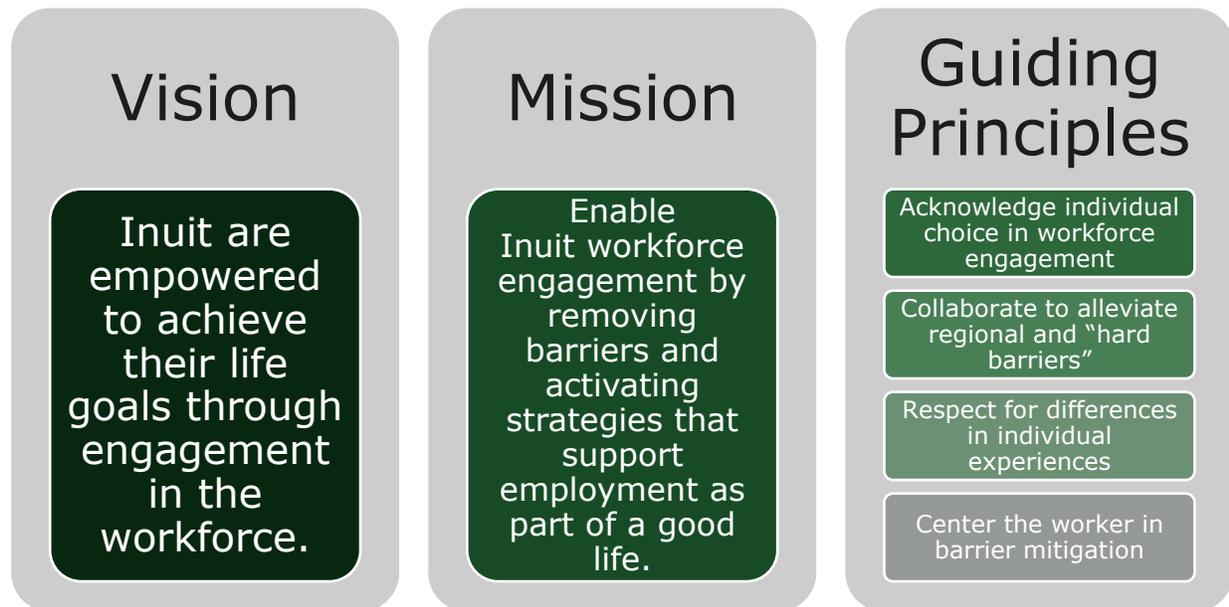


FIGURE 5: IWBS GUIDING STATEMENTS

Throughout the annual cycle of identifying, assessing and prioritizing barriers, it is suggested that the ECC develop and refine a 12-month Action or Monitoring Plan to focus the implementation of solutions and actions, and to determine accountability and resources. The 12-month Action Plan might include the following elements (see Appendix B for a suggested 12-month Action Plan template):

- Key, immediate priorities and next steps
- Actions and solutions over the next year to address barriers within the ECC's and/or AEM's sphere of influence
- Roles, responsibilities, and timelines
- Partners and available resources
- Measurements of success (i.e., targets, goals, key performance indicators)

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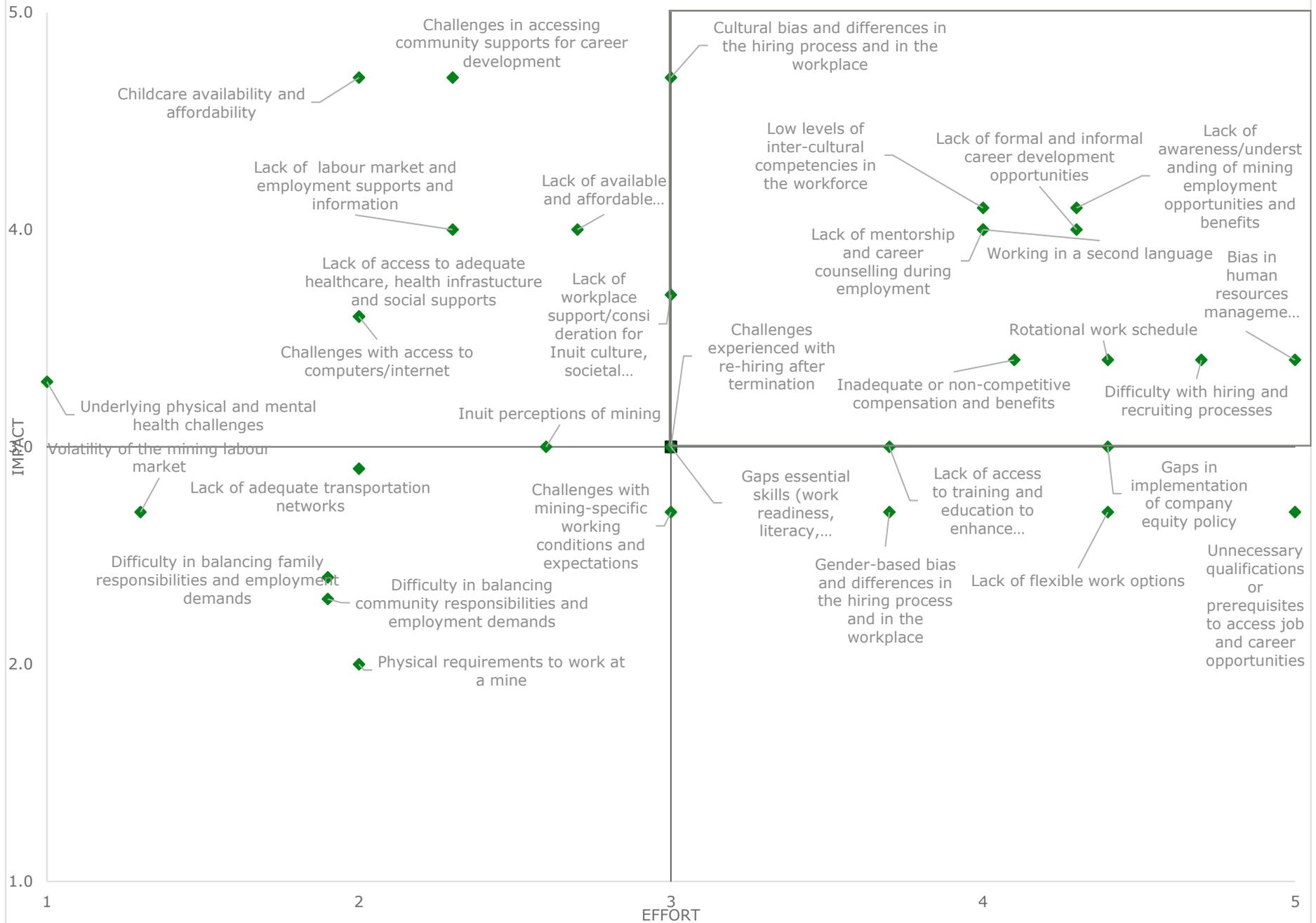
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APPENDIX A DETAILED BARRIERS ASSESSMENT SCORING CRITERIA – 2023 STUDY

Assessment Scoring Criteria	Definition:	5	4	3	2	1	Guiding Questions
Effort:							
Level of Control	The extent to which AEM has the ability to change the barrier directly.	Significant direct control over the barrier – no need for external partnerships.	High direct control on the barrier – may benefit from external partnerships, but not required.	Moderate control or influence on the barrier, likely requiring some level of external partnerships.	Minimal control or influence on the barrier without establishing external partnerships.	No control or influence on the barrier without extensive levels of external partnerships.	How much control does AEM have over this barrier? Are there other partners, organizations, institutions that also have agency? What is AEMs relationship with these other stakeholder groups?
Level of Effort	The time-frame, resources and capacity required to help overcome the barrier.	No significant time-frame required to address barrier.	Short time-frame required to address barrier.	Moderate time-frame required to address barrier.	Long time-frame required to address barrier.	Significant and prolonged time-frame required to address barrier.	Does AEM have the skills, knowledge, and budget to mitigate this barrier? What is the time-frame for mitigation?
		Barrier can be addressed with current human resources and capacity.	Barrier can be addressed with a small amount of additional human resources (e.g. contracting/hiring) and/or workforce capacity development (e.g. upskilling.)	Addressing the barrier will require additional human resources and workforce capacity development.	Addressing the barrier will require significant additional human resources and workforce capacity development.	Barrier can only be addressed with extensive human resources and workforce capacity development.	
		Barrier can be addressed within existing budget.	Barrier can be addressed within existing budget and through pooling resources with other departments.	Barrier can be addressed with moderate levels of funding and/or additional investments.	Barrier can be addressed with high levels of funding and/or additional investments.	Barrier can only be addressed with extensive levels of funding and additional investments.	

Assessment Scoring Criteria	Definition:	5	4	3	2	1	Guiding Questions
Impact:							
Scale of Impact	The prevalence of benefits felt by AEM's Inuit workforce or potential workforce in the Kivalliq.	Positive impact felt by a significant number of Inuit within AEM's workforce or potential workforce.	Positive impact felt by a large number Inuit within AEM's workforce or potential workforce.	Positive impact felt by a moderate number of Inuit within AEM's workforce or potential workforce.	Positive impact felt by a low number of Inuit within AEM's workforce or potential workforce.	Positive impact felt by relatively few or no Inuit within AEM's workforce or potential workforce.	Who will benefit from the mitigation of this barrier? How many people? What groups within the Inuit labour market will benefit? Is the impact felt across multiple stages of the HR cycle? Is the impact lasting?
Alignment with Strategies and Priorities	The extent to which addressing the barrier will be able to leverage and/or benefit other strategies, objectives and commitments.	Total alignment with AEM values and strategies.	Significant alignment with AEM values and strategies.	High alignment with AEM values and strategies.	Moderate alignment with AEM values and strategies.	Low alignment with AEM values and strategies.	How does addressing this barrier align with AEM values and strategies? Are there other Kivalliq regional strategies and priorities that would benefit/support this barrier mitigation?
		Total alignment with other regional strategies and priorities.	Significant alignment with other regional strategies and priorities.	High alignment with other regional strategies and priorities.	Moderate alignment with other regional strategies and priorities.	Low alignment with other regional strategies and priorities.	

2023 IWBS INITIAL BARRIERS ASSESSMENT AND PRIORITIZATION RESULTS



APPENDIX B ACTION PLAN TEMPLATE

The following Action Plan template can be used to select from the Inuit Workforce Strategies and Actions table items that have been prioritized based on the barriers assessment and prioritization. This table can be updated based on the most current barriers assessment on an annual basis.

Strategic Pillar	Barriers linked to	Strategic Aim - Objectives	Action Items	Person Responsible / Partners	Critical Success Factors / Resources	Timeline	Measurements / Metrics KPIs
Employee Supports Strategies	Working Environment						
	Hiring and Recruiting Process						
	Mining Working Conditions						
Social and Community Supports	Family and Community Commitments and Obligations						
	Socio-Economic Conditions						
Development Supports	Career Development						
	Training, Skills and Education Gaps						

**APPENDIX C BARRIERS TO EMPLOYMENT OF INUIT WOMEN:
INTERIM REPORT**

Barriers to Employment of Inuit Women

INTERIM REPORT

DATE OF SUBMISSION

August 30, 2023

Submitted To

Dany Jutras, Senior Coordinator, Social
Performance
Agnico Eagle Mines Limited

Prepared By

Aglu Consulting Ltd.
Stratos, an ERM Group Company
PHC Inc.

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Introduction

Background

In 2023, the Nunavut Impact Review Board (NIRB) requested additional information from Agnico Eagle Mines (AEM) on barriers to women employment to support the assessment of the Meliadine Extension Proposal. Agnico Eagle committed to include a new section in the Inuit Workforce Barriers Strategy (IWBS) which would identify gender-specific barriers to women for employment, retainment, and career advancement. Agnico Eagle committed to provide this section to the NIRB and Government of Nunavut (GN) by August 31st, 2023.

The IWBS is required to be conducted regularly as a commitment under the Inuit Impact Benefit Agreement (IIBA) between AEM and the Kivalliq Inuit Association (KIA). Preparation of the IWBS involves primary research and engagement with relevant community and institutional stakeholders to understand the barriers to hiring and retention of the Inuit labour force at Agnico Eagle's Kivalliq operations, and to identify strategies to address those barriers and associated challenges. The first and most recent IWBS study was conducted in 2018. That study examined barriers across the "employment lifecycle" for Inuit workers. Building from this study, Agnico Eagle has engaged Aglu Consulting and Training Inc. and Stratos, an ERM Group Company, with support from PHC Inc., to update the IWBS in 2023 with the goal of further defining, assessing and prioritizing barriers to inform the next phase of the strategy. Successful implementation of the strategy seeks to improve Inuit employment at Agnico Eagle's Kivalliq operations and enhance the ability for work to contribute to personal and life goals for the Inuit labour force.

As part of the IWBS, Aglu and Stratos have conducted research to better understand barriers specific to engaging, hiring and retaining Inuit women. While this information will be included within the updated IWBS, this report is an interim report that includes findings specific to Inuit women.

Context

With companies looking to improve on diversity, equity and inclusion, as well as industry challenges securing labour, barriers to women and Indigenous women is a growing topic of interest for the mining industry (Mining Industry Human Resources Council, 2023). In Canada, women comprise approximately 19% of total employment in mining (Statistics Canada, 2023). Comparatively, in 2022 Agnico Eagle's Meadowbank and Meliadine mines directly employed 16% and 13% women, respectively. Overall, including direct employees and contractors, women comprised 13% of Agnico Eagle's Kivalliq operations' workforce in 2022.

Scope

This document focuses on the barriers specific to Inuit women for seeking and retaining employment within the Kivalliq region of Nunavut and the mining industry.

Study Methodology

To support the development of the IWBS section on barriers to Inuit women, Aglu and Stratos conducted a literature review and undertook a range of stakeholder interviews with individuals and organizations who could share their perspectives on barriers faced by Inuit women. The literature review included studies that focused on:

- barriers to women in the mining industry
- barriers to Indigenous women in the Canadian mining industry
- barriers to Inuit women in the Nunavut labour market, and
- barriers to Inuit women in the Nunavut mining industry, including at AEM's Kivalliq operations.

In July and August 2023, Aglu and Stratos conducted interviews with 16 individuals, including:

- AEM Inuit employees
- Institutional stakeholders with knowledge on barriers to Inuit women, including representatives from the Kivalliq Inuit Association (KIA), Government of Nunavut Family Services, Iilitaqsinig, and Canadian Northern Economic Development Agency (Cannor), and
- AEM IIBAs affected community members from Chesterfield Inlet and Rankin Inlet¹.

The questions used to guide these interviews are included in the Appendix of this report. As part of the study methodology, Aglu and Stratos had planned to conduct a workshop with Inuit women in Rankin Inlet to inform this work, however there were challenges in securing adequate participation during the summer period. Instead, several interviews were conducted in-person or by phone with community members in Rankin Inlet and Chesterfield Inlet. As engagement with community members was limited, Aglu and Stratos would recommend continuing to engage with Inuit women on potential barriers, especially with women who are not currently employed with Agnico Eagle or one of its contractors.

This interim report provides an overview of the initial findings related to barriers and challenges specific to Inuit women, as well as those barriers that tend to impact Inuit women more significantly than men or than non-Inuit women. Note that the interviews also brought out barriers and challenges that are more intersectional (i.e. age, location, socio-economic status) and / or related to more fundamental challenges within the communities. These broader issues will be explored within the IWBS.

Findings

Barriers to Inuit Women

The main employment barriers applicable to Inuit women identified through the interviews and desk-based research can be categorized through the different phases of the employee life cycle and main thematic barrier

¹ Baker Lake interviewees were also sought, however due to the time of year, no interviews were secured prior to the development of this interim report. Additional engagement with is planned prior to the finalization of the IWBS.

areas, as shown in Table 1. These barriers do not encompass all barriers that Inuit women face in the labour market, but rather those barriers that are most applicable when considering the engagement, hiring and retaining of Inuit women at Agnico Eagle’s Kivalliq operations. While barriers are categorized, many are cross-cutting and inter-related, as described in the detailed findings below.

Table 2: Categorization of the workforce barriers to Inuit women

Phase of HR Cycle	Barrier Theme	Barrier
Attracting and Building the Talent Pool	Family and Community Commitments and Obligations	<ul style="list-style-type: none"> • Disproportionate family responsibilities • Lack of available and affordable childcare
Recruitment and Hiring	Discrimination and Bias	<ul style="list-style-type: none"> • Gender-based bias in the hiring process
Engagement and Satisfaction	Discrimination and Bias	<ul style="list-style-type: none"> • Gaps in implementation of company equity policy • Gender-based bias and / or harassment on the job
	Socio-Economic Conditions	<ul style="list-style-type: none"> • Lack of social and mental health support systems in place
Career Progression	Career Development	<ul style="list-style-type: none"> • Lack of role models and mentorship for women

Family and Community Commitments and Obligations

Disproportionate family responsibilities: Both the literature review and study engagement highlighted that disproportionate family responsibilities caused by gender-role expectations within the family and social structure may impact Inuit women’s participation in the resource extraction industry, especially in a fly-in/fly-out role. Interviewees commented that traditional gender roles remain common in Nunavut, with Inuit women expected to take on more responsibilities with household duties, childcare, and within the broader community. At the same time, several interviewees noted that it was also becoming increasingly normal for Inuit women to be the “breadwinners” within the family, and that two-income households were becoming more common. The need to strike this ‘fine balance’ of being key financial providers, while still being responsible for the family means that Inuit women may be especially daunted at the prospect of leaving their families to pursue rotational work and may prefer to work within their communities.

Childcare availability and affordability: Due to the expectation of Inuit women to continue to fulfill the role of primary caregiver, engagement also indicated that a lack of childcare availability and affordability presents a barrier for some Inuit women to pursue opportunities or maintain employment at Agnico Eagle’s operations. Interviewees were clear that this barrier was more applicable to Inuit women than Inuit men, and that it was present at multiple stages of the employment life cycle: for example, some women with young children or single mothers may not consider pursuing an opportunity at the mine site, knowing that childcare during the work rotation would be challenging; and women who do obtain employment at the mine site experience additional mental stress knowing others are taking care of the children during the work rotation, especially when childcare falls through or a child falls sick. Studies on barriers to women in the labour market and in the mining industry, both within Nunavut and outside, continually point to the existence of this barrier (Sakku Investments Corp; NVision, 2022) (PHC Inc.; BC Centre of Training Excellence in Mining (CTEM)) (Pauktuutit Inuit Women of Canada).

It's likely that the current shortage of available daycare spots and staffing capacity issues in the communities are exacerbating this barrier as well (Jamal, 2023). A few interviewees suggested, however, that this barrier lessens for women as children become older and more independent.

Discrimination and Bias

Gaps in implementation of company equity policy: In recent years, the mining industry has been increasingly focused on improving diversity, equity and inclusion in the workplace. While Agnico Eagle has a policy on diversity and inclusion, several interviewees felt that AEM's current approach was self-limiting, with policy implementation not adequately focused on the foundational barriers to equity for Inuit women. Interviewees discussed the need to pursue implementation activities that are more likely to achieve results, based on the realities faced by Inuit women in the labour market and workforce, for example: improved accommodation of work during pregnancy; babysitting networks and childcare subsidies; job flexibility; gender-inclusive spaces and infrastructure at the mine site; and improved communication networks with home for women to be able to navigate potential childcare or family issues that arise during their shift. Several interviewees also stressed the importance of putting in place measures that counteract the male-dominated environment and culture at the mine site, for example by creating space for women to gather to be together and support each other.

Gender-based bias in the hiring process: Research shows that women across the extractives industry still encounter issues of unequal access to employment opportunities, less secure work and wage disparity (PDAC; SOOP Strategies, 2022) (Valadares, Carvalho Neto, Mota-Santos, & Diniz, 2022) (Perks & Schulz, 2020). As one study pointed out, "women are entering in slightly greater numbers in the oil, gas and mining sectors than a decade ago but they continue to congregate into less-skilled and lower paying jobs" (Perks & Schulz, 2020). This trend is observed across the Canadian mining industry, where women are mostly employed in finance, human resource and administration roles, as opposed to higher paying technical positions. A study by Pauktuutit similarly concluded that Inuit women in the Nunavut resource extraction industry were most often considered for "nurturing" roles that were often temporary and lower in pay (Pauktuutit Inuit Women of Canada). Several interviewees commented that this trend persists: Inuit women were more likely to be paid less and kept in temporary contracts without benefits. This seemed to relate to the positions that Inuit women typically fill at the mine site (e.g. housekeeping, kitchen), suggesting that these roles are valued less than others. Though Inuit women tend to occupy lower-level positions at Agnico Eagle's mine sites, a few interviewees commented that Inuit women are graduating high school and pursuing post-secondary education at a higher rate than Inuit men. This is aligned with findings on achievements of Canadian Indigenous women in the labour market generally (Arriagada, Paula, 2021). Overall, the literature review and engagement suggest that gender-bias in the recruitment and hiring process or in the job role structure is a barrier that could be further examined.

Gender-based bias and harassment on the job: Gender-based bias and harassment can take many forms. Research on women working in extractives industries, especially those that have camps, suggests that positions with work in isolated areas, for example housekeeping and kitchen duties, or working during night shifts, can expose women to increased risks of these events (Pauktuutit Inuit Women of Canada) (Stoker, 2023) (Botha, 2016). While interviewees did not mention issues of violence and harassment, other forms of gender-based bias were mentioned. Some interviewees felt that there were still comments in the workplace on women's capabilities

to do 'men's work', especially in roles where a level of physical strength is expected or required. However, other interviewees noted that women were finding success in more typically 'masculine' roles, such as haul truck driving or underground mining, and that women felt supported and encouraged by their teams in these roles.

Socio-Economic Conditions

Lack of social and mental health support systems in place: Inuit women who choose to pursue employment in the mining industry may experience pressure to discontinue their employment due to a lack of support systems in the community for the worker's family unit. Interviewees noted that, as a result of the shift in responsibilities and roles within the family, some Inuit women experience tensions in their family relationships and romantic partnerships. This 'vicious cycle' of stress within the family unit while the Inuit woman is at work may lead to resentment, jealousies, and lateral violence, which in turn may discourage Inuit women from maintaining the employment that is seen to create that tension. Several interviewees felt that this dynamic is exacerbated by a lack of social and mental health support systems in the community for those families or partners who remain at home, noting that there is a need to support families to be self-sufficient in the absence of the person who is the 'pillar' of the family and to promote healthy relationships that can be supportive of Inuit women while they are at work. As one study framed it, "Female employment at a mine development site, regardless of the type of role or skill level, is not sustainable without family and community support. Women are the central figure in the family unit, and a rotational job is not conducive to this fact" (PDAC; SOOP Strategies, 2022).

Career Development

Lack of role models and mentorship for women: Aligned with Inuit Qaujimaqatunqangit, Inuit are typically hands-on learners and find it easier to learn and develop skills through shadowing others. While a lack of mentorship or sponsorship did not explicitly come up in interviews, this barrier often comes up in the literature that examines barriers faced by women in the mining industry (Mining Industry Human Resources Council, 2016) (McKinsey & Company, 2021) (Ernst & Young, 2022). In 2020, Inuit women in Agnico Eagle's Kivalliq workforce represented 30% of all Inuit labour, however 95% of those Inuit women worked in lower-level positions (Aglu Consulting; Stratos Inc.; Impact Economics), suggesting that there may be a lack of Inuit women role models and sponsors in higher-level positions. Indeed, a few interviewees commented on a 'double glass ceiling' effect, with Inuit women unable to advance beyond a certain stage in their career before the position was assumed to be for non-Inuit women, suggesting that there may be bias even within career paths typically filled by women, where Inuit women may be limited to 'Inuit' roles.

Potential Strategies

Through engagement and literature review for this interim report, the team identified and summarized potential strategies to address, minimize or mitigate barriers to Inuit women. Within the IWBS, these potential strategies will be considered and prioritized along with other strategies to address barriers faced by Inuit men and women.

Table 3: Potential strategies to address identified workforce barriers to Inuit Women

Phase of HR Cycle	Barrier Theme	Strategies
Attracting and Building the Talent Pool	Family and Community Commitments and Obligations <ul style="list-style-type: none"> Disproportionate family responsibilities Lack of available and affordable childcare 	<ul style="list-style-type: none"> Support in-community or regional initiatives to increase access to and affordability of childcare. Build partnerships with Inuit-women focused organizations and groups to build awareness of mining career opportunities within a broader audience.
Recruitment and Hiring	Discrimination and Bias <ul style="list-style-type: none"> Gender-based bias in the hiring process 	<ul style="list-style-type: none"> Investigate whether the use of temporary contracts at the workplace is disproportionately affecting Inuit women. Provide training in gender bias to hiring staff and team leaders. Undertake recruitment and training efforts to advance or hire Inuit women to higher-level positions. This will provide more role models and women Inuit employees to whom women employees can raise their concerns more comfortably. Investigate alternative compensation and benefits packages and work contracts that may incentivize increased participation of Inuit women (e.g. childcare subsidies, flexible working arrangements, job-sharing).
Engagement and Satisfaction	Discrimination and Bias <ul style="list-style-type: none"> Gaps in implementation of company equity policy Gender-based bias and / or harassment on the job 	<ul style="list-style-type: none"> Continue to build awareness of company policies and procedures related to equity and non-discrimination and sexual violence and harassment among contractors and permanent and contract employees. Provide regular training related on gender sensitization. Build teams that are gender-balanced. Examine whether the company equity policy and efforts are appropriately targeted to specific barriers faced by Inuit women and aligned with industry standards and international/local protocols.

		<ul style="list-style-type: none"> • Create spaces at the mine site that encourage Inuit women to come together to build community and support each other.
	<p>Socio-Economic Conditions</p> <ul style="list-style-type: none"> • Lack of social and mental health support systems in place 	<ul style="list-style-type: none"> • Consider organizing a network or group for spouses and families that are left behind when women are on rotation to be able to come together to support each other and access resources and education on life skills, including on building healthy relationships. • Improve communication networks at the mine site to allow for Inuit women to check on their families more often / be more accessible to their families during their rotation.
Career Progression	<p>Career Development</p> <ul style="list-style-type: none"> • Lack of role models and mentorship for women 	<ul style="list-style-type: none"> • Have an Inuit women’s network in the workplace, where women employees could meet regularly to discuss challenges they are facing and share their experiences. This would also provide a sense of community at work and provide informal support to address issues that arise in the workplace. • Create the conditions for regular, proactive engagement with Inuit women employees on potential career paths and options, working closely with them to tailor their career paths. • Amplify stories of women in technical career paths and build connections and partnerships with community organizations to attract more women to a diverse range of roles.

Conclusion

Through engagement and a literature review, seven (7) potential barriers specific to Inuit women were identified. These barriers may be present and applicable for Inuit women in the labour market generally, and/or within/at Agnico Eagle’s Kivalliq mines. These barriers, and potential strategies to address, minimize or mitigate them, will be considered and integrated as appropriate within the broader Inuit Workforce Barriers Study, which is currently being updated.

Due to the time of year that engagement took place, it is recommended that Agnico Eagle continue to engage women on barriers to employment as it develops and implements its strategy, especially for the demographic that was not fully reached during the course of this study’s engagement (i.e. Inuit women living in the communities who are not currently employed at the mine site). A focus group session, as originally planned, could be planned in one of the communities to allow women to come together to discuss what they see as barriers and challenges to working in the mining sector.

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Appendix: Interview Questions

AEM Employees:

1. Could you tell us about your role at the mine, and your career journey?
2. Prior to your work at the mine, what did you feel was the biggest challenge when you were looking for a job in Nunavut? Did you feel you faced any unique or specific challenges as an Inuk woman looking for work?
3. Did AEM stand out to you as an attractive employer? Why or why not?
4. Did you face any obstacles or difficulties during the recruitment process at the mine site? What would have made it easier for you to obtain employment at the mine?
5. What do you feel would most help you grow within your career or within the organization?
6. From your perspective, what workforce challenges/barriers do Inuit women experience at the mine?
7. From your perspective, how can Agnico Eagle best support and engage Inuit women in the workforce?
8. Do you have any other thoughts, comments or recommendations to help support addressing barriers that Inuit women may face at the mine site or within the mining industry?
9. Based on your understanding of barriers that AEM has already identified, are these barriers still experienced? Are there new or additional challenges that AEM that have arisen over the last few years that you think AEM has not considered?
10. Moving forward, what can AEM do to improve Inuit employment at the projects in a way that supports Inuit to advance their personal and life goals?

Institutional Stakeholders:

1. Can you tell us about your role in your association/community? In your current role(s), how are you connected to or interact with the mining industry/AEM?
2. From your perspective, what unique or specific challenges do Inuit face when seeking employment, generally, in the Kivalliq region? What about Inuit women specifically?
3. Thinking about the mining industry in Nunavut, what workforce barriers do Inuit face? What about Inuit women? Are there specific barriers related to mining in the Kivalliq region or AEM specifically?
4. What strategies and practices do you feel, or have you seen to be successful in engaging/retaining Inuit women to an industry/specific position/training program? Why were they successful?
5. Based on your understanding of barriers that AEM has already identified, are these barriers still experienced? Are there new or additional challenges that AEM should be considering when developing a workforce strategy?

6. In the short term, what do you think AEM (an employer) should be focusing on? What about on the long term? Where does AEM need to deepen or advance partnerships to be successful?
7. Moving forward, what can AEM do to improve Inuit employment at the projects in a way that supports Inuit to advance their personal and life goals?
8. Do you have any other thoughts, comments or recommendations?

Community Members:

1. Could you tell us about yourself and your career/past work experience? Have you ever worked at one of AEM's mine sites?
2. In your experience, what do you feel is the biggest challenge when looking for a job in Nunavut? Have you felt that you face any unique or specific challenges as an Inuk woman when looking for work?
3. If you currently work or have worked in the past, what do you feel are the biggest challenges that come with being a woman in the workforce in Nunavut?
4. If you do not currently work and are not looking to work, can you tell us about why that is?
5. What do you feel would most help you grow within your career within an organization?
6. Have you ever considered working at one of AEM's mine sites? Why or why not?
7. If you've worked at one AEM's mine sites in the past, why did you leave?
8. From your perspective or experience, what workforce challenges/barriers do Inuit experience at the mine? What about Inuit women?
9. From your perspective, how can Agnico Eagle best support and engage Inuit women in the workforce?
10. Moving forward, what can AEM do to improve Inuit employment at the projects in a way that supports Inuit to advance their personal and life goals?
11. Do you have any other thoughts, comments or recommendations?