

Kiggavik Project Final Environmental Impact Statement

Tier 3 Technical Appendix 9C: Human Resources Development Plan

September 2014

History of Revisions

Revision Number	Date	Details of Revisions
01	December 2011	Initial release Draft Environmental Impact Statement (DEIS)
02	September 2014	Updated version of the plan has been revised for submission of the FINAL Environmental Impact Statement - has been revised to improve focus and reduce duplication with other related management plans, particularly the Community Involvement Plan. Other edits reflect opportunity for improvement and added clarity. The HRDP is a preliminary framework for the environmental assessment and it will be updated prior to the completion of licensing to contain the benefits negotiated in the Inuit Impact Benefit Agreement.

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1 Introduction

This Human Resources Development Plan (HRDP) is a preliminary framework for the environmental assessment that outlines AREVA Resources Canada Inc.'s (AREVA) commitment, responsibilities, expectations and measurable objectives regarding the recruitment, hiring, training and advancement of the workforce throughout the life of the Kiggavik Project. The HRDP will be updated prior to the completion of licensing for consistency with benefits negotiated in the Inuit Impact Benefit Agreement.

2 AREVA Policies

The policy statements contained in this report have been established by AREVA Senior Management and are reviewed annually. These policies will be applicable to the Kiggavik Project.

2.1 Social Policy

AREVA recognizes a responsibility to the people in areas in which we operate and is committed to their meaningful involvement in our activities.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;
- provide a healthy and safe workplace;
- provide employment and business opportunities to residents near our northern operations as a first priority;
- offer educational and training opportunities to residents near our northern operations, to allow their increased involvement in our activities;
- participate in the economic and social development of communities in which our operations have an impact and facilitate northern business development with a view to long term partnership; and
- communicate with and provide opportunities for dialogue with interested stakeholders and consider those views in our planning in order to build consensus.

This policy is made available to the public.

2.2 Human Resources & Training Policy

AREVA is committed to attracting, training and retaining top talent to meet the changing needs of the workplace while advancing the strategic goals of the organization. AREVA has established standard and programs that deal fairly and in a uniform manner with all employees, and strives to develop leadership, teamwork, and other required employee skills. AREVA is committed to promoting work performance and job satisfaction among all employees.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;

- provide clear, transparent and efficient standards and programs and apply them fairly to all employees;
- provide a competitive Total Rewards package to employees in exchange for their contributions to business results;
- monitor, update, revise and enhance services and processes to ensure they reflect emerging trends and best practices in human resource management;
- provide training to ensure employees are qualified and competent, on the basis of education, training and experience;
- recognize the value of its employees and provide opportunities for personal and professional development;
- maintain a collaborative and professional relationship between union and management;
- provide a respectful work place that respects human rights, fosters diversity and is free from discrimination, violence and harassment;
- provide quality third party assistance for employees who require support with substance abuse, family problems or other personal situations that impact them; and
- to extent practical, accommodate employees recuperating from occupational or non-occupational illnesses or injuries to allow for the opportunity to perform meaningful work.

This policy is made available to the public

2.3 Health and Safety Policy

AREVA is committed to providing a healthy and safe work environment for all of its employees and contractors, and to ensuring that all work is performed in a safe and responsible manner that meets regulatory and company standards.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;
- prevent injury and ill health of its employees and contractors;
- develop internal objectives and targets to achieve continual improvement in health and safety performance;
- measure performance against established goals;
- support all employees and contractors in fulfilling their health and safety responsibilities;
- develop, implement, maintain and test emergency procedures;
- investigate reported incidents that result or could result in employee illness or injury and apply lessons learned;
- identify and address workplace risks and hazards;
- promote and maintain dialogue with stakeholders on health and safety issues; and
- foster a common safety culture throughout the organization.

This policy is made available to the public.

2.4 Radiation Protection Policy

AREVA is committed to maintaining radiation doses to its employees and contractors, As Low As Reasonably Achievable (ALARA), social and economic factors considered.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;
- establish targets for worker doses and workplace radiological levels and measure performance against these targets;
- classify workers and assign appropriate dosimetry monitoring services to them;
- provide training to workers in radiation protection principles and practices;
- control the shipment of radioactive materials from work sites; and
- ensure the security of radioactive sources and nuclear substances.

This policy is made available to the public.

2.5 Environmental Policy

AREVA recognizes that continued economic and social development depend on a healthy environment and incorporates environmental considerations into all company activities to ensure sustainable development. AREVA is committed to continually improve approaches and technology to minimize the effects of its activities on the environment.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;
- minimize adverse environmental impacts of its activities by reducing consumption of natural resources, controlling releases and optimizing waste management;
- prevent pollution by using processes, practices, materials or products that avoid, reduce or control pollution;
- deal proactively with environmental issues by identifying potential impacts and implementing mitigating actions and/or developing effective contingency plans;
- develop internal objectives and targets to continually improve environmental performance;
- measure performance against established goals;
- conduct employee training, internal assessments and periodic reviews to ensure these operations and activities are conducted in compliance with documented procedures;

- communicate environmental requirements and corporate initiatives to employees and contractors to encourage their participation and compliance; and
- involve applicable stakeholders, with particular focus on those directly impacted, in initial planning, ongoing operations and decommissioning of AREVA activities through an open and transparent public involvement program.

This policy is made available to the public.

2.6 Quality Policy

AREVA is committed to achieving objectives that continually improve quality, the effectiveness of the integrated management system and the company's performance as a world leader in the production of natural uranium. Through procedural discipline and adherence to internationally recognized standards, AREVA has established a management system that applies to the entire organization and to all its employees.

To meet this commitment, AREVA shall:

- implement, maintain and comply with the requirements of an Integrated Management System (IMS);
- ensure that decisions are made and actions are taken with consideration for their effect on our ability to achieve and maintain the required level of quality;
- ensure that employees receive instruction and training as required for the implementation and maintenance of the IMS; and
- ensure all business activities meet relevant and specific regulatory requirements for Quality Assurance.
- This policy is made available to the public.

2.7 Economic Viability Policy

AREVA is committed to being and existing as a profitable organization. AREVA has established and adheres to sound business and ethical principles and activities that will ensure sustainability through long term profitable growth.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;
- develop internal objectives and targets to achieve long term profitable growth;
- measure performance against established goals;
- control costs and optimize programs;
- develop and maintain loss control practices;

- develop and deploy innovative technologies to increase our competitive advantage; and
- focus on customer satisfaction.

This policy is made available to the public.

2.8 Risk Management Policy

AREVA recognizes that risk is inherent to our business and is committed to managing all significant risks in a proactive and effective manner. AREVA acknowledges that risk management is an essential element in the framework of good corporate governance and is an integral part of good management practice. The effective management of risk is vital to the continued growth and success of our organization.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;
- identify, measure, assess, prioritize, manage, monitor and treat all significant risks in a consistent manner across the organization;
- support risk management by providing the appropriate tools and resources;
- establish a common risk language to provide a consistent framework for the definition and categorization of risk and the organization of its risk management activities; and
- provide dependable assurance that significant risk to the business is managed.

This policy is made available to the public.

3 Employment

AREVA's objective is to maximize employment of people in Kivalliq communities, with the intent to see that Project benefits accrue to the people of Kivalliq, as well as to the Nunavut and Canadian economies. Such an objective implies that where people have limited experience with the mining sector, Project specific initiatives will be undertaken in attempt address barriers to employment. To operate effectively, efficiently and safely, AREVA's requirement, as a nuclear facility, is to have a competently skilled workforce¹, and AREVA is committed to undertaking initiatives in order to achieve this requirement.

3.1 Mandate

As defined by the NIRB in the project specific guidelines for the preparation of an Environmental Impact Statement (NIRB 2011), potentially affected communities are determined by their potential to be impacted, either positively or negatively, by a development. Given the environmental impact statement conclusions on potential effects and with anticipation of an Inuit Impact Benefit Agreement with the Kivalliq Inuit Association, AREVA anticipates priority recruitment for the communities within the Kivalliq Region, Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Repulse Bay, and Whale Cove. This means that AREVA will direct additional recruitment efforts towards these communities. AREVA also anticipates recruiting from other Nunavut communities and communities outside the territory.

3.2 Pick Up Points

AREVA plans to designate Pick-Up Points for the Kiggavik Project. Pick-up points are the communities from which transportation arranged by AREVA is provided to and from the Kiggavik Project site for employees. The anticipated pick-up points are presented in Table 3-1.

¹ Nuclear facilities in Canada are held to high standards by the CNSC, including standards related to the education, training and safety performance of workforces.

Table 3-1 Designated Pick-Points

Designated Pick Up Points
Arviat
Baker Lake
Chesterfield Inlet
Coral Harbour
Rankin Inlet
Repulse Bay
Whale Cove

3.3 Nunavut Employment Practices

It is the vision of Nunavummut to advance with both a land-based and wage-based economies for individual, family and community wellbeing. There can be limits to entry and success in the wage-based economy including:

1. people's preparedness for the challenges of rotational work;
2. potential constraints because of family responsibilities, rather than lack of desire to participate;
3. cross cultural challenges may represent a disincentive to participation;
4. achieving the minimum required skills or education.

AREVA anticipates achieving 50% Inuit employment during operations. Initiatives that may be established to enhance employment through human resource policy and procedures are identified below:

- contributing to a regularly updated database of potential Kivalliq employees and preferentially hiring people from Kivalliq where qualifications and experience permit, during both construction and operations – a second priority may be people from the other regions of Nunavut – and sharing this database with contractors and other mining companies;
- as priority recruitment communities, the seven Kivalliq communities will have transport provided to employees to and from the mine site, that will enable Project employment without a need to permanently leave home communities;
- providing to Kivalliq communities and the Kivalliq Inuit Association (KIA) full and timely and easily accessible information on workforce requirements, job descriptions, qualifications and performance criteria;

- hiring qualified Inuit for employment on a preferential basis;
- reviewing educational and training requirements for certain Project positions and where appropriate conducting prior learning assessments, with a view to accepting experience in lieu of qualifications where this is acceptable within legal and regulatory frameworks for uranium mining;
- enabling the use of Inuktitut at the Project site where health and safety standards permit
- identifying whether there may be positions available to Inuit with limited English language skills;
- designing recruitment methods, advertisements, and application procedures in a manner that attempts to reduce artificial barriers, including language barriers;
- providing informal counseling at the mine site through employment of an elder on site and/or identification and training of peer counselors, to assist workers to meet the challenges of the rotational work schedule and working conditions are examples;
- putting in place a culturally appropriate employee and family assistance program (EFAP) to address individual and family problems that threaten an individual's ability to continue working;
- conducting exit interviews with a view to increasing the understanding of barriers to successful long term employment, and integrating the results into other initiatives as relevant;
- providing cross cultural training to all long-term employees in order to facilitate the integration of Inuit employees into the workforce;
- providing services to workers, including recreational facilities, and accommodation, country food storage, a worker site harvesting policy, English as a second language training, translation services;
- training on and enforcing policies related to personal firearm use, vehicle operation, controlled substances, alcohol and harassment, towards establishing a workforce which encourages health, safety, learning, retention and advancement of Inuit employees;
- promoting a workplace where workers can express complaints or concerns, and bring to light conflicts such that grievances are addressed promptly; and
- maintaining a safe workplace for employees, including female workers regularly reviewing the results of such initiatives in order to identify barriers to employment for particularly women and challenged workers such that appropriate additional responses can be developed.

4 Employment and Recruitment

The Kiggavik Project will create an opportunity for employment at the Project site. As noted in Section 3, AREVA will put into place measures to increase the capacity of people in the Kivalliq region to take advantage of these opportunities including a range of education and training initiatives.

4.1 Employment Classifications

To realize and interpret progress towards the goals of the HRDP, a baseline of employment information is essential. An employment classification is any designation used by AREVA to describe a set of performances and responsibilities which is currently accepted by the mining community as defining a distinct and identifiable position. AREVA has developed draft organizational charts based on our Saskatchewan Mining Operations as seen in Attachment A. We believe that this division of departments will allow us to structure our workforce to meet the needs and challenges of our operations.

4.2 Recruitment

AREVA currently maintains an office located in Baker Lake, Nunavut. Employees at this location are instrumental in recruitment from Baker Lake for seasonal exploration based positions. It is anticipated that a local office would assist in recruitment efforts during mine operations.

AREVA employees will travel throughout the Kivalliq Region to Priority Recruitment Communities to interview and screen candidates and promote upcoming vacancies and other employment opportunities. Networking in Nunavut with community leaders, outreach officers and economic development agencies will form a component of recruitment programs. This non-traditional recruitment method has proven successful for AREVA's northern Saskatchewan operations.

Employment advertisements through employment websites, regional newspapers and other postings will be used to communicate employment opportunities to Kivalliqmuit. AREVA will also incorporate the posting of job advertisements to the Internet, on-line local and national job boards, and our company website. Word of mouth recruitment efforts will also be used to attract qualified applicants to AREVA.

4.3 Work Skills and Employment Requirements

AREVA will continue to work with the Kivalliq communities and their leaders to establish and determine the skills and competencies required for job specific categories. By continuing our

partnerships with leaders, government, Inuit communities and other groups, AREVA will be better able to facilitate Inuit employment at the Project site and understand potential barriers to employment that Inuit individuals may experience.

In regards to entry level positions, AREVA will look for individuals with an education level of high school or equivalent. Some job categories will require post-secondary training or another level of education which AREVA may be willing, if practical, to provide in the form of on-the-job training to develop essential skills.

AREVA is committed to providing assistance, where practical, to those individuals who may need to overcome certain obstacles that may keep them from successful employment. AREVA will work with the Kivalliq communities to try to address these issues and remove barriers as best possible.

4.4 Worker Rotation

Construction crews are expected to work a blend of schedules with potentially longer work shifts than will be typical for the operations phase. The construction schedule is expected to average four weeks in/two weeks out. Once the Project site is operational the expected schedule will be either seven days in/seven days out or 14 days in/14 days out.

AREVA understands rotational work may be difficult for some employees and will make efforts to mitigate where practical the potential for negative effects on wellbeing, which may include the following:

- as part of the terms of employment, providing a confidential EFAP to address in a culturally sensitive and knowledgeable fashion work/life issues that can arise for an individual employee, including problems with drug and alcohol abuse, addictions including gambling, inappropriate sexual behaviours, personal financial management, adjustment to change and stress, and family relationships;
- in the longer term, contribute to school based education and training initiatives for youth to enhance educational achievement and life skills in the context of participation in both the wage and traditional economies;
- making available elders or peer counselors and staff in communities with some competence to ease work/life balance challenges;
- implementing employment policies and procedures that give value to traditional knowledge, including the principles of sharing and cooperation, and enable traditional activities and practices; and
- supporting community wellbeing initiatives as may be agreed in the IIBA, to address community priorities towards enhanced wellbeing – substance abuse management, recreational programs for youth, and IQ retention may be examples.

4.5 Workforce Management

Workplace management measures are intended to ensure that Inuit employees are equitably compensated, safe and secure, and further that the workplace conditions will promote Inuit culture.

Workforce management measures will include:

- opening and staffing Project offices in Kivalliq communities which will facilitate not only job applications and expressions of interests, but also meeting workers' needs for assistance as they transition between home and work;
- clearly communicating through information materials distributed by the Project and in advertisements for job openings through other media (i.e. radio and newspapers), the preferential employment policy, points of hire and terms of employment, as well as instructions to interested applicants on how to apply for jobs from their home communities to limit speculative in-migration to Baker Lake;
- establishing an accommodation camp at the mine site to house all workers while on rotation and providing return transportation to home communities;
- providing a nurses station at the accommodation camp facilities which will meet workers' first responder needs while at site with respect to health issues, to limit use of Baker Lake or Rankin Inlet health facilities;
- establishing fly in, fly out schedules that allow employees to travel from the mine site directly to their home communities, to minimize worker presence in Baker Lake or Rankin Inlet;
- encouragement of appropriate and respectful behavior in communities by all employees when on work time;
- prohibitions against illegal activity, harassment, verbal and physical abuse, negligence in driving company vehicles and other behaviors that may be identified by people in communities as offensive or problematical; and sanctions to be applied in the event of noncompliance;
- cross cultural training of long term employees to encourage mutual understanding and respect;
- facilitating the use, as appropriate, of the Inuktitut language, including the translation of mining related terminology into Inuktitut such that people are able to discuss their experiences both in the workplace and at home in their own language;
- payment of salaries commensurate with costs of living (taking into account changes to eligibility for assisted housing and other government benefits) and benefits packages that recognize social and cultural exigencies such as bereavement leave, support to wellbeing and imperatives to improve education;
- accommodating Inuit diet preferences through provision of storage and facilities for consumption of country foods; and
- providing sufficient communication services (e.g. telephone, internet and community radio) to meet the needs of employees to stay connected with their families and communities.

5 Training and Development

AREVA recognizes that low educational achievement contributes to lack of economic opportunity generally, and that social challenges can be linked with unemployment. AREVA recognizes that there is also concern, particularly among elders, that traditional knowledge is being lost to communities and youth. In response, AREVA will endeavor to provide opportunities to people in Kivalliq to access employment created by the Project through providing Project related education and training programs.

The promotion of education and training is intended to address not only Project requirements, but also to contribute to longer term participation in both the wage and traditional economies in the interests of sustainable development. Accordingly, AREVA will work with the KIA, education authorities, other mining sector companies, and other interested parties to develop and deliver multi-party training programs.

5.1 Program Overview

AREVA has experience with developing a successful Training and Development Program for mining operations, which was developed for the McClean Lake Operation. As a result of this success, AREVA plans on using a similar model for the Kiggavik site that is modified to address Nunavut-specific challenges. Department heads will be responsible for department-specific training in documented procedures and work instructions for employees in their department. Supervisors are responsible for assigning tasks only to qualified personnel when required by federal or provincial legislation.

Human Resources' personnel will be responsible for defining a general training program, coordinating and scheduling the activities, and maintaining all training related records.

Training will consist of:

- site orientation, including AREVA safety standards and policies, environmental protection and health and safety management;
- basic training to ensure that employees are competent in the safe and technical aspects of operating equipment;
- training to ensure that employees are knowledgeable and competent in the performance of assigned tasks and duties;
- leadership and managerial skills for supervisory staff;
- training that is required by legislation or license condition(s); and

- optional training, which is aimed at developing the employee to progress within the company or to learn new skills pertinent to his/her employment.

The Human Resources and Training Department will oversee site-wide training, such as orientation, WHMIS and other generic site-wide training programs. The Training Group will also manage, coordinate, and guide the implementation of other training programs through the analysis of training needs, identification of resources and a process for identifying and incorporating improvements to the training program. Training materials and courses may be developed on-site or purchased from outside sources. Training may be delivered by site staff or provided by a consultant / contracted training service provider, when required.

5.2 Training and Development Plan

Some of the major elements of the education and training strategy may include:

- providing timely and accessible information to Kivalliq communities on all Project related education and training opportunities;
- providing pre-employment training to promising job candidates, in order to enhance the potential for success once employed, in such areas as work readiness, life skills and personal financial management;
- establishing full time education and training positions² for Inuit at Nunavut educational institutions and at AREVA operations in Saskatchewan, in preparation for the operations phase with possibilities in the following employment categories: heavy equipment operations, mill operations, apprenticeship and technician training, technology, radiation, environmental monitoring and computer and office skills;
- providing orientation to AREVA operations, health and safety, English language and skills upgrading (core competency), supervision, leadership and management to enhance job performance, retention and advancement;
- providing counseling as appropriate in areas such as career development, diversity and respectful behaviors, life skills, and personal financial management to support successful employment experience;
- including in the job responsibilities of more senior staff the requirement to mentor more junior staff such that they may advance – training in how to coach and mentor will be provided where staff require this to meet succession planning objectives;
- retraining selected construction workers for operations phase jobs and operations workers in new required skills (for example, for underground mining when this starts) to allow successful employees to continue their employment as work force needs shift;

² These training positions will be for different time periods, from one to four years, depending on the nature of the training.

- supporting efforts on the part of employees to upgrade their education as a means towards job advancement – high school completion programs, with a qualified teacher, will be offered at the mine site;
- cooperating with appropriate educational authorities and institutions in Nunavut in the development and implementation of high school and college courses with mining sector content;
- providing summer employment programs and cooperative education opportunities at the mine site to provide job experience to youth;
- working with other mining sector organizations in the region to enhance education and training strategies across the sector through sharing of best practice experience and resources;
- providing and contributing to ‘stay in school’ initiatives that may include school based career counseling, stay in school workshops, mentoring and achievement awards. The goal is to encourage students to stay in school and to support them in this decision;
- providing post-secondary scholarships– eligibility would include both high school, college and university students and Project worker; and
- Participating with schools to contribute to youth programs intended to develop traditional skills, particularly those related to activity on the land, and to address the management of mixed economy livelihoods.

Training initiatives at AREVA’s northern Saskatchewan operations reflect the Inuit Qaujimajatuqangit (IQ) principles Qanuqtuurnarniq - *being resourceful and flexible to solve problems* and Pilimmaksarniq - *maintaining and improving skills through experience and practice*. Programs evolve to accommodate and better address changing needs and priorities of:

1. the potential and current workforce;
2. educational organizations with growing and changing capacities; and
3. the company to best realize collective and long lasting benefits, primarily the employment and retention of a northern workforce.

AREVA training initiatives range from a job shadow program for grade 10 students that provides exposure and understanding of future employment opportunities to supervisor/manager in-training programs. The following list provides a summary of training initiatives at northern Saskatchewan mines at the time of FEIS writing to demonstrate the range of training that may be available for the Kiggavik Project;

- Job Shadow Program – two days of firsthand work/life experience at site for grade 10 students;
- Pre-Skills Training – three week job placement and skills training program;

- Trades Helper Program – one year program to work alongside several trades to determine which is best suited to the individual prior to commitment and training for a specific trade; this often leads to entry into apprenticeship program;
- Apprenticeships – onsite apprenticeship, largely focused on mill maintenance and services, with wages subsidized by an external training institute;
- Mill Operator – training on all aspects and requirements for successful employment as a Mill Operator;
- Mill Operator Peer Training – continued training, coaching, and mentorship for junior process operators to build confidence and possible job progression;
- Workplace Cooperative Education – on-the-job training in conjunction with education (certification and degree options); and
- Supervisor In-Training – temporary assignment as a supervisor following theoretical training to create pool of employees with potential to advance to supervisory positions.

AREVA's training programs for northern employees have evolved over three decades and, complemented by other initiatives, has produced a workforce with approximately 50% northern content with a low attrition rate. Many lessons learned in Saskatchewan can be applied to training in Nunavut. Collaboration among many parties is important.

Of the eight listed programs above, only two programs are solely AREVA implemented with all other programs undertaken in collaboration with other interested organizations. It is important to acknowledge and promote the importance of education and training initiatives before an individual enters the workforce and throughout his/her career to facilitate entrance into the workforce and career advancement.

Training programs, similar to the ones carried out in Saskatchewan, could be implemented in Nunavut. AREVA could possibly collaborate and undertake initiatives with organizations such as the Mine Training Roundtable, or directly with its membership organizations including Arctic College, Kivalliq Partners in Development, and the Kivalliq Inuit Association. There may be opportunities to further liaise with the Kivalliq Mine Training Society or with programs and organizations that may be developed under the Community Readiness Program with the Northern Major Projects Office. Similar approaches with respect to piloting careers and building essential skills could be taken and adapted to take into consideration the different strengths and constraints in Nunavut. Training success can be influenced by site morale and individual well-being so community and work site initiatives among other benefits should be viewed as a whole.

AREVA currently participates in the Mine Training Roundtable facilitated by the Kivalliq Mine Training Society and expects to increase its involvement during licensing of the project once a positive development decision has been made. AREVA anticipates the majority of training investment to occur in preparation of and during the operations phase of the project. Following three years of construction, mining activity will precede milling activity by about two years allowing for about five

years to train mill operators. Training at the start of the project is expected to be more specific with growing over the construction and start of mining to include a more diverse set of employment and training opportunities. AREVA believes it is preferable to initiate multi-party discussions regarding project training during licensing to ensure that a sustainable workforce is secured for the critical stages of the Project.

6 Employee Compensation and Benefits

At AREVA we are committed to providing a work environment that inspires, motivates and rewards our employees to be high performers and to produce superior results. AREVA recognizes employee achievements and excellent performance through various competitive performance incentive, recognition and reward programs.

Workforce support at AREVA's Saskatchewan operations are founded in the provision of a healthy, safe, and secure site and then expand to a variety of programs to a) create and maintain positive site morale, and b) assist individuals adjusting to rotational work or other issues experienced.

6.1 Health and Wellness

AREVA is committed to the health and wellness of its employees and contractors. Due to the remote location of the Kiggavik site, AREVA will provide a health centre on site that will be accessible to all employees and contractors. There will be an on-call centre at the camp accommodations for minor after-hour emergencies, a small emergency treatment room as well as an Underground Mine Rescue Station and Emergency Response Centre.

AREVA will provide access to a medical doctor and nurses as per our company policy.

6.1.1 Health Surveillance

AREVA is responsible for aspects of health surveillance of its employees who are exposed to workplace hazards as outlined in *Nunavut Mines Health and Safety Act* and Regulations and must ensure that its employees are fit to perform their duties. The Kiggavik Project site is a long distance away from comprehensive medical assistance and in many cases, the work performed is physically demanding. Therefore, AREVA is committed to improving employee health and wellness through health surveillance and health care initiatives.

6.1.2 Health Reviews

To ensure fitness for duty, all employees working in remote locations for an extended period of time will be required to participate in a post-offer/pre-placement health review, including a physical examination, conducted by the Company physician as a condition of employment. Such employees will also be required to participate in an annual health review, including a physical examination, conducted by the Company physician.

AREVA will provide medical services on site and will work with local healthcare practitioners and organizations in this respect.

6.2 Health Care Insurance Benefits

AREVA offers a competitive and comprehensive benefits plan for all permanent employees which includes medical (prescription medications, paramedical services including chiropractor, massage therapy, physical therapy, acupuncture, naturopath, etc.), dental, vision care, and out of country travel. Information booklets and full details on health coverage are provided to employees upon hire.

6.3 Employee Family Assistance Plan

The Employee Family Assistance Program (EFAP) is a service offered to AREVA's employees and their families. The EFAP provides professional counselling services on a 24 hours basis. These services are provided by professionals who are dedicated to improving employee's health and wellbeing, including services that span health promotion, mental health and addictions treatment and prevention-focused work-life counselling services.

In addition to counselling services offered by phone or in person, our EFAP provides monthly newsletters, online training and support regarding various health, wellness and family related topics. These additional services also include such things as financial planning assistance and assistance with care giving questions for seniors and children.

6.4 Death Benefits

Life Insurance, Dependent Life and Accidental Death and Dismemberment insurance are provided to all employees.

6.5 Income Protection

Short Term Disability and Long Term Disability coverage are offered to employees for income protection reasons on absences due to illness or disease.

6.6 Vacation

Vacation leave will be given to all employees at or better than territorial legislation and this entitlement will increase based on AREVA policy related to years of service. All employees will be required to take annual vacation leave.

6.7 Salary

AREVA will pay employees a salary that is competitive within the mining sector. Employees will receive pay by direct deposit into personal bank accounts.

Mandatory government deductions for Canada Pension Plan and Employment Insurance will be deducted and submitted directly to Canada Revenue Agency (CRA) as per CRA guidelines.

Financial planning assistance is a service offered through the EFAP.

Registered Retirement Savings

Employees will contribute a specified percentage of their base salary to a registered retirement saving program and the company will contribute a matched percentage.

As an ongoing commitment to supporting employees' saving and retirement plans, ARC will provide training related to the basic information on the plan, introduce them to the website, provide information on the Tax Free Savings Account and inform and explain the benefits of personality assessments for investment decision making.

For those who have started getting more serious about retirement, there is training available related to taking advantage of government benefits and education on how to turn their savings into income.

7 On Site Policies and Procedures

7.1 Occupational Health and Safety

Worker and public health and safety risks will be managed first through the application of best health and safety practice. In addition, emergency response planning will ensure that in the event of a Project emergency, potential damages can be contained. There is also a need to address heightened perception of risk attributable to people's limited knowledge and experience with uranium mining. Measures put in place to minimize risks to health and safety may include:

- comprehensive worker health and safety plans, training and enforcement (including human rights training for security staff) as detailed in Technical Appendix 2P Occupational Health and Safety Plan;
- comprehensive risk management and emergency response planning and training, including the provision of necessary emergency response facilities and/or equipment, and training in Baker Lake and Chesterfield Inlet as detailed in Technical Appendix 10C Emergency Response Plan;
- regular inspection and maintenance in good condition of i) vehicles; and ii) transportation infrastructure, including the access road, signage, refuge stations, air strip and docking facilities;
- taking into account health and safety issues in conditions placed on potential public use of the Project access road, for example the setting of limits on speeds and on the use of firearms along and near the road;
- driver training and enforcement of a driver code of conduct, to control speeds and encourage considerate driving;
- ongoing communication in Baker Lake and Chesterfield Inlet of road and marine traffic schedules respectively, as well as engagement with Baker Lake residents with regard to scheduling any heavy vehicle traffic near the community to minimize risks and any potential disturbance effects;
- securing all Project facilities with potential to pose public health and safety risks, including prevention of public access where necessary;
- avoiding and minimizing any environmental effects that have potential to affect public health, including those that may negatively affect livelihood resources
- providing emergency assistance where the health or safety of people travelling on the land near Project facilities (mine site and access road) is at risk
- considerations for risk perceptions in on-going community engagement and participation (See Tier 3 Technical Appendix 3C Community Involvement Plan);
- delivering public information and education programs on Project environmental effects and risks, to contribute to people's understanding of uranium mining; and emergency preparedness; and

- delivering public information and education programs, targeted to the appropriate audiences, to enable enhanced community participation in both environmental and socio-economic monitoring.

The Kiggavik Exploration site has achieved OHSAS 18001 certification. The goal will be to continue with achievements similar to this in the future when the Kiggavik Project is operational. AREVA has strict Health and Safety guidelines from the AREVA corporate office. AREVA is committed to providing on site safety training for all employees. The goal is to achieve zero accidents.

AREVA commits to providing employees with safe work conditions as well as safety equipment and clothing required to perform their duties. All employees will be required to wear appropriate personal protective equipment at all times during their regular shift.

7.2 Cultural Background

It is AREVA's policy to adhere to all laws respecting cultural backgrounds. AREVA will promote a work environment that is respectful of various ethnic and cultural backgrounds. Employees will have opportunities to practice traditions on site, which may involve food storage, ceremonies and other traditional practices as can be safely observed by employees and contractors.

7.3 Harassment

AREVA is committed to ensuring that all employees and contractors work in a harassment-free environment where they are treated with dignity and respect. Workplace harassment will not be tolerated and AREVA will take all reasonable steps to prevent harassment and stop it if it occurs. Persons have the right to work without being harassed, and AREVA's Harassment Policy will act as a guide in determining what constitutes harassment and the steps to take if an employee experiences harassment at work.

7.4 Drugs and Alcohol

AREVA is committed to providing a healthy and safe work environment for all of its workers, and to ensuring that all work is performed in a safe and responsible manner that meets regulatory and company standards. A safe and healthy mine site is an alcohol and drug free mine site. AREVA will strive to prevent exposure of the employees, contractors and the public from undue risk or hazard posed by or associated with substance use in the workplace and will prevent AREVA's sites and transportation infrastructure from being used as a conduit for the transportation of illicit drugs or alcohol.

AREVA will proactively look for substance use and abuse problems at its worksite. All AREVA and contractor employees will be made aware of AREVA's requirement for a drug and alcohol free workplace prior to their arrival to the site.

AREVA is committed to assisting any employee who has a substance addiction in seeking addiction treatment. External counseling is available to all AREVA employees as detailed in the Employee and Family Assistance Program.

Employees must report for work fit for duty; employees must be free from the impairing effects of illicit drugs, alcohol or any other substance. Employees must not consume or possess any illicit drug or alcohol, or misuse or abuse other substances, at the Kiggavik Project site. Possession of illicit drugs or alcohol may result in discipline up to and including termination.

Employees who are prescribed medication must confirm with their physician that the use of the prescribed medication will not impair their ability to work safely in any of their required job tasks. A lack of understanding that a drug may produce impairment will not be deemed an acceptable explanation for impairment.

7.5 Country Food

AREVA acknowledges the importance of country food and will make appropriate facilities (i.e. freezer space) available that meets applicable laws and regulations for use by employees who wish to store and consume country food.

7.6 Hunting and Fishing

Hunting at the Kiggavik site or from the Kiggavik camp will be restricted for the safety of all AREVA employees and contractors. On-site policies for the safe operation of the site will apply and restricted hunting areas will be identified. The use of firearms will be strictly controlled. An assigned AREVA representative must approve any firearms coming to the site. This will include control of firearms, use of vehicles, transport to and from site and accounting for employee whereabouts. The only allowable use of firearms on site will be for dangerous animal deterrence measures (e.g. firearms, bear bangers, bear spray, cracker shells and rubber bullets), and for safety kills to protect human life should a situation arise when other measures have failed.

Fishing at the Kiggavik site and camp may be permitted after working hours. AREVA employees and contractors who are not Inuit beneficiaries must obtain a Sport Fishing Licence and provide a copy to the Environmental Protection Supervisor or designate before commencing on a fishing trip leaving from site.

Fishing is anticipated to be infrequent and not have a significant impact on fisheries resources. Refer to the full assessment in Tier 2 Volume 5 Aquatic Environment.

8 Communications and Public Involvement

8.1 Program Overview

AREVA has an extensive ongoing public information program in addition to its focused Corporate Social Responsibility outreach activities in Nunavut. The approach to engagement has primarily been to create relationships through time spent in communities in order to gain a better understanding and appreciation for both the land and people and to facilitate face-to-face meetings. With an emphasis on maintaining a consistent presence on the community of Baker Lake, AREVA hired a Community Liaison Officer in May 2006 and an information office was opened in Baker Lake in August 2006.

AREVA and the Baker Lake Hamlet Council cooperated to establish a community liaison committee (CLC) to further facilitate dialogue between the community of Baker Lake and AREVA. In addition, as the Project has the potential to impact the Kivalliq region, primarily through socioeconomic opportunities, a regional liaison committee (RLC) that includes members from all seven Kivalliq communities has been in place since 2007.

Additional engagement activities have also included open houses, both formal and informal meetings and workshops with various organizations throughout the Kivalliq Region, tours of the Kiggavik exploration site and northern Saskatchewan uranium operations, the project-specific blog, radio shows, newsletters and the use of information on YouTube.

For a full discussion refer to Tier 2 Volume 6 Public Engagement and Inuit Qaujimajatuqangit and Tier 3 Technical Appendix 3C Community Involvement Plan.

9 Social Benefits

9.1 Employment

AREVA commits to hiring qualified Inuit for employment on a preferential basis.

AREVA's vision is for future growth in Nunavut. The Northern Office in Baker Lake and any future community liaison and recruitment coordinators will provide company-community connections during operations.

9.2 Employee Services

AREVA commits to provide suitable on-site services to its employees of the Kiggavik Project, and to consider employee suggestions for enhancement of such on-site services and provides its employees with counselling through a joint company/employee sponsored assistance program.

9.2.1 Process Improvement Program

AREVA has a formal employee suggestion program called Continual Improvement Suggestion System (CISS) at each of its sites. Committee members, comprised of management and staff, are responsible to determine the feasibility of all suggestions and to select those that can be implemented. The suggestions must align with AREVA policies for Cost Savings, Occupations Health and Safety, Environmental Protections, Waste Reduction or Improvement of Employee Moral.

9.2.2 Camp Facilities

AREVA is committed to ensuring that comfortable accommodations are provided to all employees. Private sleeping quarters are equipped with suitable furniture, bedding, internet, television, and satellite programs. Kitchen facilities are located on site and provide food services to accommodate day and evening shift workers. Telephone service is available and cellular phone service will be available during the operational phase.

9.3 Education and Training

AREVA commits to develop and implement employee education and training plans necessary to meet its needs for the Kiggavik Project.

Additional training may be conducted on other various topics including, but not limited to: Emergency Response Team Industrial Fire Fighter Fire Pump Operator Part 'A' Course, Fire Extinguisher Practical use, First Aid (Standard including CPR A), Class 2 Water Treatment and Water Distribution, 18001 Risk Assessment, Supervisor Investigation Report Training, Train-the-Trainer, Contractor Management, Transportation of Dangerous Goods, Occupational Health Committee, and Power Mobile Equipment/Aerial Work Platform Training (Forklift, Skid-Steer, Boom Lift, Scissor Lift and Bucket Truck).

All onsite training required by AREVA will be conducted to ensure that the Kiggavik operation meets or exceeds all applicable provincial and federal regulations as outlined in Appendix 1 and 2. AREVA is interested in multi-party initiatives to developing training programs at the territorial or regional level.

9.3.1 Stay in School

AREVA commits to work in cooperation with its industry counterparts, government and northern educational institutions to contribute to programs that will encourage students who are residents of Nunavut to pursue higher levels of education and consider entry-level and professional careers related to the mining industry.

AREVA has implemented an Award of Excellence for graduating high school students who show proficiency in math, science and Inuktitut. This program was implemented in Baker Lake in 2006 and expanded to include all Kivalliq communities in 2009. Similar programs are anticipated in the future.

9.3.2 Workplace Education Program

AREVA plans to implement a workplace education program which will build on the current education levels and essential skills of employees. AREVA plans to explore the possibility of working with government to test the skills of our operations employees with a goal of setting a minimum essential skills standard to be used in the recruitment and selection process. This will assist us in improving the essential skills of our incumbent workforce and employment seeking applicants.

10 Inuit Impact Benefit Agreement

10.1 Inuit Impact Benefit Agreement

The *Nunavut Land Claims Agreement* sets out matters considered appropriate for Inuit benefits of projects (Schedule 26-1). Some potential benefits that may be included in an Inuit Impact Benefit Agreement (IIBA) are:

- Inuit training
- Inuit hiring
- employment rotation
- labour relations
- business opportunities for Inuit
- housing, accommodation and recreation on Project site
- safety, health and hygiene
- language of workplace
- identification, protection, and conservation of archaeological sites and specimens
- research and development
- Inuit access to facilities constructed for the Project such as airfields and roads
- Particularly important Inuit environmental concerns and disruption of wildlife
- Outpost camps
- information flow, including liaison between Inuit and proponent regarding project management and Inuit participation and concerns
- co-ordination with other developments

AREVA is currently involved in IIBA negotiations with the Kivalliq Inuit Association.

The IIBA is expected to include details such as impact mitigation and benefit enhancement measures and implementation mechanisms.

Attachment A Regulations and Legislation

Applicable Federal Acts and Regulations

Act	Regulation / Guideline	Responsible Agency
Nunavut Land Claims Agreement		
Nunavut Land Claims Agreement	Implementation of the Agreement	NTI
	Article 11 – Land Use planning	NPC
	Article 12 – Development Impact	NIRB
	Article 13 – Water Management	NWB
	Article 20 – Inuit Water Rights	Designated Inuit Organization (KIA)/NWB
	Article 26 – Inuit Impact and Benefit Agreements	Designated Inuit Organization (KIA)
Federal		
Aeronautics Act	Canadian Aviation Regulations	TC
	Aerodrome Standards	TC
Arctic Waters Pollution Prevention Act	Arctic Waters Pollution Prevention Regulations	EC/TC/AANDC
	Arctic Shipping Pollution Prevention Regulations	
Canada Water Act	n/a	EC
Canada Wildlife Act	Wildlife Area Regulations	EC
Canadian Environmental Protection Act	Environmental Emergency Regulations	EC
	Federal Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands or Aboriginal Lands Regulations	EC
	Fuels Information Regulations No.1	EC
	Interprovincial Movement of Hazardous Waste regulations	EC
	Storage Tank Systems for petroleum Products and Allied Petroleum Products Regulation	EC
	Sulphur in Diesel Fuel Regulations	EC
Canada Labour Code	n/a	Labour Program

Act	Regulation / Guideline	Responsible Agency
Canada Shipping Act	A Guide to Canada's Ballast Water Control and Management Regulations	TC
Explosives Act	Ammonia Nitrate and Fuel Order	NRCan
	Explosives Regulations	
Firearms Act	n/a	Public Safety and Emergency Preparedness
Fisheries Act	Metal Mining Effluent Regulations	EC/DFO
Marine Transportation Security Act	Marine Transportation Security Regulations	TC
Migratory Birds Convention Act	Migratory Birds Regulations	EC
Navigable Waters Protection Act	Navigable Waters Bridges Regulations	TC/DFO
	Navigable Waters Works Regulations	
Nuclear Safety And Control Act	Nuclear Non-Proliferation Import And Export Control Regulations	CNSC
	General Nuclear Safety And Control Regulations	
	Nuclear Security Regulations	
	Nuclear Substances And Radiation Devices Regulations	
	Packaging and Transport of Nuclear Substances Regulations	
	Radiation Protection Regulations	
	Uranium Mines and Mills Regulations	
	CNSC Cost Recovery Fees Regulations	
Nunavut Act	Nunavut Archaeological and Paleontological Sites Regulations	GN-CLEY
Nunavut Scientist's Act	Scientists Act Administration Regulations	Nunavut Research Institute (NRI)
Nunavut Waters And Nunavut Surface Rights Tribunal Act	Nunavut Water Regulations	AANDC/NWB
Species At Risk Act	n/a	EC
Territorial Lands Act	Northwest Territories and Nunavut Mining Regulations	AANDC
	Territorial Quarrying Regulations	
	Territorial Dredging Regulations	

Act	Regulation / Guideline	Responsible Agency
Transportation Of Dangerous Goods Act	Territorial Land Use Regulations	TC
	Territorial Lands Regulations	
	Canada Mining Regulations	
	Transportation Of Dangerous Goods Regulations	

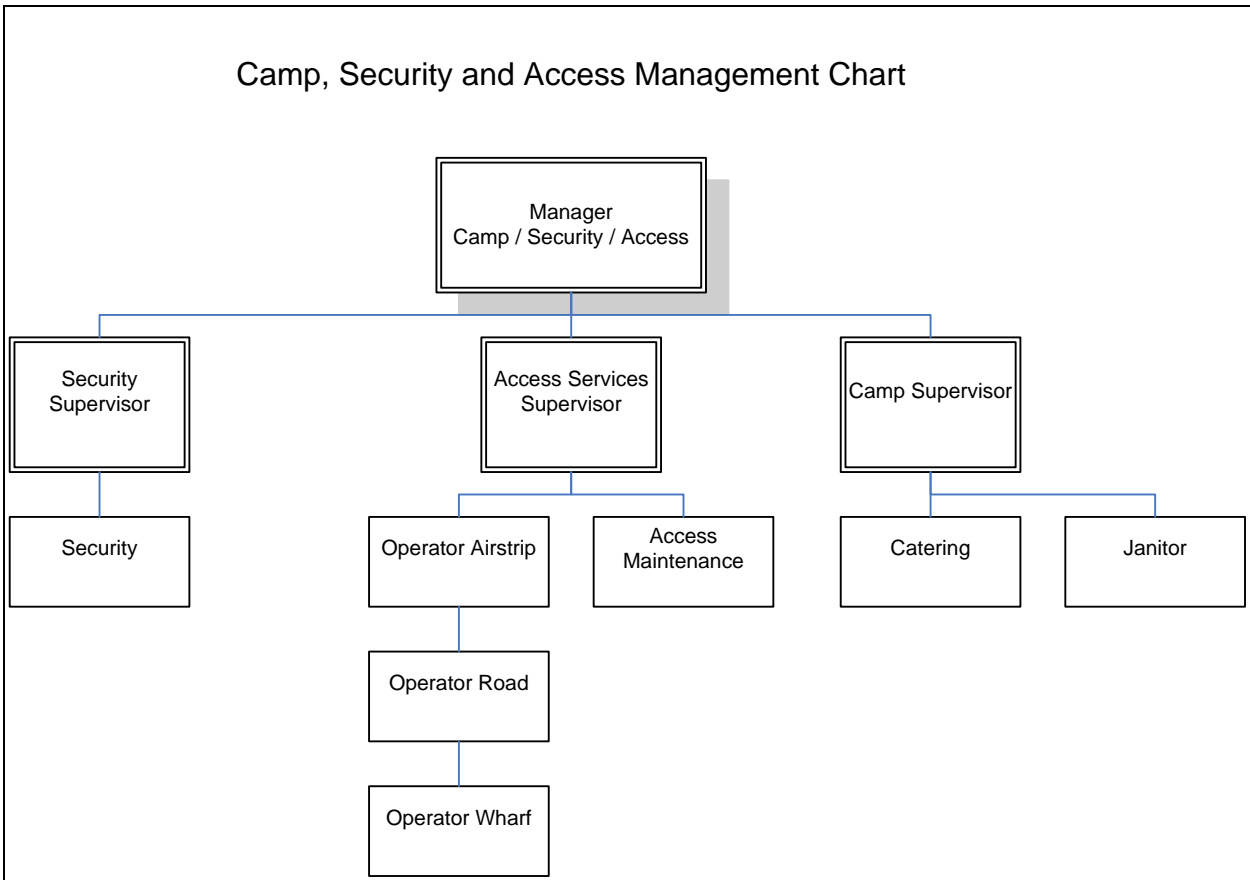
Applicable Territorial Acts, Regulations and Guidelines

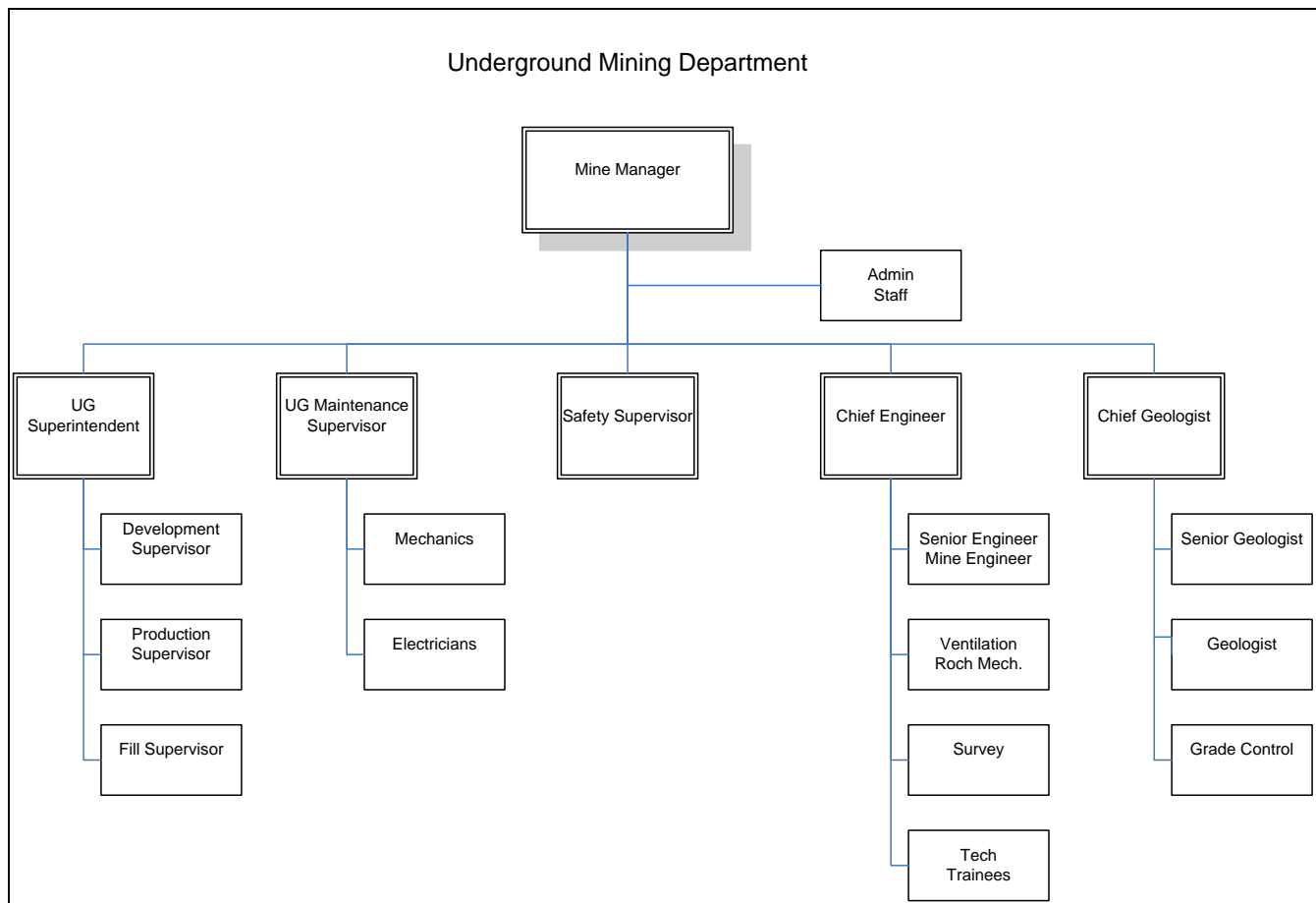
Territorial		
Apprenticeship, Trade and Occupations Certification Act	Apprenticeship, Trade and Occupations Certification Regulations	GN-DE
Business Corporations Act	n/a	GN-DOJ
Commissioners Land Act	Commissioners Land Regulations	GN-CGS
NWT Environmental Protection Act	Spill Contingency Planning And Reporting Regulations	GN-DOE
Environmental Rights Act	n/a	GN-DOE
Emergency Medical Aid Act	n/a	GN-DOH
Explosive Use Act	Explosive Use Regulations	GN-WCB
Fire Prevention Act	Fire Prevention Regulations	GN-CGS
	Propane Cylinder Storage Regulations	
Gas Protection Act	The Gas Protection Regulations	GN-CGS
Labour Standards	n/a	Labour Standards Board
Liquor Act	n/a	Liquor Licensing Board
Mine Health and Safety Act	Mine Health and Safety Regulations	GN-WCB
	Environmental Tobacco Smoke Worksite Regulations	
Public Health Act	Camp Sanitation Regulations	GN-DOH
	General Sanitation Regulations	
	Public Water Supply Regulation	
	Public Sewerage Systems regulations	
Safety Act	General Safety Regulations	GN-WCB
Transportation Of Dangerous Goods Act	Transportation Of Dangerous Goods Regulations	GN-CGS

Wildlife Act	n/a	GN-DOE
Workers' Compensation Act	Workers Compensation Regulations	GN-WCB
	Camp Sanitation Regulations	

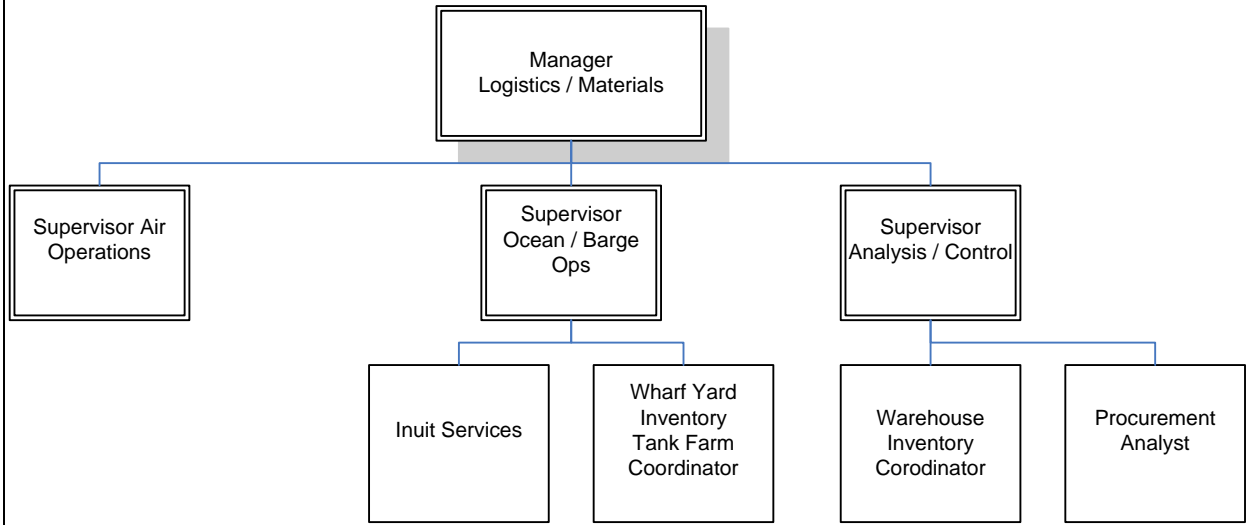
AANDC=Aboriginal Affairs and Northern Development, CNSC=Canadian Nuclear Safety Commission, DFO=Fisheries and Oceans Canada, EC=Environment Canada, GN=Government of Nunavut, CGS=Community and Government Services, CLEY=Culture Language Elders Youth, DOE=Department of Environment, DOJ=Department of Justice, HC=Health Canada, HSS=Health and Social Services, NRCAN=Natural Resources Canada, NTI= Nunavut Tunngavik Incorporated, NWB=Nunavut Water Board, TC=Transport Canada, WCB=Workers Compensation Board

Attachment B Conceptual Organizational Charts

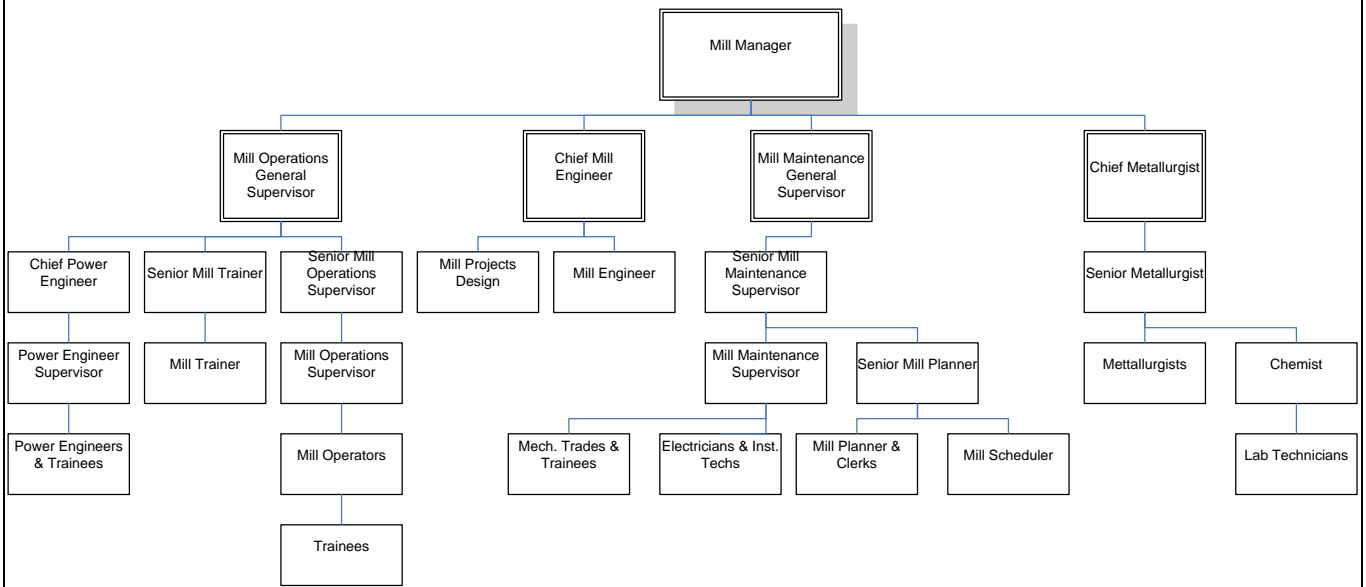




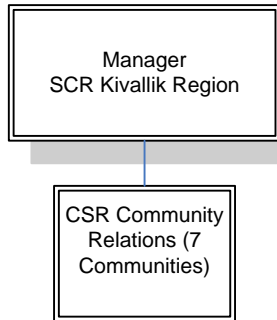
Logistics & Materials Management Chart



Mill Department



Corporate Social Responsibility Chart



Safety, Health, Environment and Quality

