



Kiggavik Project Environmental Impact Statement

Tier 3 Technical Appendix 9C

Human Resources Development Plan

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1 INTRODUCTION

This Human Resources Development Plan (HRDP) 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. This plan also provides for an effective and ongoing means of assessing the achievements of AREVA in regards to these expectations.

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 TRAINING POLICY

AREVA is committed to provide training to ensure employees are qualified and competent, on the basis of education, training and experience. AREVA recognizes the value of its employees and providing opportunities for personal and professional development.

To meet this commitment, AREVA shall:

- comply with applicable legislation and other requirements to which AREVA subscribes;
- ensure that training is defined, organized, directed and supported and serves the needs of the respective site or department, meeting all relevant regulatory requirements;

- ensure that training is flexible enough to respond to organizational, technological and regulatory changes;
- conduct job analyses to determine job performance requirements or competencies, which will serve as a basis for the design and development of training;
- ensure that training is successively delivered by qualified and competent personnel employing instructional techniques that convey appropriate information;
- ensure that training is developed to consistently convey the knowledge and skills that are needed to meet the training objectives;
- ensure that trainees are assessed and receive prompt feedback on their effectiveness in meeting the training objectives;
- ensure that a systematic method is used to evaluate the effectiveness of training and periodical review;
- provide training on radiation protection, environmental awareness and site orientation to employees and also any contractors who work for or on behalf of the organization; and
- maintain records on the training and qualification of personnel.

This policy is made available to the public.

2.3 HUMAN RESOURCES POLICY

AREVA is committed to attracting and retaining top talent to meet the changing needs of the workplace while advancing the strategic goals of the organization. AREVA has established general standard practices and policies that deal fairly and in a uniform manner with all employees, and strives to develop leadership, 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 general practices and policies and apply them fairly to all employees;
- provide a competitive Total Rewards package to employees in exchange for their contributions to business results;
- provide a socially responsible work environment that fosters diversity;
- monitor, update, revise and enhance services and processes to ensure they reflect emerging trends and best practices in human resource management;

- assist all departments in ensuring employees receive the training required to work safely and effectively in their jobs;
- provide talent building opportunities for all employees through formal and informal performance management meetings and discussions on training for career development and job enrichment opportunities;
- maintain a collaborative and professional relationship between union and management;
- provide a respectful work place free from 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

2.4 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;
- 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;
- 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.

2.5 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.

2.6 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.

2.7 QUALITY POLICY

AREVA is committed to achieving objectives that continually improve the effectiveness of the quality 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 of quality, AREVA has established a quality 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 Quality Management System (IQMS);
- 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 IQMS; and
- ensure all business activities meet relevant and specific regulatory requirements for Quality Assurance.

This policy is made available to the public.

2.8 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.

2.9 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 NUNAVUT RESIDENT EMPLOYMENT

AREVA's employment policy 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 a policy implies that where people have little experience with the mining sector, Project specific initiatives will be undertaken to address barriers to employment. To operate effectively, efficiently and safely, AREVA's requirement, as a nuclear facility, is for 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, the affected communities are determined by their ecosystemic boundaries and the socio-economic influenced areas which AREVA has determined to be the Kivalliq region. The communities within the Kivalliq region, Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Repulse Bay, Whale Cove, will be considered as priority recruitment communities for the Kiggavik Project. This means that AREVA will direct additional recruitment programming efforts towards these communities. AREVA also plans to recruit 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 chartered by AREVA is provided to and from the Kiggavik Project site for employees. The designated 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 3-2.1: Designated Pick-Points

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

3.3 NUNAVUT EMPLOYEMENT PRACTICES

It is important to segments of the population that wage employment not conflict with traditional activities and practices that are both economically, socially and culturally critical to livelihoods and individual, family and community wellbeing. There can be limits to people's preparedness for the challenges of rotational work. Under representation in a rotational workforce by women can be for lack of opportunity due to family responsibilities, rather than lack of desire to participate. Cross cultural challenges can represent a disincentive to participation. Only a few jobs at the mine will require less than a completed high school education.

Initiatives that will be put in place to enhance employment through human resource policy and procedures are identified below:

- maintaining 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 is 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 pick up points to transport 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 in English and Inuktitut on workforce requirements, job descriptions, qualifications and performance criteria

- during construction, setting annual Inuit employment targets on a best effort basis consistent with Project skill requirements, with job and training interests and performance, and with health and safety standards
- during operations, similarly setting annual Inuit employment targets, initially – targets would be expected to grow with time to at least 50%
- reviewing educational and training requirements for Project positions and 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 Project work sites where health and safety standards permit – the identification of positions accessible to Inuit with limited English language skills and the development of Inuit supervisors to lead Inuit work groups are examples
- designing recruitment methods, advertisements, application procedures, interview protocols, selection procedures, and training and promotion decision making to reduce artificial barriers, including language barriers
- providing informal counseling at the mine site – employing elders to have one at site at all times, and identifying and training 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 employees in order to facilitate the integration of Inuit employees into the workforce
- providing culturally appropriate services to workers, including recreational facilities, food and accommodation, country food storage, an Inuit worker site harvesting policy, English as a second language training, translation services, and work schedules that accommodate to the extent practical traditional activity
- training on and enforcing policies related to personal firearm use, vehicle operation, controlled substances, alcohol and harassment, towards establishing the workforce discipline which encourages health, safety, learning, retention and advancement of Inuit employees

- providing recrimination free opportunities for workers to express complaints or concerns, and bring to light conflicts such that grievances are addressed promptly
- maintaining a safe workplace for women workers and on a case by case basis, providing additional support to women applicants and employees to enhance the potential for employment success
- regularly reviewing, at least bi annually, 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
- including in the evaluation criteria for contractors the extent to which they commit to similarly prioritize and enhance the use of Kivalliq labour in meeting their contractual obligations and using this criterion in decisions on contract awards
- monitoring contractor performance for compliance with their commitments and using monitoring results in decisions on contract administration and management

3.4 CONTRACTING

As for employment, AREVA's policy is to maximize opportunities for businesses in Kivalliq to access opportunities to provide goods and services to the Project, again in the interest that Project benefits to the people of the Kivalliq region and the larger national and regional economies. Such a policy implies that where local businesses have little experience with the mining sector, Project specific initiatives may be necessary to remove barriers to successful bidding on procurement contracts.

Although there are now a growing number of exceptions, most businesses in Kivalliq, and particularly in the four smaller communities of Whale Cove, Repulse Bay, Coral Harbour, and Chesterfield Inlet, are largely geared to meet the consumption needs of the resident population rather than the needs of large mining projects. There is thus limited experience with the management and logistics of procurement, including preparing offers of goods and/or services. Many businesses are small, and do not have the breadth or the financial resources needed to bid on large contracts. They have limited experience with the exigencies of supplying large, time sensitive operations and limited experience with quality control.

Initiatives that will be put in place to enhance opportunities to supply goods and services to the Project are identified below:

- staffing business development positions, with responsibilities to increase Kivalliq business participation in the Project

- maintaining a regularly updated database of potential Kivalliq suppliers² of goods and services that identifies businesses interested and with some capacity to supply the Project, noting Inuit content of the business, coordinates and contacts, goods and/or services on offer, updates on contract performance, requests for assistance to improve supply performance and any assistance extended in support – this database will also be shared with contractors and other mining companies
- during construction, setting annual Inuit contracting targets on a best effort basis, consistent with Project goods and service requirements relative to the capacity to supply and with competitiveness and cost effectiveness considerations
- during operations, similarly setting annual Inuit contracting targets, which would be expected to grow with time³
- providing to the KIA, business associations and the business community, in English and Inuktitut, full and timely information on procurement requirements in agreed areas of capacity to supply on the part of existing and/or potential businesses (including for example, road construction and maintenance, accommodation, catering, janitorial services, trades work, materials handling and expediting, cross cultural and other training, light vehicle maintenance, warehousing, secretarial services, air services and/or environmental and socio-economic monitoring).
- establishing a contracting policy that, for any contracting opportunity in agreed areas, first invite Kivalliq businesses with capacity to supply to submit proposals, entering into good faith negotiations with proposing businesses, and then only in the event of no success, moving to bidding to the open market – this may necessarily include sole sourcing in some instances
- developing contracting procedures that take into account potential needs to break down procurement packages, waive financial guarantees, implement early payment procedures or otherwise facilitate the participation of smaller businesses

² 'Kivalliq suppliers' are expected to be defined in the IIBA as will a formula for calculating 'Inuit content'. Factors taken into account are expected to include i) location of head office; ii) degree of Inuit ownership and participation in business profits; iii) proportion of Inuit employees; iv) proportion of Inuit wages; and/or v) proportion of inputs from other Inuit firms.

³ It is noted that in recent years, capacity of Inuit businesses to supply the mining sector has grown rapidly in response to the Meadowbank Gold Mine and heavy exploration activity in Kivalliq. As businesses continue to gain experience over the coming five to ten years, targets are expected to grow as AREVA begins construction, and then operations.

- providing to any business that may be denied an opportunity to bid for reasons of determined lack of capacity or unsuccessfully competes on a goods or service contract an explanation for the weaknesses in its offer
- participating with the KIA in development and support for training programs for existing and potential entrepreneurs that will contribute to their success rates at offering goods and services to the Project and to the broader market
- identifying synergies between the Project and Kivalliq businesses and facilitating businesses to access these, for example through making available Project infrastructure and/or excess transport capacity for businesses' Project and non Project related use
- working with Kivalliq businesses as interest and opportunities warrant to facilitate forming of joint ventures with southern Canada businesses that have expertise in supplying the uranium mining industry
- including in the evaluation criteria for contractors the extent to which they commit to similarly prioritize use of Kivalliq businesses in meeting their contractual obligations and using this criterion in decisions on contract awards
- monitoring contractor performance for compliance with their commitments and using monitoring results in decisions on contract administration and management

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 continues to maintain an office located in Baker Lake, Nunavut. Key employees at this location are instrumental in recruitment from the Priority Employment Group ranging from summer students to permanent positions. Recruitment efforts to date have been minimal due to site remaining focused on seasonal, explorative work.

The Baker Lake team along with other AREVA employees, regularly travel throughout the Kivalliq communities / Priority Recruitment Group communities to interview and screen candidates promote upcoming vacancies and other employment opportunities. As well, considerable time is spent networking with key agencies in Nunavut such as community leaders, outreach officers and economic development agencies. This non traditional recruitment policy is very successful for potential candidates.

Employment advertisements through employment websites, regional newspapers and other postings communicate employment opportunities to the individuals of the Kivalliq communities. AREVA is becoming increasingly dependent on posting job advertisements to the Internet, on-line local and national job boards and our own website. Word of mouth continues to be the strongest method of attracting 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 these leaders, government, Inuit communities and other groups, AREVA will commit to learning and developing positions that meet the requirements of our project site and will enable individuals from the Kivalliq communities to overcome any obstacles to successful employment with AREVA.

In regards to entry level positions, AREVA would look for individuals with an education level of high school or equivalent, some job categories will require some post-secondary training or education which AREVA would be willing to offer on the job training regarding specific skills and functions if possible.

AREVA is committed to providing assistance to those individuals who may need to overcome certain obstacles that may keep them from successful employment. Some obstacles are language barriers, gender, cultural and skill level. AREVA will work with the Kivalliq communities to alleviate these issues 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 period. The construction schedule is expected to average four weeks in and two weeks out. Once the Project site is operational the expected is to be either 7 days in/7 days out or 14 days in/ 14 days out.

AREVA understands that such a rotation may be difficult for some employees and will do our best to accommodate our employee traditions, cultures and familial commitments. Of particular relevance to mitigating the potential for negative effects on wellbeing are:

- as part of the terms of employment, providing a confidential EFAP that is competent to address in a culturally sensitive and knowledgeable fashion the full range of 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, 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, peer counselors and staff in community offices 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
- supporting community wellbeing initiatives as may be agreed in the IIBA or individually with communities, to address community priorities towards enhanced wellbeing – substance abuse management, recreational programs for youth, and IQ retention are examples.

4.5 WORKFORCE MANAGEMENT

Workforce policies are intended to ensure that Inuit employees are equitably compensated, have opportunity to engage in traditional activity and practices and are provided workplace conditions that accommodate Inuit culture. In addition, the intent is to minimize the contact between the residents of Kivalliq communities and out of area Project workers and to guide appropriate behaviors in communities when the necessary contact does occur as to minimize any disruption to the everyday activities of the community members. Finally, workforce management measures can contribute to limiting inter community migration in search of employment. Workforce management measures will include:

- opening and staffing Project offices in each of the seven Kivalliq communities with responsibilities to facilitate not only job applications and expressions of business interests, but also meeting workers' needs for assistance as they transition between home and work
- clearly communicating in 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 at the accommodation camp facilities to meet workers' first responder needs while at site, including physical and mental health services, with no requirement for regular recourse to Baker Lake or Rankin Inlet health facilities
- establishing fly in, fly out schedules that see employees removed from the mine site directly to their home communities, with any necessary restrictions on provided transport services to minimize worker presence in Baker Lake or Rankin Inlet

- iteratively developing and implementing, in consultation with Inuit workers, human resource management policies and procedures that respond to particularly Inuit workforce challenges – absenteeism and unexpected resignations (and subsequent reapplications for employment) on the part of workers creates substantial operational difficulties for a large mine but can at least be in part addressed by various adjustments to accommodate needs of both AREVA and its workers⁴
- establishing and enforcing a code of conduct guiding the behaviors nonresident workers while working in or travelling through Baker Lake, Chesterfield Inlet and Rankin Inlet particularly but also other Kivalliq communities
- including in the code of conduct i) standards for behaviors in support of good community relations and sustainable development; ii) 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 iii) sanctions to be applied in the event of noncompliance with the code
- cross cultural training of all employees to encourage mutual understanding and respect in interactions of Inuit and non Inuit employees
- facilitating the use, as appropriate, of the Inuktitut language in the workplace, 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 meal offerings and provision of storage and facilities for self cooking of country foods
- providing sufficient communication services (telephone, internet and community radio) to meet the needs of employees to stay in contact as required with their families and communities

⁴ There are many options in this regard, including scheduled leaves of absence, alternative rotation schedules, temporary worker pools and job sharing. Different options may suit different individuals. There will be a need for flexibility, ongoing consultation between AREVA and its workers and recognition that unpredictability in attendance undermines successful implementation of the Project.

- including in health and safety training programs modules on sexual health, including inappropriate sexual behaviors and sexually transmitted infections, particularly HIV, as well as other pertinent health issues (smoking and diet for example)
- including in the evaluation criteria for contractors the extent to which they commit to similarly manage their workforces, as relevant, in meeting their contractual obligations and using this criterion in decisions on contract awards
- monitoring of contractor performance for compliance with their commitments and using monitoring results in decisions on contract administration and management

5 TRAINING AND DEVELOPMENT

AREVA recognizes that educational achievement contributes to lack of economic opportunity generally, and to minimizing social challenges that may be the consequence of 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 enhance the potential on the part of people in Kivalliq to access employment and contracting opportunities 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 in Kivalliq region and other mining sector companies, to develop the detail of an education and training strategy that is broadly based in its goals than simply meeting Project related needs.

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. Training will be provided in English and Inuktitut, whenever possible, to help bridge the language barriers that employees may face.

Department heads will be responsible for department-specific training in documented procedures and work instructions for employees in their department following the *Systematic Approach to Training* (SAT) approach. Supervisors are responsible for assigning tasks only to qualified personnel when required by federal or provincial legislation.

A Human Resources and Training Manager will be responsible for defining a general training program and will be responsible for coordinating and scheduling the activities and for maintaining all training related records.

Personnel at the Kiggavik site will constitute an adult workforce, which necessitates a training plan devised for adult learners. 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 and coordinates the site wide SAT program. The Training Group will guide the implementation of the SAT 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

The Training and Development plan will address several issues that may arise from lack of education. Some of the major elements of the education and training strategy 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 a total of approximately 120 full time education and training positions⁵ for Inuit at Nunavut educational institutions and at AREVA operations in Saskatchewan, in preparation for the operations phase including in heavy equipment operations, mill

⁵ These training positions will be for different time periods, from one to four years, depending on the nature of the training.

operations, apprenticeship and technician training, technology, radiation, environmental monitoring and computer and office skills

- providing on the job training in areas such as 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 on the job training and 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
- 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 agencies in Nunavut in entrepreneurial training programs for Inuit businesses – this training will address health and safety, business skills (finance and administration), quality control and legal/contracting issues
- 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 the young
- 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 a ‘stay in school’ fund – for school based career counseling, stay in school workshops, mentoring and achievement awards – to encourage students to stay in school and to support them in this decision
- providing a scholarship fund for post-secondary education – eligibility would include both high school, college and university students and Project worker
- participating with schools to deliver youth programs intended to develop traditional skills, particularly those related to activity on the land, and to address the management of mixed economy livelihoods

The following represents examples of some of the specific training courses that may be offered at the Kiggavik Mine through classroom training, computer-based training, and on-the-job training:

- Mill Operations training (Mill Operator and Power Engineer Trainees) on the operating circuits in the mill
- Haul Truck
- Excavator
- Dozer (track and rubber tire)
- Grader
- Diesel/Hydraulic shovel
- Rotary Drill
- Loaders
- Crusher (cone and jaw)
- Loader/Blaster
- Apprentice training⁶ including:
 - Pipe Fitter
 - Industrial Instrumentation Technician
 - Parts Person Technician
 - Heavy Duty Equipment Mechanic
 - Automotive Service Technician
- Site Orientation program
- Respectful Workplace Education
- Drug Awareness in the Workplace
- WHMIS
- Personal Fall Protection
- Advanced Radiation Protection

⁶ All apprentices are provided with pre-school preparatory training where required so that they are as best prepared for the trades technical training as possible.

- Radiation Protection – Supervisors in the Nuclear Age
- Confined Space Entry
- Lockout/Tagout course
- Emergency Response Team Industrial Fire Fighting (NFPA 1081) Certification training
- Fire Extinguisher Practical training
- First Aid - Standard including CPR
- First Aid – Medical First Responder
- Power Mobile Equipment/Aerial Work Platform Training (Forklift, Skid-Steer, Boom Lift, Scissor Lift and Bucket Truck)
- Water Treatment and Water Distribution Certification training
- Occupational Health Committee Level 1 and 2 training
- OHSAS 18001 Risk Assessment
- Environment Awareness training
- Transportation of Dangerous Goods
- Computer skills training

The external training plan includes the following training programs and courses that personnel may undertake:

- Apprentice training:
 - Pipe Fitter
 - Industrial Instrumentation Technician
 - Heavy Duty Equipment Mechanic
 - Automotive Service Technician
- Computer skills training

There will be many individuals who choose to undertake personal professional development opportunities that will be supported by the Kiggavik Project Site. These include safety, technical, language development (both English and Inuktitut) and other professional skills upgrading training and certification.

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.

6.1 HEALTH AND WELLNESS

AREVA is committed to the Health and Wellness of its employees and contractors during the operation period of the Kiggavik project. Due to the remote location of the Kiggavik site and the importance of not over taxing the Nunavut Health Care system 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. The doctor and nurses will routinely visit the Kiggavik site to perform routine health reviews for all employees.

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 and Safety Act 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 take into consideration cultural and traditional medical practices 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. All employees will receive their pay by direct deposit into their 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. Risks related to the Project access road (with controlled public use) and to road and marine traffic represent the most tangible risks to the Project workforce, and to the people of Baker Lake and Chesterfield Inlet. For example, environmental effects on caribou and water can have implications for public health and safety. 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 include:

- comprehensive worker health and safety plans, training and enforcement (including human rights training for security staff) as detailed in Technical Appendix 2O,
- 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, road crossings facilitating people's activity on the land, water crossings, signage, refuge stations, air strip and docking facilities
- taking into account health and safety issues in conditions placed on public use of the Project access road, for example the setting of limits on speeds and on the use of firearms along the road and an appropriate buffer
- 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 consultations with Baker Lake, with regard to scheduling of heavy vehicle traffic 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
- continuing the mine visit program,⁷ to provide opportunities for people to better understand uranium mining and measures put in place to protect environmental resources and worker and public health and safety
- delivering public information and education programs on Project environmental effects and risks, to contribute to people's i) understanding of uranium mining; and ii) emergency preparedness
- 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 extremely strict Health and Safety guidelines which are dictated from the 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 personal protective equipment at all times during their regular shift.

7.2 CULTURAL ORIENTATION

It is AREVA's policy to adhere to all laws and legislation respecting cultural orientation. AREVA will take all considerations for the Inuit and residents of Nunavut, and any other ethnic and cultural backgrounds to allow them to practice their traditions while on site. AREVA will make arrangements for food storage, ceremonies and other traditional practices as can be safely observed by all employees and contractors.

⁷ Currently visits are to uranium mines in Saskatchewan and to the Kiggavik exploration site. As AREVA moves into operations, minesite visits to The Project will be initiated.

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 harassment is 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 workplace is an alcohol and drug free workplace. 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 ("EFAP").

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 is committed to working with catering contractors to provide meals and food of cultural necessity to Inuit employees and contractors. AREVA will require that any such catering company provide country food to Inuit employees as per government regulations. It is important to share the culture of employees and AREVA will strive to provide these services to all

employees so they can experience the culture and traditions of their co-workers. AREVA acknowledges the importance of Country Food and will strive to accommodate all employee requests and needs.

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. The 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 the use 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 will 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.

The work schedule of 12 hour days for each day onsite will allow little time for fishing. Fishing is anticipated to be infrequent and not have a significant impact on fisheries resources as outlined in 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. General communications include:

- newsletters annually mailed to approximately 800 subscribers including employees, contractors, community leader, regulators, etc.
- ARC “Annual Reviews” publications with environmental data mailed to approximately 800 subscribers including employees, contractors, community leader, regulators, etc.
- Monthly Community Updates mailed/faxed/emailed to about 100 recipients including communities, community leaders and others who request it. These updates contain environmental information such as water quality monitoring results and notices of any recent spills. They also report on employment numbers, mine site activities and upcoming development.
- Web site (www.arevaresources.ca) containing publications, environmental information and other background materials as well as a library of past newsletters, community updates and annual reviews.
- Project blogs (i.e. www.Kiggavik.ca and www.McArthurtoMcClean.ca) to encourage two-way communications on specific projects.
- Facebook, YouTube and Twitter applications to encourage public discussions, comments and questions in a variety of formats.

8.2 HISTORY OF ENGAGEMENT

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 the people and to facilitate numerous 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, 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.

AREVA's engagement activities span from providing project information through the community office and the project website to receiving feedback for consideration through the use of open houses, surveys and interactive posters. The involvement of local experts in field studies, IQ studies, and the community and regional liaison committees all demonstrate a greater level of community involvement and collaboration. The negotiation of an Inuit Impact Benefit Agreement with the Kivalliq Inuit Association shows the highest level of incorporating beneficiary participation in the Kiggavik project.

The community Engagement and IQ volume of the EIS describes the engagement events that took place between 2005 and 2011 for the Kiggavik Project. Notes, minutes and reports were prepared for many of these engagement events. These were used to analyze the engagement data. In total 310 engagement events were carried out by AREVA with 21 organizations, groups of organizations or communities in the 7 Kivalliq Communities and elsewhere. With the engagement events carried out by government and Inuit organizations about uranium and the Kiggavik project, the total number of events over the period is 344.

8.3 FUTURE PUBLIC ENGAGEMENT PROGRAM

AREVA is dedicated to conducting business in a manner that minimizes effects on the environment, provides benefits to the communities in which we do business, and creates value for our stakeholders. AREVA's community Engagement Plan is a key document in achieving greater community benefits as it outlines the methods to maintain and grow two-way communication between the company and community enabling the community to more fully participate and develop a mutually beneficial relationship.

The community engagement plan encompasses engagement for the purposes of regular communication with the general public and Aboriginal groups that recognizes their interest in AREVA business, the meet regulatory requirements of the EA and licensing processes throughout the life of the Kiggavik project, and to assist the crown in fulfilling their duty to consult as appropriate. The plan will be regularly updated to reflect the needs and priorities of the community and the project through the various Project stages.

8.4 INUIT IMPACT BENEFIT AGREEMENT

Communications to employees regarding the IIBA Terms and conditions will be available to all employees through bulletin boards and a central database with all relevant information. It will be made available in both English and Inutktuk in all Kivalliq communities and on site.

8.5 COMMUNITY CONTRIBUTIONS

In addition to contributions that may be negotiated as part of the IIBA, AREVA expects to continue to provide financial and in kind contributions, as has been done over the Project's development phase, to Kivalliq communities. The contributions are made in response to community priorities, usually on the basis of requests by representative organizations. In the recent past, contributions have included the organizing of home visits for elders wishing to see the places they associate with past experience of living on the land and sponsorship has been offered for community events including as examples feasts, science fairs and sports events.

A review of requests to date indicates that community priorities for contributions include meeting the needs of elders, recreation facilities and events, keeping youth involved in traditional activities, and addressing pressing needs for child care. AREVA would expect to continue to respond to request for contributions through the Project life cycle, including in partnerships with hamlet and regional organizations and institutions, and in collaboration with other mining companies.

9 SOCIAL BENEFIT COMMITMENTS

9.1 EMPLOYMENT COMMITMENT

AREVA commits to use its best efforts to maximize employment participation by Residents of Nunavut in the Kiggavik project in striving towards a goal of 50% northern employment.

As AREVA plans for future growth and continued presence in Nunavut, the Northern Office in Baker Lake is an important support to residents of Nunavut. As community liaison and recruitment coordinators, the office's direct linkage to all Kivalliq communities and the remaining communities in Nunavut will remain strong and vital.

9.2 STAY IN SCHOOL COMMITMENT

AREVA commits to work in cooperation with its industry counterparts, government and northern educational institutions to plan and implement programs that will encourage students who are Residents of Nunavut to pursue higher levels of education and consider 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. AREVA plans to continue this program during our operation period.

9.2.1 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's goal is to work 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.

9.3 EDUCATION AND TRAINING COMMITMENT

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

Additional training will 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 of the noted onsite training will be conducted to ensure that the Kiggavik Operation meets or exceeds all required provincial and federal regulations as outlined in Appendix 1 and 2. As well, where possible, the Kiggavik Project will provide training opportunities to its contractors over and above the requirements set forth within the contract with the contractors. AREVA would like to participate with other Nunavut mining employers in developing training programs at the provincial level.

9.4 EMPLOYEE SERVICES COMMITMENT

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.

9.4.1 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.

9.4.2 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.

10 NORTHERN BUSINESS PARTICIPATION PROGRAM

10.1 PROGRAM OVERVIEW

AREVA has many years of experience working with Aboriginal and northern businesses in order to facilitate meaningful and sustainable partnerships to supply its operations. This includes the development of Joint Venture partnerships for construction companies, transportation companies, catering and security and other key support services for the mining operations. Many of these Joint Venture partnerships have often gone on to supply other mining operations and various projects with those same services that began at the AREVA operation. AREVA will apply this experience to the Kiggavik Project in order to achieve similar outcomes in Nunavut. Through the successful negotiation of the IIBA with the KIA, one of the main outcomes will be related to business opportunities for the Inuit from the Kiggavik Project, which AREVA expects has the potential to result in many positive business opportunities for the Inuit in the Kivalliq communities, as well as for Nunavut.

In order to promote economic development and increase opportunities for Nunavummiut to participate in traditional and growing global economies, the Government of Nunavut Department of Economic Development and Transportation instituted the Nunavumi Nangminiqatunik Ikajuuti (NNI) Policy. One of the outcomes of this policy was the creation of a common registration process for Inuit Firms, which can be accessed by contractors to identify local Inuit and Nunavummiut businesses from which various services can be procured. AREVA will use the list of Inuit Firms as maintained on the Inuit Firm Registry in order to further the goal of maximizing the use of existing Inuit and Nunavummiut businesses.

11 INUIT IMPACT BENEFIT AGREEMENT

11.1 INUIT IMPACT BENEFIT AGREEMENT

The Nunavut Land Claims Agreement sets out matters considered appropriate for Inuit benefits of projects (Schedule 26-1). Aside from contractual conditions (such as for arbitration, amendment, enforceability) and the provision that the IIBA appropriately includes any matter that the parties consider to be relevant to the needs of a project and the Inuit, the following matters are relevant to managing the socio-economic effects of The Project:

- Inuit training at all levels
- Inuit preferential hiring
- employment rotation reflecting Inuit needs and preferences
- scholarships
- labour relations
- business opportunities for Inuit including
 - provision of expert advice
 - notification of business opportunities
 - preferential contracting practices
- housing, accommodation and recreation
- safety, health and hygiene
- language of workplace
- research and development
- Inuit access to facilities constructed for the Project such as airfields and roads
- information flow and interpretation, including liaison between Inuit and the proponent regarding project management and Inuit participation and concerns
- co-ordination with other developments
- obligations of subcontractors.

The NLCA also requires that, unless otherwise agreed, that IIBA negotiations are to be initiated at least 180 days prior to the start-up date of a major development project (Article 26.4.1.). AREVA is currently in discussion with the KIA on the path forward for IIBA negotiations.

The IIBA is expected to address the many of the details not only of what impact mitigation and benefit enhancement measures are to be implemented, but also how they will be implemented

ATTACHMENT A: REGULATIONS AND LEGISLATION

Applicable Federal Acts and Regulations

ACT	REGULATION / GUIDELINE	RESPONSIBLE AGENCY
NUNAVUT LAND CLAIMS AGREEMENT		
NUNAVUT LAND CLAIMS 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		
CANADA WILDLIFE ACT	WILDLIFE AREA REGULATIONS	EC
CANADA LABOUR CODE		LABOUR
EXPLOSIVES ACT	AMMONIA NITRATE AND FUEL ORDER	NRCAN
	EXPLOSIVES REGULATIONS	
FIREARMS ACT		PUBLIC SAFETY AND EMERGENCY PREPARDNESS
MIGRATORY BIRDS CONVENTION ACT	MIGRATORY BIRDS REGULATIONS	EC
NAVIGABLE WATERS PROTECTION ACT	NAVIGABLE WATERS BRIDGES REGULATIONS	TC
	NAVIGABLE WATERS WORKS REGULATIONS	
NUCLEAR SAFETY AND CONTROL ACT		CNSC

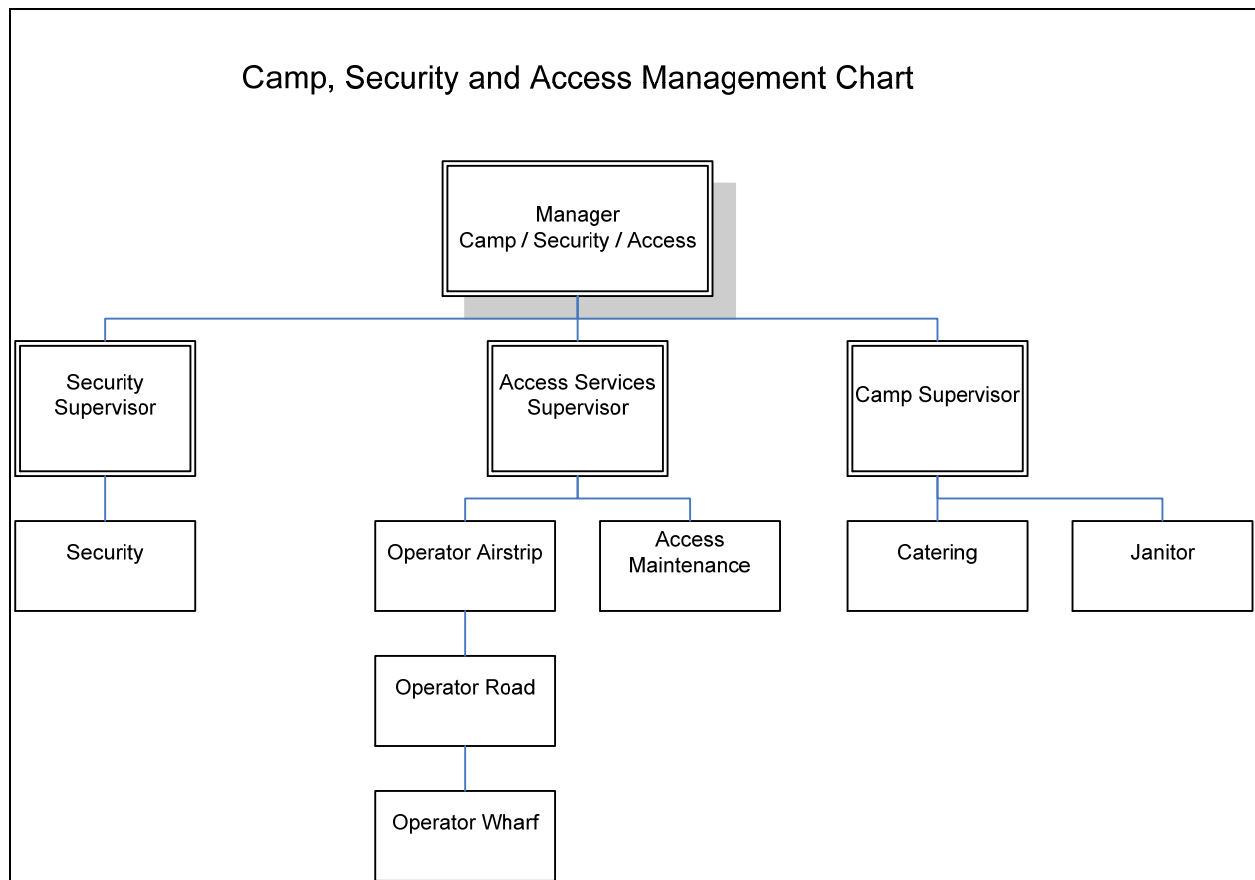
	GENERAL NUCLEAR SAFETY AND CONTROL REGULATIONS	
	NUCLEAR SECURITY REGULATIONS	
	NUCLEAR SUBSTANCES AND RADIATION DEVICES REGULATIONS	
	PACKAGING AND TRANSPORT OF NUCLEAR SUBSTANCES REGULATIONS	
	RADIATION PROTECTION REGULATIONS	
	URANIUM MINES AND MILLS REGULATIONS	
NUNAVUT ACT	NUNAVUT ARCHAEOLOGICAL AND PALAEOONTOLOGICAL SITES REGULATIONS	GN-CLEY
SPECIES AT RISK ACT		EC
TERRITORIAL LANDS ACT	NORTHWEST TERRITORIES AND NUNAVUT MINING REGULATIONS	AANDC
	TERRITORIAL QUARRYING REGULATIONS	
	TERRITORIAL LAND USE REGULATIONS	
	TERRITORIAL LANDS REGULATIONS	
	CANADA MINING REGULATIONS	

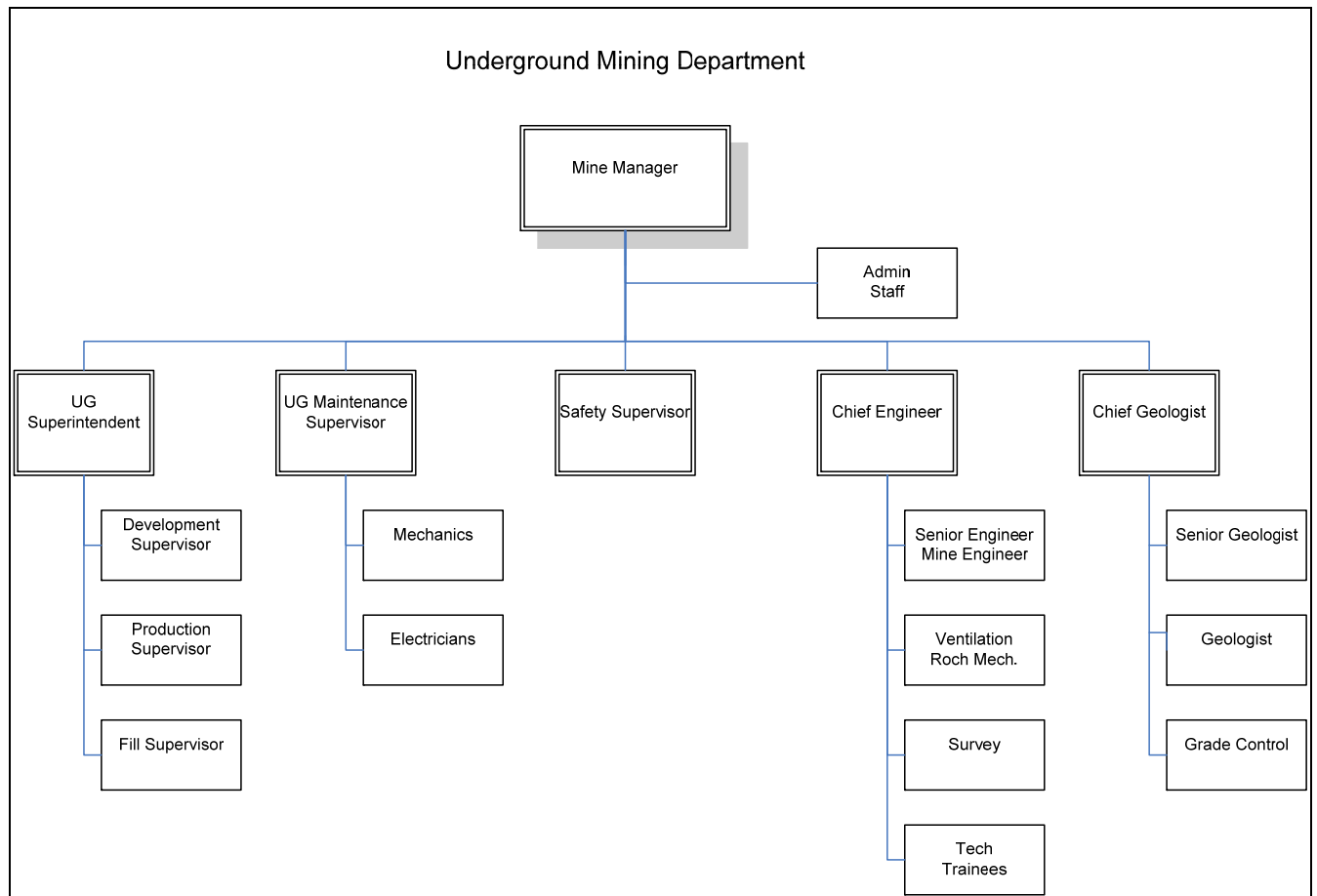
Applicable Territorial Acts, Regulations and Guidelines

TERRITORIAL		
APPRENTICESHIP, TRADE AND OCCUPATIONS CERTIFICATION ACT	APPRENTICESHIP, TRADE AND OCCUPATIONS CERTIFICATION REGULATIONS	
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		LABOUR STANDARDS BOARD
LIQUOR ACT		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-HSS
	GENERAL SANITATION REGULATIONS	
	PUBLIC WATER SUPPLY REGULATION	
	PUBLIC SEWERAGE SYSTEMS REGULATIONS	
SAFETY ACT	SAFETY REGULATIONS	GN-WCB
WILDLIFE ACT		GN-DOE
WORKERS' COMPENSATION ACT	WORKERS COMPENSATION REGULATIONS	GN-WCB
	CAMP SANITATION REGULATIONS	

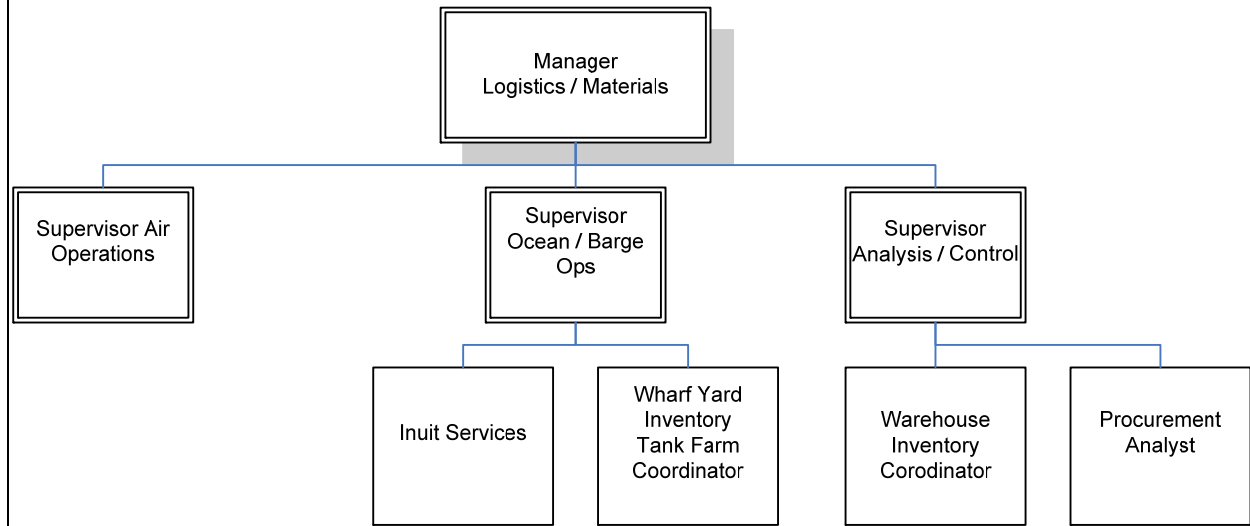
AANDC=Aboriginal Affairs and Northern Development, CNSC=Canadian Nuclear Safety Commission, DFO=Fisheries and Oceans Canada, EC=Environment Canada, GN=Government of Nunavut, CGS=Community and Government Services, CLEY=Culture Language Elders Youth, DOE=Department of Environment, DOJ=Department of Justice, 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

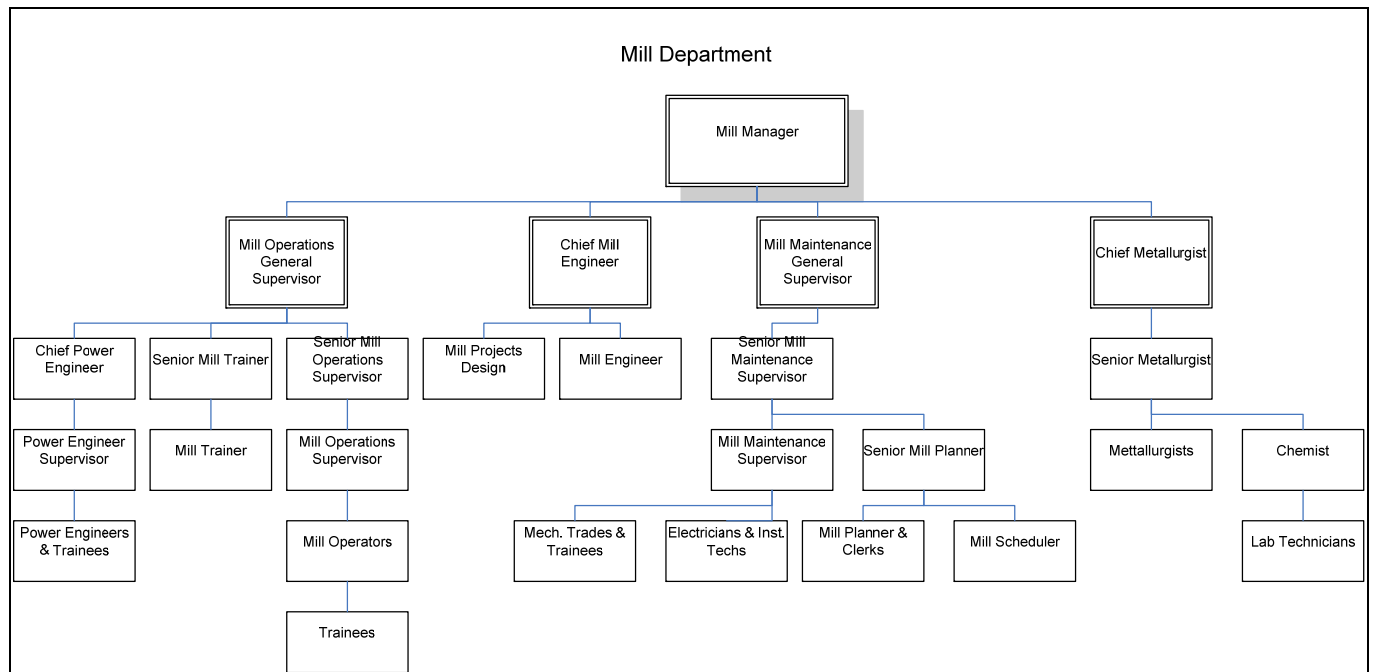
ATTACHMENT B: ORGANIZATIONAL CHART





Logistics & Materials Management Chart





Corporate Social Responsibility Chart

