

Appendix 40: 2021 Kivalliq Labour Market Analysis Report

2021 Kivalliq Labour Market Analysis

Agnico Eagle Mines and Kivalliq Inuit
Association

Employment and Culture Committee

FINAL

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
GLOSSARY OF KEY TERMS.....	4
INTRODUCTION	6
1. 2020 EMPLOYMENT REPORT	8
OVERVIEW OF OPERATIONS AND LABOUR DEMAND	8
EMPLOYMENT RECORD.....	9
INUIT EMPLOYMENT	12
GENDER.....	15
FUTURE LABOUR FORCE NEEDS	16
2. KIVALLIQ LABOUR SUPPLY	17
OVERVIEW OF THE KIVALLIQ REGION’S LABOUR SUPPLY	17
KIVALLIQ POPULATION	18
EDUCATION AND SKILL LEVELS.....	21
EMPLOYMENT STATUS.....	24
FUTURE LABOUR SUPPLY	26
3. LABOUR MARKET ANALYSIS.....	28
THE CHALLENGE OF INCREASING INUIT EMPLOYMENT	28
IMPROVING THE LABOUR SUPPLY-DEMAND EQUILIBRIUM.....	31
4. SPECIAL TOPICS	34
LABOUR MARKET FOR YOUTH AGED 18 TO 25	34
SKILLS EQUIVALENCY.....	36
IQ INTEGRATION.....	38
CONCLUSION AND RECOMMENDATIONS.....	41
APPENDICES	43

EXECUTIVE SUMMARY

The Kivalliq Labour Market Analysis (LMA) is produced annually for the Employment and Culture Committee (ECC) representing Agnico Eagle Mines (AEM) and the Kivalliq Inuit Association (KIA). Coupled with studies on Inuit workforce barriers and socio-economic monitoring, this report informs the ECC of changes in the labour market and can help to identify or inform Inuit Employment Goals and possible improvements to human resources and communications planning and other actions that could improve Inuit participation in AEM's Kivalliq mining operations.

The 2020 labour market was affected by the global pandemic brought on by the spread of the novel coronavirus (COVID-19). The travel restrictions and health requirements put in place by the Government of Nunavut to safeguard its residents had an impact on how AEM managed its labour force. In March 2020, AEM made the decision to limit its workforce to non-Nunavut labour, asking its Kivalliq community-based employees to stay home as a means to prevent the spread of the virus. While these employees remained on the payroll, the jobs they performed had to be filled by new temporary hires. The net result was a significant increase in the overall full-time equivalent (FTE) workforce reported for 2020, reaching 3,138 FTE jobs, an increase of 458 (17%) from the 2,680 FTE jobs in 2019. Inuit represented 13% of this overall workforce (407 FTE jobs), although they did not go to work for much of the year.

Across Nunavut, Inuit employment fell by 10% while the number of Inuit who were not a part of the labour force grew by 15%. In the Kivalliq region, AEM was not actively recruiting new Inuit labour beyond March, and there remains a surplus of Inuit labour competing for entry-level and semi-skilled job openings. In 2020, AEM's overall workforce included 211 entry-level jobs and 1,149 semi-skilled jobs that were filled by labour from outside Nunavut. As such, once all COVID-19 restrictions are lifted, recruitment efforts should focus on Inuit whose employment was negatively affected by COVID-19 to fill these entry-level and semi-skilled jobs when they become available.

To attract and retain a larger Inuit workforce, AEM will have several challenges. The majority of Inuit with higher levels of education are already employed. AEM could target these people through recruitment strategies, but this would not result in a net increase in employment in the Kivalliq region and would pass the responsibility of importing labour and training resident Inuit to other employers. AEM must also contend with issues affecting the willingness of Inuit to join AEM's workforce. Some of these issues would be difficult to address, such as the requirement to work at camp and on a rotation, or the choice to work in the traditional economy instead. Some prospective employees also face barriers to employment such as language, dependencies, or a disability. Other issues such as negative perceptions of the mine(s) as a place of work could be addressed through public communications and human resource policy and planning and other actions. AEM is encouraged to focus on areas where positive change is possible.

This year's LMA includes additional study in three areas related to Inuit employment, including research into work experience equivalencies, Inuit Qaujimajatuqangit (IQ) in the mining industry labour force, and potential Inuit labour in the 18 to 24 age cohort. This work was impeded by COVID-19 restrictions, and more research is needed in these areas.

GLOSSARY OF KEY TERMS

Employment rate: Number of employed persons expressed as a percentage of the population 15 years of age and over.

Full-Time Equivalent (FTE): A unit of measurement that is used to measure an employee and/or their workload. Companies use FTEs to determine how many part-time employees and hours equal the same number of hours worked by full-time employees.

Over a full year, an AEM employee would work 13 cycles of 14 days with a day equalling a 12-hour shift. This represents 2,184 hours per year or an average of 182 hours per month. Estimating the number of jobs in terms of person years requires summing the total number of hours worked by all employees and dividing that number by 2,184. For the purposes of this analysis, each person year of employment can also be considered a Full-Time Equivalent employee or FTE.

Headcount: the number of people employed

Inuit Qaujimajatuqangit (IQ), or traditional Inuit knowledge, is a unified system of beliefs and knowledge passed from generation to generation reflecting all aspects of Inuit culture including values, world-view, language, social organization, knowledge, life skills, perceptions and expectations.¹

Inuit Workforce Barriers Study: Identifies barriers to Inuit Employment and career advancement at Agnico Eagle Mines.

Kivalliq Labour Market Analysis: Provides information on the demand and supply conditions of the Kivalliq labour market.

Labour force: People who are 15 years of age and over who are employed or unemployed.

Not in the labour force: Persons not in the labour force are those who are unwilling or unable to offer or supply labour services under conditions existing in their labour markets. They are neither employed nor unemployed.

Participation rate: Total labour force expressed as a percentage of the population aged 15 years and over.

Person-years: the amount of time, in years, each person has been employed

Socio-Economic Monitoring Report: Provides information on AEM's activities and the social and economic conditions in the Kivalliq.

Unemployment: People who are without work, available and able to work, and actively seeking employment.

¹ See Appendix for more information

Unemployment rate: Number of unemployed persons expressed as a percentage of the labour force.

Workforce Abilities: implies the individual has the right education or experience and training, and is mentally and physically able to complete the tasks required of the job.

Workforce Readiness: implies an individual is old enough to work and is not otherwise unavailable to work.

Workforce Willingness: implies that an individual wants a job and will make whatever changes in their life necessary to take the job.

Inuit vs non-Inuit labour: AEM reports a number of workforce categories based on residency, ethnicity, gender, and employer. Categories include Kivalliq Inuit, Nunavut Inuit (other than Kivalliq), non-resident Inuit, resident and non-resident non-Inuit, and males and females. These data are reported for AEM and Contractor employees separately.

AEM and its Contractors: the AEM Kivalliq Project's workforce is made up of labour working directly for AEM and labour working for businesses that have been awarded a contract by AEM.

AEM Kivalliq Projects: AEM has three main sites in the Kivalliq region, including Meliadine, Meadowbank, and Whale Tail. Meadowbank and Whale Tail workforce are presented together.

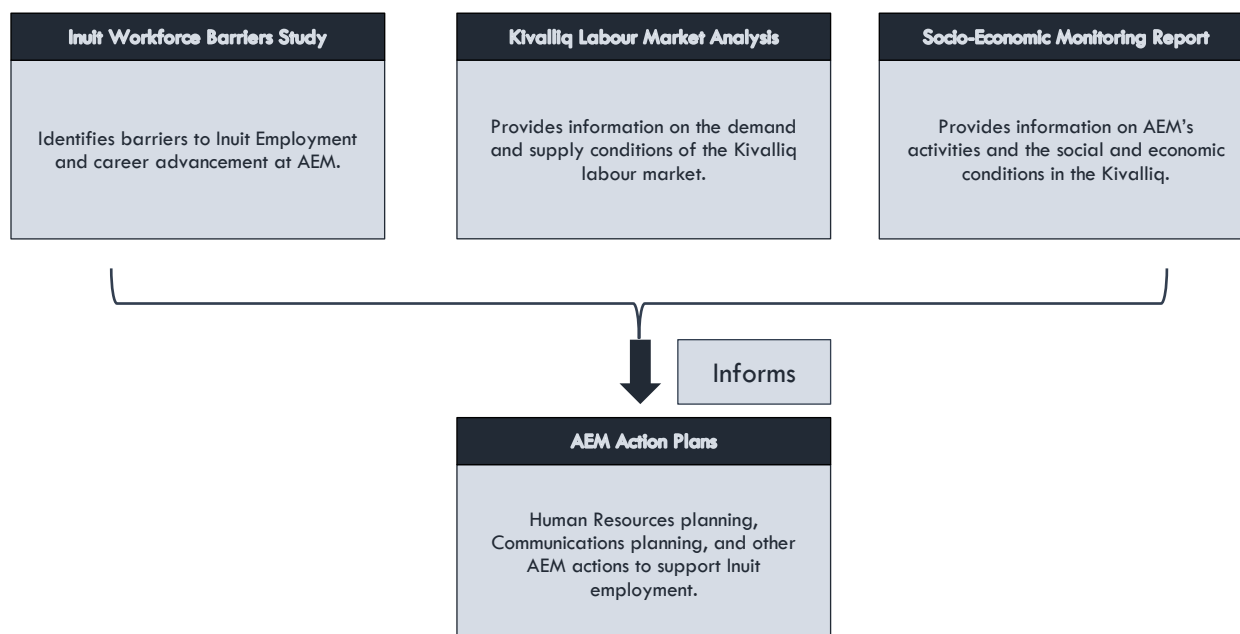
INTRODUCTION

Agnico Eagle Mines Ltd. (AEM) and the Kivalliq Inuit Association (KIA) agreed to Inuit and Impact Benefit Agreements (IIBAs) for AEM's mining projects in the Kivalliq Region that include Meadowbank, Meliadine, and Whale Tail. The IIBAs place considerable emphasis on the training and employment of Inuit, with particular attention given to Inuit residents of the Kivalliq region. The IIBAs require that the Employment and Culture Committee (ECC), made up of representatives from AEM and the KIA, "commission a third-party contractor to conduct a Labour Market Analysis (LMA) on an annual basis to assist in the understanding of Inuit employment."

The Kivalliq LMA supports the ECC in making recommendations with the objective of enhancing Inuit employment at AEM's Nunavut projects. The LMA also supports the establishment of annual Inuit Employment Goals (IEGs), the development and implementation of training, and initiatives to create a positive and supportive workplace environment.

The Kivalliq LMA is part of a broader suite of analysis and reports addressing the socio-economic performance and potential of AEM's Kivalliq operations. The Socio-Economic Monitoring Report, a requirement of AEM's Project Certificates, is published annually that offers a comprehensive summary of AEM's activities and an update on the social and economic conditions in the Kivalliq. Every three years, the ECC commissions the Socio-Economic Inuit Impact Benefit Review (SEIIBR), which also provides socio-economic analysis specific to the IIBAs. An Inuit Workforce Barriers Study, also commissioned every three years, aims to identify barriers to Inuit employment and career advancement at AEM. When combined with the Kivalliq LMA, the collective research is meant to inform AEM action plans related to its human resource planning, communications plan and other AEM actions to support Inuit employment.

The 2021 Kivalliq LMA is presented in four chapters. Chapter One provides AEM's annual employment report, answering basic questions about the operations' workforce, including details regarding Inuit



participation. Chapter Two presents data on the Kivalliq labour supply, including the number of resident Inuit who are ready and able to work at one of the mine sites. Chapter Three offers an analysis of the Kivalliq labour market based on the statistical results presented in the first two chapters, including a look at the gap between the number of jobs created by AEM and the number of unemployed Inuit. Chapter Four presents a summary of Special Topics undertaken for this year's report. For this year's report, those topics include research into work experience equivalencies, incorporation of traditional knowledge, or Inuit Qaujimajatuqangit (IQ), and an investigation into potential Inuit labour in the 18 to 24 age cohort. The final chapter provides a list of past and new recommendations stemming from the LMA work.

1. 2020 EMPLOYMENT REPORT

OVERVIEW OF OPERATIONS AND LABOUR DEMAND

AEM owns two major gold-producing properties in the Kivalliq region. Meadowbank is situated 70 km north of Baker Lake. It opened in 2010 with most mining activities ending in late 2019. That operation was extended with the discovery and subsequent development of the Whale Tail deposit located 50 km north of the original mine site. The deposit is planned to add 7 years to the Meadowbank mine life, producing an average of 443,000 ounces of gold each year.

AEM's second operation is situated 25 km north of Rankin Inlet. Its development began in 2017 and is now fully operational with enough reserves to remain in production for 14 years. The latest mine plan moved the development of the Tiriganiaq deposits forward, which will result increase daily ore processing from 3,350 tonnes to 4,600 tonnes for eight years from 2020 to 2027.

The workforce needed for these projects has grown in recent years in line with the new developments and expansions, with AEM projecting an average workforce of 2,300 full-time jobs over the next five years starting in 2021. These projections were made prior to the global pandemic and the implications of economic lockdowns imposed by Canadian and regional governments to limit the spread of the novel coronavirus (COVID-19), and are expected to be updated later this year.

In March 2020, AEM made the decision to limit its workforce to non-Nunavut labour, asking its Kivalliq community-based workforce to stay home as a means to prevent the spread of the virus. While these employees remained on the payroll and therefore were still considered part of the workforce, the jobs they performed had to be filled by new temporary hires. The net result was a significant increase in the overall full-time equivalent² (FTE) workforce reported for 2020, reaching 3,138 FTE jobs, an increase of 458 (17%) from the 2,680 FTE jobs in 2019. Inuit represented 13% of this workforce (407 FTE jobs).

² Over a full year, an employee would work 13 cycles of 14 days with a day equalling a 12-hour shift. This represents 2,184 hours per year or an average of 182 hours per month. Therefore, estimating number of jobs in terms of person years requires summing the total number of hours worked by all employees and dividing that number by 2,184. For the purposes of this analysis, each person year of employment can also be considered a Full-Time Equivalent employee or FTE. The use of FTEs is helpful in normalising the data and prevents inflating employment numbers.

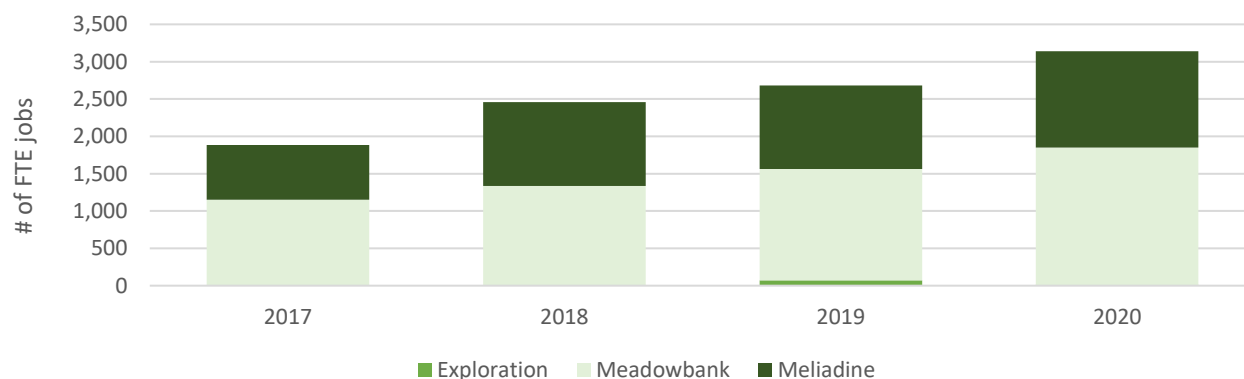
EMPLOYMENT RECORD

Total Employment

Highlights:

- There were 3,138 full-time equivalent (FTE) jobs created by AEM's Kivalliq mining operations in 2020.
- The FTE workforce was divided between Meadowbank Mine (1,838), Meliadine Mine (1,289), and exploration (12).
- This number represents a 17% year-over-year increase.
- This increase was not considered in mine planning. AEM reports the increase was required to backfill positions held by Kivalliq Inuit, who were required to stay home as a means to prevent the spread of COVID-19 in Nunavut.

Employment at AEM's Kivalliq mines



Employment at AEM's Kivalliq Operations, 2017 to 2020, FTE

	2017	2018	2019	2020
Meadowbank	1,151	1,336	1,495	1,838
Meliadine	733	1,121	1,116	1,289
Exploration*	-	-	70	12
Total	1,884	2,457	2,680	3,138
Meadowbank	61%	54%	56%	59%
Meliadine	39%	46%	42%	41%
Exploration	-	-	3%	0%
Total	100%	100%	100%	100%

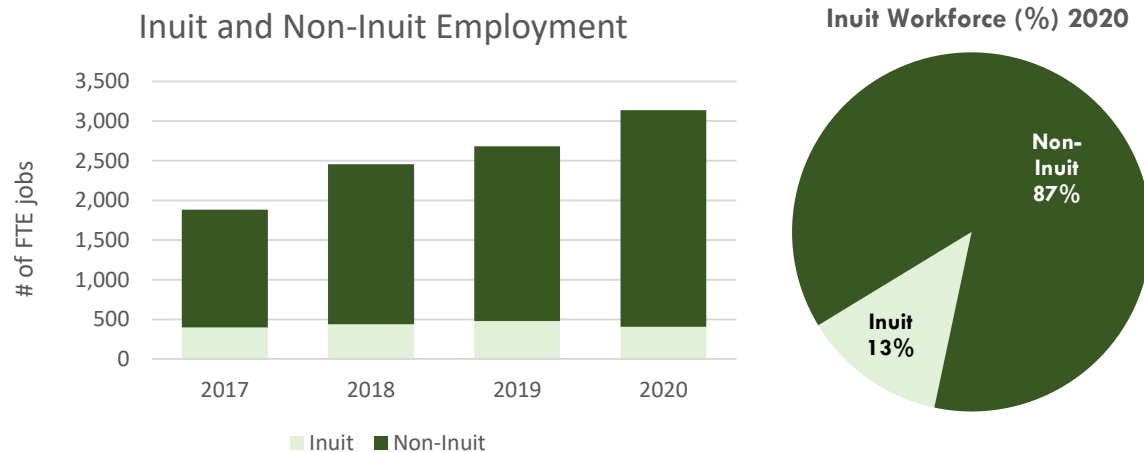
Data Source: Agnico Eagles Mines and its Contractors. Updated annually.

Note: Exploration labour numbers are not available prior to 2019.

Inuit and Non-Inuit Employment

Highlights:

- Inuit contribution to the overall workforce was 407 FTE, equal to 13% of the workforce in 2020.
- This is a decline of 72 FTEs from 2019.
- There were no layoffs, terminations or new Inuit hires beyond March 2020 when COVID-19 protocols were put in place.
- Non-Inuit FTE employment grew by 530 to 2,731 over the same time period.
- Most of the decline in Inuit employees (74%) was the result of resignations and contracts ending that took place in the first three months of 2020 prior to the COVID-19 restrictions.³
- The decline in Inuit labour alongside the rise in non-Inuit labour means the percentage of Inuit working at these projects has dropped from 18% to 13%.



Inuit and non-Inuit Employment, All Operations, 2017 to 2020, FTE

	2017	2018	2019	2020
Inuit	396	438	479	407
Non-Inuit	1,488	2,019	2,201	2,731
Grand Total	1,884	2,457	2,680	3,138
Inuit	21%	18%	18%	13%
Non-Inuit	79%	82%	82%	87%
Grand Total	100%	100%	100%	100%

Data Source: Agnico Eagles Mines and its Contractors. Updated annually

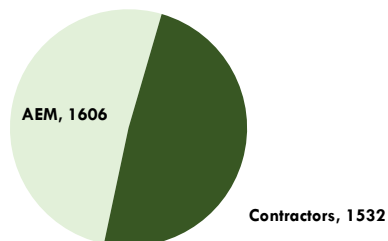
³ This is studied in the 2018 Inuit Workforce Barriers Study and could be a subject of study in the 2021 edition currently underway.

AEM and Contractor Employment

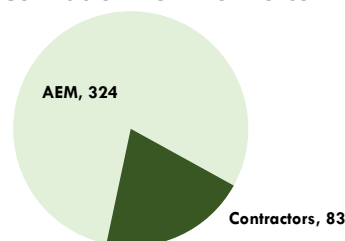
Highlights:

- Of the 3,138 FTE jobs created by AEM's Kivalliq mining operations in 2020, Agnico Eagle Mines employed 1,606 directly and its contractors employed 1,532.
- While AEM and contractors employ a similar number of people, AEM employed more Inuit (324) compared to its contractors (83).

AEM vs Contractor Total Workforce



AEM vs Contractor Inuit Workforce



Inuit and Non-Inuit Employment, AEM and Contractors, 2020, FTE

	AEM	Contractor	Total
Inuit	324	83	407
Non-Inuit	1,282	1,450	2,731
Total	1,606	1,532	3,138
Percentage by Employer			
Inuit	20%	5%	13%
Non-Inuit	80%	95%	87%
Total	100%	100%	100%

Note: Percentage by Employer refers to the distribution of Inuit and non-Inuit labour employed by AEM and by contractors, shown separately and as a total. According to the data presented, 20% of AEM's workforce are Inuit, while 5% of contractors' workforce are Inuit.

Inuit and Non-Inuit Employment, AEM and Contractors, 2020, FTE

	AEM	Contractor	Total
Inuit	324	83	407
Non-Inuit	1,282	1,450	2,731
Total	1,606	1,532	3,138
Percentage by Inuit vs non-Inuit			
Inuit	80%	20%	100%
Non-Inuit	47%	53%	100%
Total	51%	49%	100%

Note: Percentage by Inuit vs non-Inuit refers to the distribution of Inuit labour between employers. Of the 407 FTE jobs filled by Inuit, 80% are employed by AEM.

Data Source: Agnico Eagles Mines and its Contractors. Updated annually.

INUIT EMPLOYMENT

By Job Classification

Highlights:

- All of the jobs at AEM's Kivalliq operations have been categorized according to the skill-level required to complete the assigned work.
- The largest of these categories is semi-skilled jobs, with 1,382 FTE positions, which includes most equipment operators and process plant workers. Inuit FTEs filled 233 of these, or 17% of the total.
- The second largest category is skilled positions, with 901 FTE jobs, which mostly includes positions that require a professional designation such as a journeyman electrician or mechanic. Limitations within the Inuit labour force are most evident in this category; Inuit held 8 of these positions (less than 1%) in 2020.
- Entry level work is classified as unskilled and requires no more than a high school diploma, relevant work experience, or an equivalency. Inuit fill 42% of the jobs in this category, equal to 155 FTE jobs.
- There were 5 Inuit FTEs working in management (2%) and another 5 in jobs classified as professional (2%).

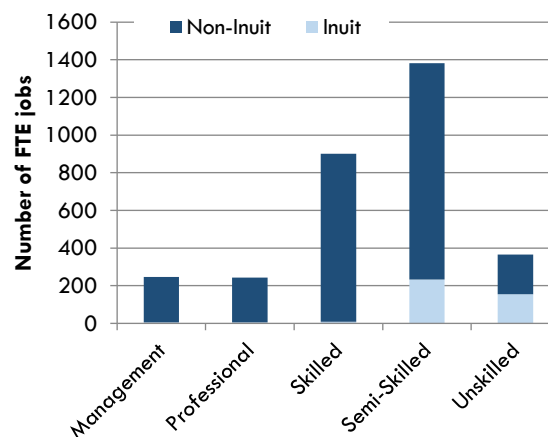
Inuit and non-Inuit Employment by Job Classification, AEM and Contractors, 2020, FTE

	Inuit	Non-Inuit	Total
Management	5	241	246
Professional	5	238	243
Skilled	8	893	901
Subtotal	18	1,372	1,390
Semi-Skilled	233	1,149	1,382
Unskilled	155	211	366
Subtotal	389	1,360	1,748
Total	407	2,731	3,138

	Percentage of Inuit vs non-Inuit		
Management	1%	9%	8%
Professional	1%	9%	8%
Skilled	2%	33%	29%
Subtotal	4%	50%	44%
Semi-Skilled	57%	42%	44%
Unskilled	38%	8%	12%
Subtotal	96%	50%	56%
Total	100%	100%	100%

	Percentage of Job Classification		
Management	2%	98%	100%
Professional	2%	98%	100%
Skilled	1%	99%	100%
Subtotal	1%	99%	100%
Semi-Skilled	17%	83%	100%
Unskilled	42%	58%	100%
Subtotal	22%	78%	100%
Total	13%	87%	100%

Data Source: Agnico Eagles Mines and its Contractors. Updated annually.



By Community

Highlights:

- AEM's Kivalliq mining activities draw Inuit employees from every community in the Kivalliq region as well as from other parts of Nunavut and Canada.
- The Inuit employment numbers are given in terms of Headcount, which is the number of people working at the mine sites in December 2020. This data set represents AEM employees only (i.e. it excludes contractor employees).
- Baker Lake is the best represented, with 168 residents working at Meadowbank and another 6 at Meliadine.
- The Meliadine mine has a smaller overall number of Inuit employees, with Rankin Inlet situated just 25 km from the mine site supplying 41 of the 90.
- Inuit residing outside Nunavut and working at one of the mine sites totalled 38 in December 2020. This category of employees has been growing steadily over the past decade.
- Annual changes in Inuit employment by community are provided as an Appendix to this report.

Inuit Employment by Community, By Operation, Headcount, 2020

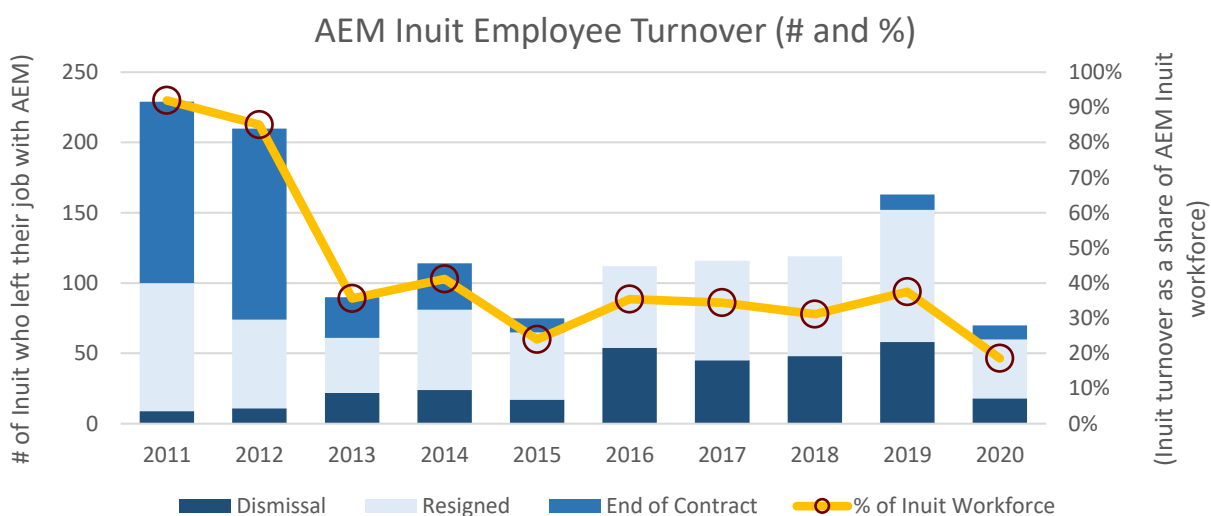
	Meadowbank	Meliadine	Total
Arviat	74	6	80
Baker Lake	168	6	174
Chesterfield Inlet	6	3	9
Coral Harbour	12	13	25
Nauyasat	16	2	18
Rankin Inlet	15	41	56
Whale Cove	7	1	8
Sub-Total Kivalliq	298	72	370
Kitikmeot/Qikiqtaaluk	0	1	1
Other/Outside Nunavut	21	17	38
Total Inuit	319	90	409

Data Source: Agnico Eagles Mines. Updated annually.

Turnover of AEM's Workforce

Highlights:

- Turnover of Inuit employees was noted as an area of concern when AEM began its mining operations in the Kivalliq region.
- The rate of turnover amongst Inuit employees was close to 100% in the first few years of operations.⁴
- Since that time, the number and rate of Inuit turnover has fallen, and was below 40% in 2019.
- Turnover in 2020 was low, but this was most likely influenced by COVID-19.



AEM Inuit Workforce Turnover, by reason, AEM employees only, 2011 to 2020

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Resigned	91	63	39	57	48	58	71	71	94	42
Dismissal	9	11	22	24	17	54	45	48	58	18
Other*	0	0	0	0	0	1	1	5	3	6
End of Contract	129	136	29	33	10	0	0	0	11	10
Total Turnover	229	210	90	114	75	113	117	124	166	76

Note: * Other includes retirement, deceased, disability, and reorganisation

Data Source: Agnico Eagles Mines. Updated annually.

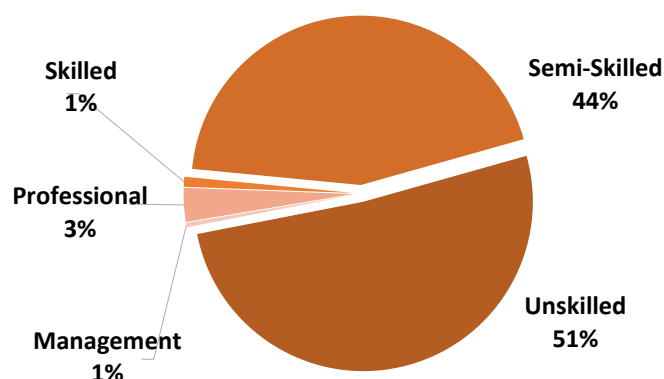
⁴ The issue of turnover is addressed in the 2018 Inuit Workforce Barriers Study and could be a subject for study in the 2021 edition.

GENDER

Highlights:

- AEM supports and encourages the participation of women in all aspects of work related to its Kivalliq mining activities and encourages the same commitments from its contractors.
- In 2020, the total number of women working at the projects on an FTE basis totalled 391, representing 12% of the overall workforce.
- A highlight for AEM is the number and percentage of Inuit women working for the projects. In 2020, there were 125 Inuit women in the workforce representing 30% of all Inuit labour.
- The relative contribution of women is similar across AEM's mine sites.
- Most Inuit women worked in unskilled (64) or semi-skilled (55) positions. A total of 6 Inuit women worked in jobs classified as management, professional, or skilled.

Inuit Female Labour by Job Classification



Employment by Job Classification for Inuit Women, FTE

	FTE	percent
Management	0.5	0.4%
Professional	4.0	3.2%
Skilled	1.2	0.9%
Semi-Skilled	55.2	44.1%
Unskilled	64.2	51.3%
Total	125	100%

Employment by Gender, Meadowbank and Meliadine, All Employees, FTE

	Meadowbank		Meliadine		Total	
	(FTE)	(percent)	(FTE)	(percent)	(FTE)	(percent)
Inuit						
Men	183.9	10%	97.9	8%	282	9%
Women	85.0	5%	40.1	3%	125	4%
Non-Inuit						
Men	1,432.3	77%	1,033.6	80%	2,466	79%
Women	148.6	8%	117.0	9%	266	8%
Total	1,850	100%	1,289	100%	3,138	100%

Data Source: Agnico Eagles Mines and its Contractors. Updated annually.

FUTURE LABOUR FORCE NEEDS

Highlights:

- 2020 was an unusual year in terms of AEM's labour requirements due to the global COVID-19 pandemic.
- In 2020, the travel restrictions and health requirements put in place by the Government of Nunavut to safeguard its residents during the COVID-19 pandemic had an impact on how AEM managed its labour force.
- In its mine plan completed in 2019, the company projected a future labour force of 2,326 in 2021 and an average workforce of 2,291 over the next five years.
- A new plan is expected in the coming months that will incorporate the changes experienced over the past two years in terms of labour supply and demand.

Future Labour Demand, Predicted Employment by Job Classification and Employer, 2021 to 2025

	2021	2022	2023	2024	2025
AEM					
Management	142	143	143	145	139
Professional	170	169	166	165	153
Skilled	338	363	362	366	360
Semi-Skilled	716	722	728	733	653
Unskilled	123	128	127	117	103
Subtotal	1,488	1,525	1,526	1,527	1,408
Contractor					
Management	76	76	76	76	59
Professional	26	43	39	39	22
Skilled	270	273	272	267	216
Semi-Skilled	330	334	291	280	237
Unskilled	136	133	136	138	136
Subtotal	837	859	815	800	670
Combined					
Management	218	219	220	222	199
Professional	195	211	205	204	174
Skilled	607	636	635	633	576
Semi-Skilled	1,046	1,056	1,019	1,013	890
Unskilled	259	261	263	255	240
Total	2,326	2,384	2,341	2,328	2,078

Data Source: Agnico Eagles Mines. Updated annually

2. KIVALLIQ LABOUR SUPPLY

OVERVIEW OF THE KIVALLIQ REGION'S LABOUR SUPPLY

The Kivalliq region is relatively small when judged by its population. There are 11,388 residents (as of 2020) across a geographic range that spans seven communities and more than 440,000 km². This resident population is young—38% are below the age of 19. More than 90% (10,271) of the population is Inuit,⁵ with an estimated 5,446 in the 20 to 64 age cohort. More than 57% of this population would have to be working for AEM or one of its contractors to fill every job available.

This helps to explain why AEM is challenged to meet its workforce needs with Inuit labour from the Kivalliq region, but it doesn't explain why Inuit employment with the mines was 407 FTE jobs in 2020, while according to the 2016 Census, there were 3,350 Kivalliq residents without work as of 2016 — either unemployed (1,180) or not in the workforce (2,175).⁶ To understand why workforce participation is not higher requires a more thorough investigation of the region's labour supply, comparing it to the types of jobs being created and the conditions of that employment.

Unique to this year's analysis is the influence of the novel coronavirus on the Kivalliq labour market. As already stated, AEM's Kivalliq mines continued to operate throughout the pandemic, but the Inuit workforce were required to remain at home as a measure to prevent the spread of COVID-19. These individuals were technically employed throughout the year and continued to receive a salary, but they were not going to work.

Across Nunavut, Inuit employment fell by 10% over the course of the year, which amounts to approximately 900 job losses. Meanwhile the percentage of Inuit not in the labour force grew by 15%, meaning approximately 1,400 Inuit left the labour market.⁷ Nunavut non-Inuit labour saw virtually no change in its employment status.⁸ This speaks to the differences in the types of jobs and the job security between Inuit and non-Inuit in this market.

⁵ This was the percentage of Inuit recorded by the 2016 Canadian Census.

⁶ In statistics, an unemployed person is someone who is without a job but is actively seeking employment, while someone that is unemployed but not actively seeking work is not considered a part of the labour force.

⁷ Statistics Canada, Labour Force Survey, Special Tabulation. File prepared by Nunavut Bureau of Statistics, January 28, 2021

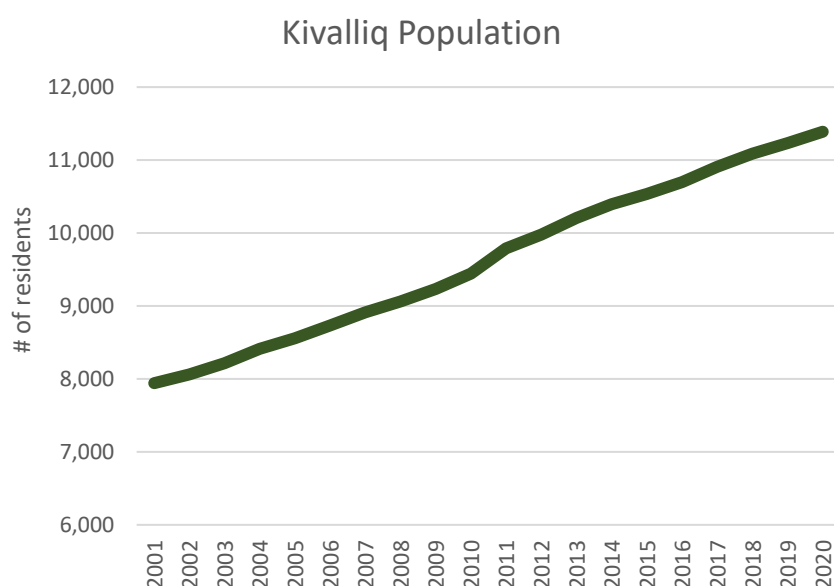
⁸ The annual change was shown as 0%. The labour force survey data are rounded to the nearest 100.

KIVALLIQ POPULATION

Kivalliq Population

Highlights:

- Total population of the Kivalliq region was 11,388 as of July 2020.
- Growth has slowed in the past few years to less than 1.5% annually. Canada's population has been growing at an average pace of 1.2% during this time.
- Over a five-year period, 2015 to 2020, the average compound growth rate was just under 1.6%, which is the lowest recorded average population growth rate ever recorded for the region.



Population of the Kivalliq region, 2001 to 2020

	Number of Residents	Annual Change
2001	7,942	
2002	8,061	1.5%
2003	8,216	1.9%
2004	8,413	2.4%
2005	8,559	1.7%
2006	8,731	2.0%
2007	8,913	2.1%
2008	9,062	1.7%
2009	9,234	1.9%
2010	9,445	2.3%
2011	9,788	3.6%
2012	9,978	1.9%
2013	10,208	2.3%
2014	10,396	1.8%
2015	10,534	1.3%
2016	10,697	1.5%
2017	10,907	2.0%
2018	11,090	1.7%
2019	11,232	1.3%
2020	11,388	1.4%

Data Source: Statistics Canada, Demography Division. Republished by Nunavut Bureau of Statistics
 Nunavut Total Population Estimates by Age Group, Region and Community, as of July 1. Website
<https://gov.nu.ca/eia/information/nunavut-bureau-statistics>. Updated annually.

Community Populations

Highlights:

- The majority of AEM Inuit employees come from the three most populous communities in the Kivalliq region - Rankin Inlet, Arviat, and Baker Lake.
- Population growth is the highest in Chesterfield Inlet and Nauyasat, which have averaged 3.3% and 3.1% growth respectively in the number of residents since 2010.
- The distribution of women follows closely that of the entire Kivalliq population.

Inuit Population in the Kivalliq Region, by Community

	Kivalliq	Arviat	Baker Lake	Chesterfield Inlet	Coral Harbour	Nauyasat	Rankin Inlet	Whale Cove
2010	9,445	2,320	1,948	328	882	939	2,633	395
2011	9,788	2,449	1,976	331	871	995	2,732	434
2012	9,978	2,503	2,022	355	900	1,003	2,765	430
2013	10,208	2,557	2,046	400	874	1,078	2,828	425
2014	10,396	2,580	2,048	405	891	1,057	2,966	449
2015	10,534	2,636	2,105	437	891	1,089	2,932	444
2016	10,697	2,728	2,121	447	915	1,115	2,924	447
2017	10,907	2,796	2,131	455	933	1,149	2,970	473
2018	11,090	2,846	2,174	438	947	1,201	2,991	493
2019	11,232	2,894	2,186	442	960	1,245	3,008	497
2020	11,388	2,918	2,265	453	973	1,270	3,026	483
Average annual % change	1.9%	2.3%	1.5%	3.3%	1.0%	3.1%	1.4%	2.0%

Female Population Estimates by Age Group, 2020

	Total	0 to 4	5 to 14	15 to 24	25 to 44	45 to 64	65+
Nunavut	19,212	11%	21%	17%	30%	18%	4%
Kivalliq	5,588	11%	22%	19%	28%	17%	4%
Arviat	1,451	12%	23%	21%	28%	13%	3%
Baker Lake	1,090	10%	19%	19%	26%	21%	5%
Chesterfield Inlet	217	8%	20%	15%	32%	17%	7%
Coral Harbour	471	15%	24%	17%	27%	14%	2%
Nauyasat	616	15%	27%	18%	25%	13%	2%
Rankin Inlet	1,506	8%	19%	17%	32%	21%	4%
Whale Cove	237	8%	27%	19%	23%	16%	6%

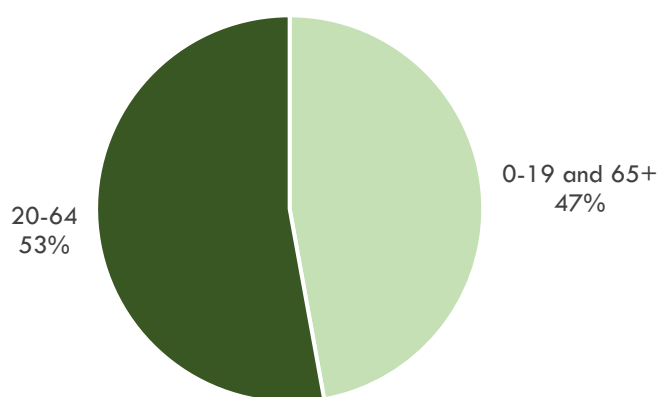
Data Source: Statistics Canada, Demography Division. Republished by Nunavut Bureau of Statistics, Nunavut Total Population Estimates by Age Group, Region and Community, as of July 1. Website <https://gov.nu.ca/eia/information/nunavut-bureau-statistics>. Updated annually.

Age Cohorts

Highlights:

- The Kivalliq region is home to a young population, where the largest cohorts are below the age of 15.
- Just over half the Kivalliq population (53%) is in the 20 to 64 age cohort. The number of Inuit in this age range is estimated at 5,446. This Inuit population can be described as the Kivalliq's **Ready** Inuit Workforce because they are in the right age range to find employment at one of AEM's Kivalliq mining operations.

Inuit Population (Working Age vs Dependents)



Kivalliq Population by Age Cohort and Inuit vs non-Inuit, 2020

Age Cohort	Inuit		Non-Inuit		Total	
0 to 4	1,177	11%	80	7%	1,257	11%
5 to 14	2,320	23%	154	14%	2,474	22%
15 to 19	973	9%	71	7%	1,044	9%
20 to 24	940	9%	69	6%	1,009	9%
25 to 44	2,789	27%	390	36%	3,179	28%
45 to 59	1,454	14%	245	23%	1,699	15%
60 to 64	263	3%	44	4%	307	3%
65 and over	388	4%	31	3%	419	4%
Total	10,304	100%	1,084	100%	11,388	100%

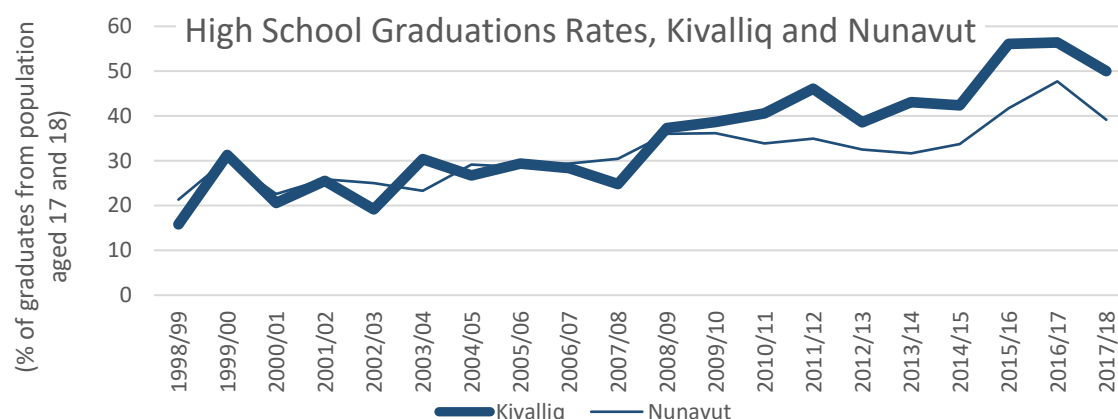
Data Source: Statistics Canada, Demography Division. Republished by Nunavut Bureau of Statistics, Nunavut Total Population Estimates by Age Group, Region and Community, as of July 1. Website <https://gov.nu.ca/eia/information/nunavut-bureau-statistics>. Updated annually.

EDUCATION AND SKILL LEVELS

High School Graduation

Highlights:

- High School graduation rates in the Kivalliq region have exceeded that of Nunavut as a whole for the past ten years, although the rate is relatively low in comparison to the Canadian average of over 85%.
- The latest published data from the 2017-18 school year tells us that there were 116 graduates in the Kivalliq region that year.
- Across the territory, female students tend to outperform male students (although 2017-18 did not follow that trend). The large majority of graduating students are Inuit.



High School Graduation Data

	2013/14	2014/15	2015/16	2016/17	2017/18
Numbers of Graduates (Kivalliq)					
Graduates	86	82	106	108	116
Population of 17- and 18-Year-Olds	399	387	378	383	411
Graduation Rate (%) *	43.1	42.4	56.1	56.4	56.4
Percentage of Graduates by Gender (Nunavut)					
Females	55.3	56.7	57.1	55.8	49.6
Males	44.7	43.3	42.9	44.2	50.4
Percentage of Graduates – Inuit vs non-Inuit (Nunavut)					
Inuit	92.7	93.8	92.9	91.8	88.6
Non-Inuit	7.3	6.3	7.1	8.2	11.4

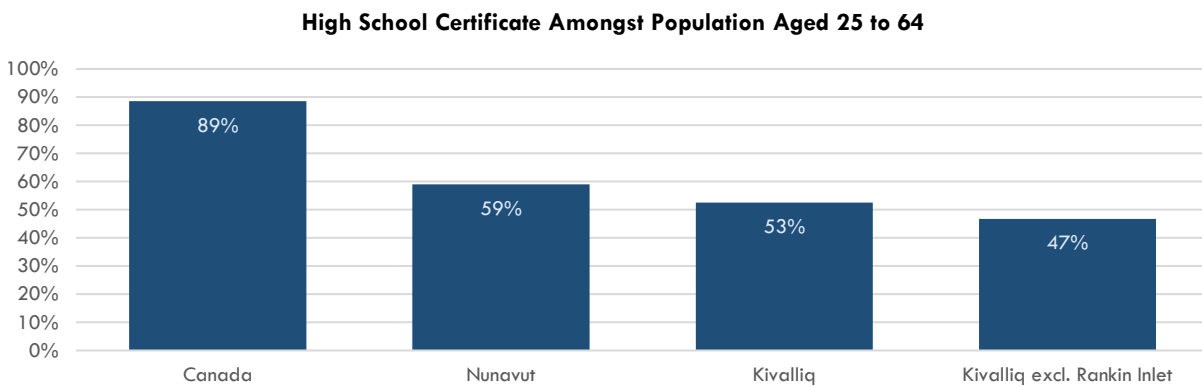
Note: *Graduation rates are calculated as the number of graduates as a percentage of the average number of residents aged 17 and 18.

Data Sources: Department of Education, Government of Nunavut. Statistics Canada, Demography Division. Calculations prepared by Nunavut Bureau of Statistics. Update annually with new Department of Education data (published by Nunavut Bureau of Statistics). Updated annually.

High School completion

Highlights:

- The majority of employment opportunities at AEM's Kivalliq mine sites require a high school diploma or equivalent at a minimum.
- According to the 2016 Census results, 53% of Kivalliq residents aged 25 to 64 had attained a high school certificate; this rate falls to 47% if Rankin Inlet, the regional and government centre, is excluded.



High School completion rates, 2016

	Aged 25 to 64		
	# of residents	high school certificate	%
Canada	18,931,380	16,761,590	89%
Nunavut	16,485	9,735	59%
Kivalliq	4,455	2,340	53%
Kivalliq excl. Rankin Inlet	3,285	1,535	47%
Arviat	1,070	525	49%
Baker Lake	920	430	47%
Chesterfield Inlet	180	80	44%
Coral Harbour	350	170	49%
Nauyasat	395	135	34%
Rankin Inlet	1,170	805	69%
Whale Cove	175	65	37%

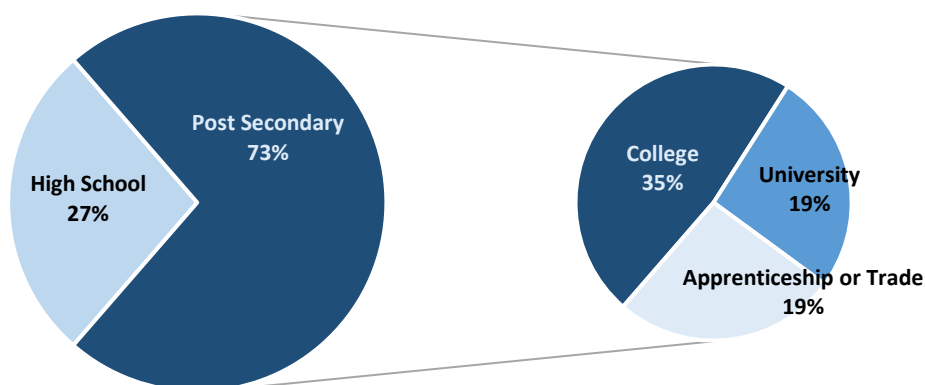
Data Source: Statistics Canada (2017). Nunavut. Census Profile. 2016 Census. Catalogue Number 98-400-X2016266. Updated every five years.

Higher Education

Highlights:

- Inuit-specific statistics regarding higher levels of education are only available for the territory as a whole, and are collected through the Census.
- As of 2016, 69% of the 5,810 Inuit aged 25 to 64 across Nunavut who have completed high school have gone on to further their education.
- In the Kivalliq region, education data combines Inuit and non-Inuit results. 73% of those who have completed high school have gone on to acquire additional education or skills training.

Education of Kivalliq Residents



Level of Education, Kivalliq, all residents aged 25 to 64

	Kivalliq Region	% of total	% of those with at least high school
Population aged 25 to 64 years in private households	4,455	100%	
No certificate; diploma or degree	2,115	47%	
At least Secondary school diploma or equivalency	2,340	53%	100%
Secondary school diploma or equivalency certificate	640	14%	27%
Postsecondary certificate; diploma or degree	1,710	38%	73%
Apprenticeship or trades certificate or diploma	450	10%	19%
College or University certificate below bachelor level	815	18%	35%
University degree at bachelor level or above	445	10%	19%

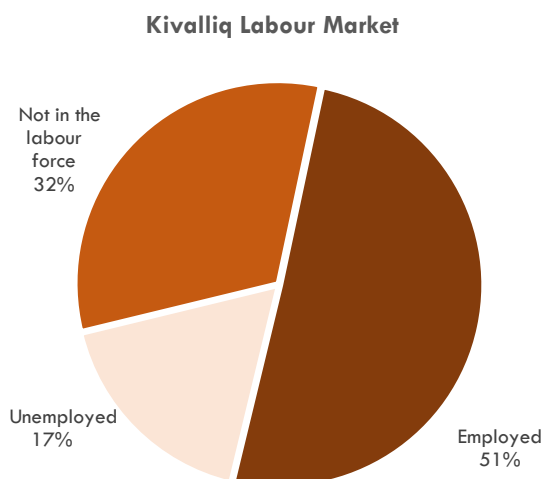
Data Source: Statistics Canada (2017). Nunavut. Census Profile. 2016 Census. Updated every five years.

EMPLOYMENT STATUS

Kivalliq Labour Market

Highlights:

- Regional labour market data is collected through the Census. While 2021 is a Census year, this data will not be available until 2022.
- The last published Census data is from 2016, when the employment rate in the Kivalliq region was just over 50%.
- In 2016, there were 3,415 employed residents, 1,180 unemployed residents, and another 2,175 residents who were old enough to be in the workforce, but who were not actively seeking employment.
- The unemployment rate at that time was 25.7%



Labour Market for the Kivalliq Region, 2016 Census

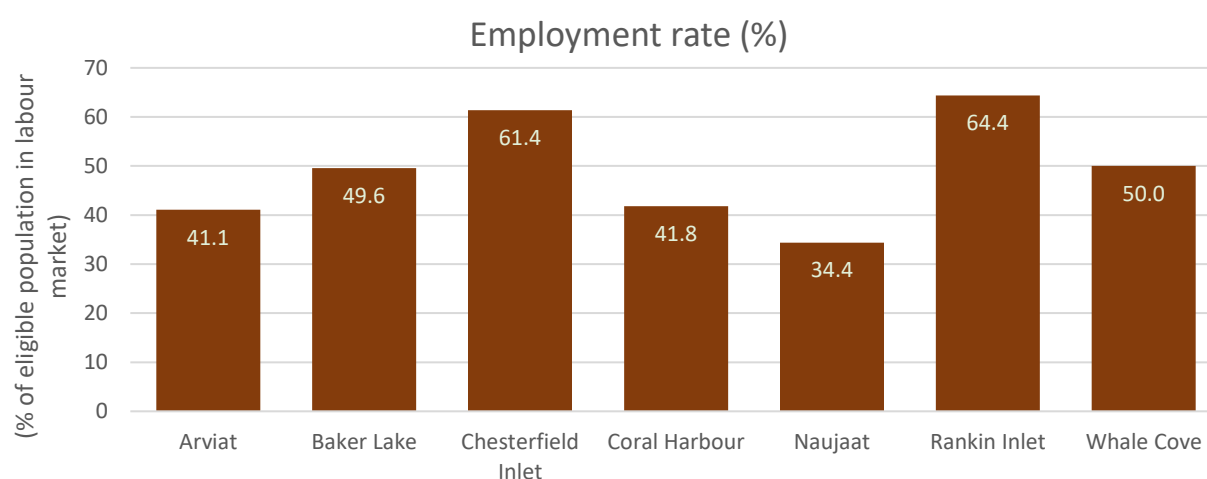
	Kivalliq Region
Population aged 15 years and over	6,765
In the labour force	4,595
Employed	3,415
Unemployed	1,180
Not in the labour force	2,175
Participation rate (%)	67.9
Employment rate (%)	50.5
Unemployment rate (%)	25.7

Data Source: Statistics Canada. 2017. Census Profile. 2016 Census (Community Profiles). Updated every five years.

Community Labour Markets

Highlights:

- Labour markets varied across the Kivalliq region in 2016, with employment rates ranging from 41% in Arviat to 64% in Rankin Inlet.
- It is anticipated that the increased labour demand generated from AEM's spending will have improved these statistics since the 2016 Census was taken.
- Rankin Inlet is the regional centre for the Kivalliq, and as such is home to more government jobs. This contributes to the higher number of employed people (1,075) and a relatively low unemployment rate (17.9%).
- The labour market is strongest in Chesterfield Inlet, where the participation rate is over 70% and the unemployment rate was 15%.



Labour Market for the Kivalliq communities, 2016 Census

	Arviat	Baker Lake	Chesterfield Inlet	Coral Harbour	Nauyasat	Rankin Inlet	Whale Cove
Population aged 15 years and over	1,690	1,400	285	550	610	1,670	270
In the labour force	1,060	945	200	340	310	1,310	190
Employed	695	695	175	230	210	1,075	135
Unemployed	370	250	30	110	100	235	50
Not in the labour force	635	460	75	210	305	370	80
Participation rate (%)	62.7	67.5	70.2	61.8	50.8	78.4	70.4
Employment rate (%)	41.1	49.6	61.4	41.8	34.4	64.4	50
Unemployment rate (%)	34.9	26.5	15	32.4	32.3	17.9	26.3

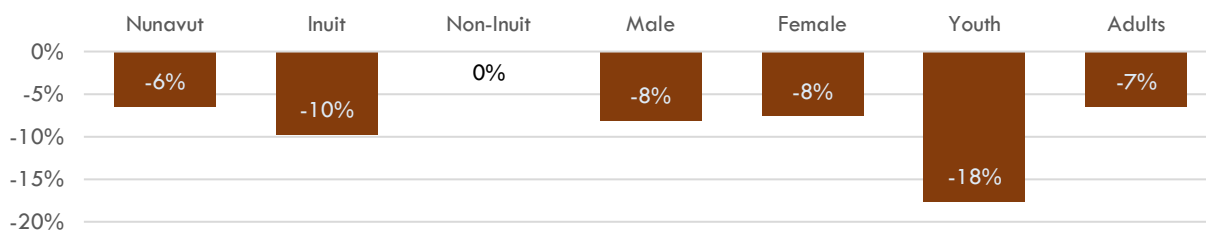
Data Source: Statistics Canada. 2017. Census Profile. 2016 Census (Community Profiles). Updated every five years.

Employment Record

Highlights:

- Someone can be ready and able to work, but still not likely to be working at one of AEM's Kivalliq mines; the most common reason being that the person is already employed and not interested in leaving their job.
- There are currently no surveys that isolate Inuit labour force activity in the Kivalliq region.
- Statistics Canada's Labour Force Survey provides a breakdown of labour market data between Iqaluit and the next 18 largest communities in Nunavut.
- At the territorial level, labour data is available for Inuit and non-Inuit, men and women, and some age categories.
- In 2020 during the onset of COVID-19, employment fell by 6.5%, with losses coming entirely from within the Inuit labour force.
- Youth aged 15 to 24 experienced a 17.6% decline in employment during this time.

% Change in Nunavut's Employment (2019 to 2020)



Nunavut Labour Force Characteristics, 2020

	Nunavut	Inuit	Non-Inuit	Male	Female	Youth	Adults
Total population (15+)	26,600	21,200	5,300	13,700	12,800	5,800	20,800
Labour force	15,100	10,300	4,800	7,900	7,100	2,100	13,000
Employment	13,000	8,300	4,700	6,800	6,100	1,400	11,500
Unemployment	2,100	2,000	X	1,100	1,000	700	1,500
Not in the labour force	11,500	10,900	600	5,800	5,700	3,700	7,800
Participation rate (%)	57	49	89	58	56	36	63
Employment rate (%)	49	39	88	50	48	25	56
Unemployment rate (%)	14	20	X	14	14	32	11
percentage change from 2019							
Total population (15+)	1.9%	1.9%	1.9%	0.7%	2.4%	0.0%	3.0%
Labour force	-6.2%	-8.8%	0.0%	-9.2%	-4.1%	-8.7%	-5.8%
Employment	-6.5%	-9.8%	0.0%	-8.1%	-7.6%	-17.6%	-6.5%
Unemployment	-4.5%	-4.8%	X	-21.4%	25.0%	16.7%	0.0%
Not in the labour force	15.0%	14.7%	50.0%	20.8%	11.8%	5.7%	21.9%
Participation rate	-8.1%	-10.3%	-2.6%	-10.3%	-5.4%	-8.4%	-8.3%
Employment rate (%)	-8.8%	-11.7%	-2.8%	-8.1%	-9.3%	-14.0%	-8.4%
Unemployment rate (%)	4.5%	6.0%	X	-12.7%	32.7%	16.2%	0.0%

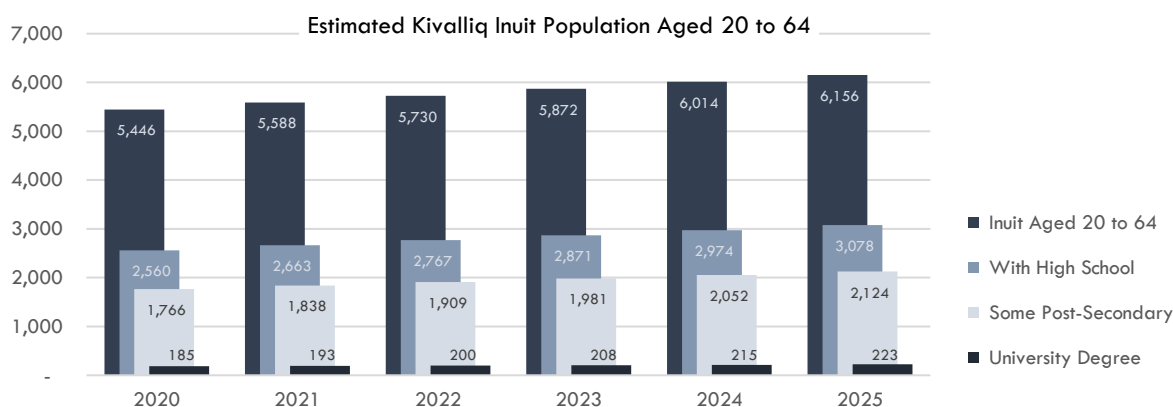
Data Source: Statistics Canada, Labour Force Survey. File prepared by Nunavut Bureau of Statistics. Updated Annually.

FUTURE LABOUR SUPPLY

Population Changes

Highlights:

- Using published data, it is estimated that the Inuit population in the Kivalliq region aged 20 to 64 will grow from 5,446 in 2020 to 6,156 in 2025 (13%).
- Assuming the latest graduation rates hold, the number of Inuit residents with a high school certificate will expand by 518 over the next five years, from 2,560 to 3,078 (20%).
- Assuming current trends in post-secondary education attendance hold, the number of university graduates will grow from 185 in 2020 to 223 by 2025 (21%).
- These estimates represent the potential labour supply by age, ethnicity, and education—the **ready and able labour force**. Not included are employment status and factors that affect willingness.



Estimated Potential Labour Supply

	2020	2025	Notes
Nunavut	39,353		Published data
Kivalliq	11,388		Published data
Inuit	10,304		Published data
Aged 20 to 64	5,446	6,156	Estimated from Nunavut's population by single age cohort
Without High School	2,886	3,078	Estimated from 2016 Census and Dept. of Education data
With High School	2,560	3,078	Estimated from 2016 Census and Dept. of Education data
Some Post-Secondary	1,766	2,124	Estimated from 2016 Census
Certificate or Trade	565	680	Estimated from published data including 2016 Census
College	1,016	1,221	Estimated from published data including 2016 Census
University	185	223	Estimated from published data including 2016 Census

Data Source: Statistics Canada, Census Profiles; Population by single age cohort, and Impact Economics estimates. Updated annually.

3. LABOUR MARKET ANALYSIS

THE CHALLENGE OF INCREASING INUIT EMPLOYMENT

Looking at the labour supply and demand conditions together, the Kivalliq labour market is challenged by the lack of available labour to meet the current demand. AEM's activities created over 3,000 FTE last year, requiring a workforce with a diverse set of skills and qualifications in a market where:

- The total population is just over 11,000 people
- Almost 50% are too young to work at a mine site
- Among those who are old enough, fewer than half have completed High School, and
- There are fewer High School graduates in the Kivalliq region than there are full-time jobs in Kivalliq's mining sector.

Labour Supply	
11,388	Kivalliq Population
10,304	Inuit
5,446	Aged 20 to 64
2,560	High School
1,766	Some Post-Secondary

There are other challenges associated with current levels of Inuit workforce participation at AEM's mine sites. The most influential is employment elsewhere. Employable Inuit are sought by employers right across Nunavut, and the majority of these individuals are already in the workforce.

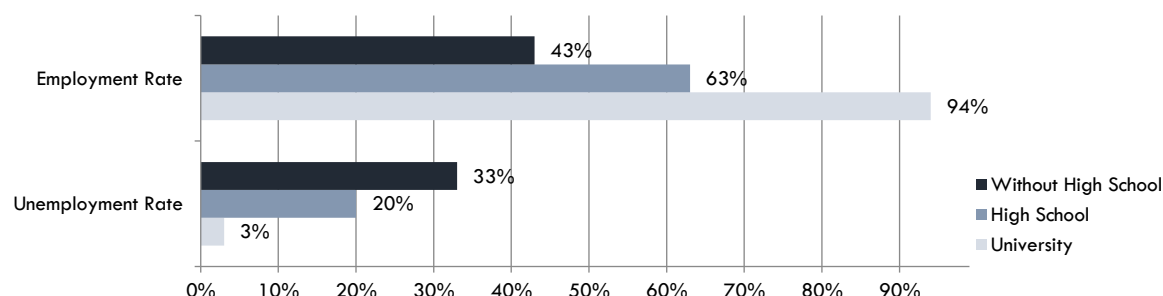
AEM could potentially increase its Inuit employment by taking a more aggressive approach in persuading Inuit employees to leave their current jobs for ones at a mine site. This would improve AEM's employment record against its targets and would mean Inuit are gaining a greater share of the financial benefits generated by the mining industry. However, it would not provide a net benefit for the Kivalliq region. Instead, it would be transferring the task of importing skilled labour and training resident labour to other employers in the region. A focus on increasing the net benefit from mining means bringing new people into the workforce and raising the participation and skill level of those already there.

In 2020, there were an estimated 13,600 Nunavummiut who were 15 years of age or older and who were either unemployed or not in the workforce. Of that number, approximately 96% (13,000) were Inuit. As such, what data there is regarding unemployment in Nunavut can be used as an approximation for characteristics of Inuit who are unemployed.

Results from the 2016 Census indicate that there were 310 Inuit aged 25 to 64 in the labour market with a bachelor's degree and that 305 of them were employed. At the other end of the spectrum, there were 6,555 Inuit in this age range who were without a high school diploma and 3,755 of these were either

unemployed (1,370) or were not in the labour force (2,385). This tells us that the majority of Inuit currently searching for work in Nunavut do not have a high school diploma.

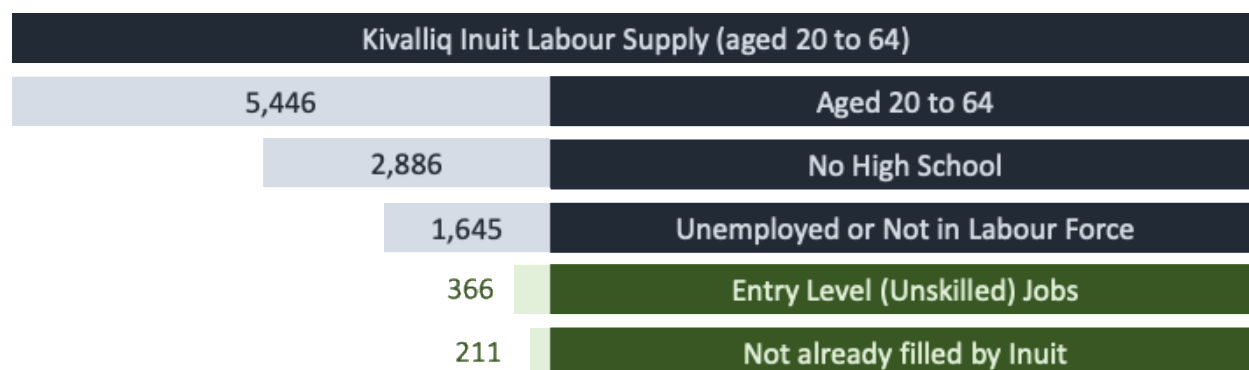
Nunavut Inuit Employment Status by Education Attainment, 2016



Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016266.

This data is representative of the entire territory, so some caution must be used when applying them to the Kivalliq region. For example, of the estimated 2,886 Inuit aged 20 to 64 who had not completed high school, approximately 1,240 are employed, leaving 1,645 who were either unemployed or not in the labour force. The only jobs available at the mine sites that do not require at least a high school education are entry-level positions (classified as unskilled jobs). There were 366 of those types of jobs in 2020 between AEM and its contractors, and Inuit already fill 155 of them.

Statistics cannot tell us everything employers need to know about potential new hires, and so it is difficult to predict how many people within the Inuit population who are currently unemployed or not in the workforce could be suitable candidates. However, the numbers do point to the 211 unskilled jobs currently filled by non-Inuit as being an area that should be targeted for increased Inuit employment as those jobs become available.



If the numbers favour increased employment opportunities for Kivalliq Inuit in entry-level positions, the same cannot be said for jobs in higher categories. With a high school certificate in hand, the employment rate for Inuit across Nunavut jumps to 63%, meaning that among the 2,560 Kivalliq Inuit who have completed high school, over 1,600 are already employed, leaving approximately 950 unemployed or not in the labour force. There were 1,382 jobs at AEM's Kivalliq operations in 2020 that required a high

school education, and in many cases some additional skills training, work experience, or equivalency. Inuit currently fill 233 of these jobs.

Kivalliq Inuit Labour Supply (aged 20 to 64)	
5,446	Aged 20 to 64
2,560	High School
947	Unemployed or Not in Labour Force
1,382	Semi-Skilled Jobs
1,149	Not already filled by Inuit

Jobs categorized as skilled, professional, or management typically require a trades certificate, a completed university degree, or substantial work experience or equivalencies. There were 1,390 jobs in these categories at AEM's mine sites in 2020, however Inuit with a university degree have an employment rate of 94% in Nunavut. Increasing Inuit employment in those jobs with higher education requirements will therefore require AEM to either persuade qualified Inuit to leave their current employment, which would not be well-received by key partners in the region, or pursue more constructive approaches. These could include sponsoring Inuit through apprenticeships and on-the-job learning, recruiting Inuit who are currently at university, or supporting education initiatives that encourage enrollment, retention, and completion of higher levels of education. In all cases, gains through these methods will be slower than in the lower-level jobs.

Understanding these challenges associated with identifying qualified Inuit who are not already employed elsewhere led to a conclusion in the 2020 KLMA that AEM should focus its recruitment efforts on younger Inuit, including those who have recently graduated or are approaching graduation from high school, college, or university. Based on the above analysis, this strategy should remain in place for the foreseeable future.

Recruiting from those “Not in AEM's Labour Force”

Non-Nunavut labour is being used to fill 211 entry-level jobs and 1,149 semi-skilled jobs. Neither of these job categories require a university degree, and many require skills that can be attained on-the-job and/or through modest post-secondary education programs. It is in these two categories where the education and employment status of Kivalliq Inuit cannot explain their lack of representation in these categories.

To understand why there are unemployed Inuit in the Kivalliq region when AEM is actively seeking Inuit employees, numerous other factors must be considered. For instance, an individual may:

- Not want to work at a camp or on rotation;
- Have family or community responsibilities that inhibit employment at one of the mine sites;
- Not have the physical abilities needed to do the job;
- Have a dependency that would make it difficult to work at a camp or on rotation or even work at all;

- Have a language barrier;
- Prefer working in traditional or non-wage roles, such as hunting and fishing;
- Have determined that the financial benefits they could receive by working for AEM do not outweigh their perception of the costs;
- Perceive that they would not experience a positive working environment at a mine or for AEM based on factors such as their ethnicity, gender identity, religious beliefs, or traditional customs;
- Not want to work at a mine or for AEM under any circumstances; or,
- Be happily employed and not interested in a career change.

All of these possibilities help to describe the **willingness** of Inuit labour to participate in AEM's Kivalliq operations. These variables deal with the personal lives of the potential workforce and are subject to change based on the circumstances affecting them. Recognizing that willingness plays a role in an individual's labour market choices helps explain the limits of an LMA. Data can be used to determine the size and nature of labour supply and demand in a particular market, but without specific community-level survey data, it cannot assess the willingness of this potential labour force or the full extent of barriers to labour force participation, whether systemic or otherwise.⁹

AEM has been active in the Kivalliq economy for over ten years and during that time has been working to grow its Inuit workforce. Implementation of the recommendations made in previous LMAs regarding improved human resources programming and communications, and addressing workforce barriers can go some way to improving Inuit employment with AEM and its contractors. However, the Inuit employment rate remains low, not just at AEM but across all of Nunavut as demonstrated by Nunavut's labour market data presented earlier. The larger question of willingness demonstrates some issues are beyond the influence of the employer.

IMPROVING THE LABOUR SUPPLY-DEMAND EQUILIBRIUM

As noted earlier, potential Inuit workforce barriers are being studied separately, and we are without statistical means to investigate workforce willingness any further than it has been to date. The best evidence regarding this potential workforce, sometimes referred to as the "hidden workforce", is the current employment record across the entire Kivalliq economy (not just the record of AEM). Key variables introduced previously help explain the current labour supply: age, education, and availability. Changes to these variables can positively impact the supply of labour.

- A demographic increase in the number of Kivalliq Inuit aged 20 to 64 over time represents an increase in the **ready** Inuit workforce.
- Higher graduation rates, improved enrolment and completion of relevant college and university courses, and increased workforce experience or other equivalencies would increase the **ready and able** Inuit workforce.
- A change in the willingness of some members of the potential Inuit workforce, which might include a reduction of current workforce barriers, who are ready and able to work but for one or more

⁹ These potential barriers are the focus of the Inuit Workforce Barriers Study.

reasons have chosen not to participate would increase the supply of *ready, able, and willing* Inuit labour.

Changes within the first two variables were estimated using prudent assumptions.

- The ready workforce is estimated to grow by 710 (13%) over the next five years.¹⁰ This estimate assumes that the only change variable is the natural ageing of the population. Other change factors include in-migration, out-migration, and deaths that are assumed to net out to be zero.
- The number of residents with a high school diploma or its equivalency will grow by 518 (20%) over the next five years. This assumes the current graduation rate holds steady.
- The number of residents with some post-secondary education will rise by 358 (20%) over the next five years, assuming no change in the propensity for Inuit to pursue higher education. High school graduation rates had been rising steadily until recently. Should that upward trend resume, there would be more graduates and, more youth pursuing post-secondary education.

Another factor is the possibility of growing labour demand outside of AEM's Kivalliq operations. AEM is not the only employer in the region, and while past LMAs have shown that mining industry jobs offer competitive compensation, potential employees will consider other aspects of work in seeking employment. For example, the Government of Nunavut is mandated through Article 23 of the Nunavut Land Claims Agreement to increase public sector employment among the Inuit population until it is representative of the overall demographic profile of the territory. The GN also offers community-based posts, competitive salaries and benefits, and is more familiar to community members. As such, the percentage of Inuit working for the GN has held steady at 50% for several years, and the government will be seeking new and qualified Inuit employees—some of whom might be current employees of AEM.

Government of Nunavut Employment, 2019-20

	Positions	Filled	Nunavut Inuit	% Inuit
Nunavut Employees Union	3,100	2,090	1,272	61%
Nunavut Teachers Association	828	808	277	34%
Senior Management	754	531	223	42%
Other	197	159	37	23%
Totals	4,879	3,588	1,809	50%

Source: GN Public Service Annual Report, https://gov.nu.ca/sites/default/files/psar_2019-2020_-_final_en.pdf

¹⁰ The growth in this age cohort is determined by the natural ageing of the population, and assumes a net zero change from migration and mortality.

At the community level, the Government of Nunavut is the largest employer. Only in Baker Lake is the number of government employees similar to AEM.

Government of Nunavut Employment by Community, 2019-20

	GN Positions	AEM Operations
Arviat	243	80
Baker Lake	196	174
Chesterfield Inlet	41	9
Coral Harbour	67	25
Nauyasat	74	18
Rankin Inlet	526	56
Whale Cove	42	8
Total	1,189	370

Source: GN Public Service Annual Report, https://gov.nu.ca/sites/default/files/psar_2019-2020_-_final_en.pdf. Agnico Eagle Mines.

This data considers GN employment only. Federal government and hamlets are also public sector employers. Inuit organisations are attractive employers with a focus on growing their Inuit workforce, and there is also labour demand from the construction, transportation, communications, and professional services industries. There are employment opportunities outside the Kivalliq region, and all of these employers see unemployed Inuit as a potential source of new hires, but still struggle to recruit and retain them. For example, from 2007 to 2020, the GN has created 1,331 new positions and have increased the number of Inuit within its workforce by 342 (25% of the total). AEM is therefore one of many employers competing for Inuit staff and is not necessarily every Inuit resident's first choice for employment.

4. SPECIAL TOPICS

LABOUR MARKET FOR YOUTH AGED 18 TO 25

Building on the recommendations of the 2020 KLMA and the findings of this 2021 KLMA, additional questions and data sources were identified to help AEM and its partners maximize Inuit employment. One of these is youth recruitment, employment, training, and retention. The 2020 KLMA noted strongly that engaging with youth, particularly people coming out of high school and entering the workforce, will be critical to the success of AEM's Inuit employment goals in the near and intermediate future, as the existing workforce is simply not large enough to allow these goals to be met.

With that in mind, the LMA team engaged with four key stakeholders to determine whether they have access to additional youth data that would be useful for future KLMAs: the territorial Department of Education, the Kivalliq Inuit Association, Nunavut Arctic College, and Nunavut Sivuniksavut.

Department of Education (Government of Nunavut)

Statistics and data collected by the Government of Nunavut's Department of Education are included in and available from data collated and reported by the Nunavut Bureau of Statistics. As such, what data the Department has is already available for KLMAs.

Kivalliq Inuit Association

The Kivalliq Inuit Association's (KIA's) training department indicated that they would be interested in collaborating and contributing to the KLMA, but were unable to provide much information in 2021 due to the tight timelines. They also indicated that much of the program data for students funded by KIA would be captured in Nunavut Arctic College data.

For future KLMAs, the KIA indicated that they collect other data as required by their federal partner Employment and Social Development Canada (ESDC) that could enhance understanding of their students' backgrounds, intentions, goals, and prospects. KIA has indicated a willingness to collaborate with future KLMA teams to aggregate this data and make it available in future years. With sufficient lead time, a collaboration between KIA and the KLMA team could provide useful data and key insights.

Nunavut Sivuniksavut

Nunavut Sivuniksavut (NS) provided total numbers of Kivalliq students and their home communities from 1986-2021. They also indicated that in the future they may be able to further break down these numbers into first, second, and third-year students, as well as graduation rates, and are open to collaboration in future years.

Nunavut Arctic College

Nunavut Arctic College (NAC) was limited by the tight timelines, but provided a data set consisting of student numbers, demographics, and program information for the 2020-21 school year. Given the diversity of jobs at a mine site, there could be future employees within NAC's student body regardless of the course they are enrolled in. They would be suitable candidates for the semi-skilled jobs that require a high school certificate or its equivalency and some experience or additional education. NAC provided additional contacts within their organization who may be able to provide additional data in future, and indicated that they would be willing to collaborate in future KLMA's.

Next Steps

All three of the organizations contacted directly (KIA, NAC, and NS) were receptive, helpful, and accommodating to the requests for the KLMA, and indicated that they would be willing to help in the future. However, each indicated that more lead time is needed to be able to meaningfully collate and prepare data for the project.

Therefore, contact with these organizations should be made as early as possible in future KLMA project years, with generous timelines and deadlines for collaboration to occur.

In addition, it is important that the KLMA team identify specific questions related to youth data to put to these organizations and identify specific types of data that would be of use.

Arctic College Enrolment, Kivalliq Students, 2021 Winter Term	
Apprenticeship Housing Maintainer	7
Apprenticeship Plumber	3
ABE Essential Skills	12
Apprenticeship	3
Nursing	9
College Foundation	5
Employment Workshops	3
Environmental Technology	6
Fur Production and Design	10
Getting Ready for Employment	5
Inuit Studies	2
Interpreter Translator	15
Juris Doctor in Law	15
Jewelry and Metalwork	1
Management Studies	8
Nunavut Teacher Education	56
Office Administration	22
Oil Heat Systems Technician	1
Pre-Health	2
Pre-Trades Preparation	12
Social Worker	14
GN Staff Training	1
Skills Trades Worker	7
Total	219

Source: Nunavut Arctic College. Note: numbers reflect enrolment in all college campuses

SKILLS EQUIVALENCY

As part of the 2020 KLMA, and in order to address some of the supply issues identified, the team worked to explore how traditional knowledge, skills, and experience can be considered when recruiting, retaining, and promoting Indigenous employees.

A review was conducted of current practices, publicly available guidelines and academic literature that covered Indigenous skills equivalency information worldwide in the mining and forestry industry. A publicly available guideline or template that presents a skills equivalency assessment was unavailable, but multiple studies have been conducted on the importance of integrating an Indigenous skills equivalency assessment into the hiring process. Common recommendations emerged, several of which have been reflected in previous KLMAs:

Recommended Improvements

- 1) Include a variety of workplace / communication practices: while significant efforts have been made towards greater diversity and inclusion in the workplace, methods of working have not yet adapted to include more varied approaches.
- 2) During the interview process or in a performance review setting, Indigenous Peoples may resist speaking highly of themselves because self promotion is frowned upon in their culture; they may avoid interrupting during a business meeting to state their opinion for the same reason. An awareness of this reality can help the interviewer/manager adjust the dialogue so that the individual can communicate their accomplishments or point of view.
- 3) Post the job internally for three weeks before it goes external and encourage existing Inuit employees to apply for apprenticeship postings. Once the job is posted externally, make vacancies visible across communities, as experienced candidates can be obtained from non-conventional sources.
- 4) Breaking down different skills and occupations profiles into experience levels would facilitate hiring and outreach for more specialized roles. Even if the HR department is aware of how many specialized engineers reside in an area, it would greatly facilitate HR planning to know the experience levels of these potential candidates ahead of time.
- 5) Adopt flexible remote work options to increase interested Inuit participation. Community and family activities are particularly important, and distance to employment centres can be a limiting factor.
- 6) In order to maximize opportunities locally and benefit from the regional labour force, build long-term relationships with Inuit partners. Establishing these partnerships and apprenticeship training programs requires dedication and focus but can also help address skills shortages. Some support programs exist to facilitate this, summarized below.

Data Source: Various, including *Widening the Circle: increasing opportunities for Aboriginal people in the workplace*; Deloitte; available at <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/about-deloitte/ca-en-about-deloitte-widening-the-circle.pdf>

Of note, Baffinland, a Canadian mining company with an iron ore mine Baffin Island in Nunavut, is working on a Skills Equivalency Assessment Template in partnership with the Mining Industry Human Resources Council (MiHR) and the Qikiqtani Inuit Association (QIA). This is expected to be available in Spring 2022 and builds on the Qikiqtani Skills and Training for Employment Partnership (Q-STEP), which was launched in 2017. Through application of the template, Baffinland hopes to increase Inuit employment, develop and deliver training programs for unemployed Inuit (with a focus on women and youth), and provide Inuit with

certified and transferrable skills and qualifications to enable them to take advantage of other employment opportunities. AEM may wish to learn more about this template and consider potential application.

Identified Support Programs

Some support programs also exist to assist in recognizing and improving individuals' non-traditional education, employment and training.

Program	Summary	Link
Prior Learning Assessment and Recognition (PLAR)	<p>PLAR defines processes that allow individuals to identify, document, have assessed and gain recognition for their prior learning. The learning may be formal, informal, non-formal, or experiential. The context of the learning is not key to the process as the focus is on the learning. PLAR processes can be undertaken for several purposes, including self-knowledge, credit or advanced standing at an academic institution, for employment, licensure, career planning or recruitment.</p> <p>Some organizations in Canada use PLAR to describe processes associated with assessment and recognition of non-formal and informal learning only. Tools such as challenge exams, demonstrations, structured interviews, simulations and portfolios can be used alone or in combination, for experiential learning and competency assessment in such instances.</p>	http://capla.ca/what-is-rpl/
Indigenous Skills and Employment Training (ISET)	<p>ISET is designed to help Indigenous Peoples improve their skills and find employment. It builds on the Aboriginal Skills and Employment Training Strategy (ASETS) and includes:</p> <ul style="list-style-type: none"> • A co-developed program with Indigenous partners; • Increased funding; • Greater flexibility for organizations to design programming to meet the needs of their people and communities; and • A new distinctions-based strategy that recognizes, respects and reflects Canada's Indigenous peoples, specifically the First Nations, Métis and Inuit, but also addresses urban/non-affiliated service delivery needs. <p>The ISET Program provides funding to Indigenous service delivery organizations that design and deliver job training services to First Nations, Inuit, Métis and urban/non-affiliated Indigenous people in their communities. Indigenous service delivery organizations can be found across Canada.</p>	https://www.canada.ca/en/employment-social-development/programs/indigenous-skills-employment-training.html

IQ INTEGRATION

In the course of discussions with the ECC during development of the 2021 KLMA, Committee members raised questions and prompted discussion around how best to incorporate Inuit Qaujimajatuqangit (IQ) and Inuit Societal Values into this project and other AEM work.¹¹ This was in addition to the original scope of work, and as such can only provide a starting point for more extensive work in future years.

Research Process

Informal interviews were conducted in June 2021 with four ECC members on the topic of Inuit Qaujimajatuqangit and how it relates to the KLMA project; two members each representing KIA and AEM. These covered the following questions:

- 1) What does IQ inclusion in this project mean to you?
- 2) What would a successful IQ engagement during the KLMA look like?
- 3) What would Inuit community members think about how IQ was integrated in the 2020 report?
- 4) How could future KLMAs be improved to better integrate IQ?

Key Takeaways

The key findings and takeaways from interviews and discussions on IQ integration include:

Key Message	Supporting Comments
IQ is critical to mining activities in Nunavut	<ul style="list-style-type: none">● Overall, IQ is critical to this project and all the work that we do, and to mining in our communities.● If you're doing research, you want to base things on this collaborative approach - not specific to Inuit culture - you should bring this to any real tangible work.
IQ is critical to living a healthy life, and is an integral part of culture and behaviour.	<ul style="list-style-type: none">● IQ is the foundation for spiritual, physical, emotional, wellbeing. The basis of healthy individuals and communities. So you can't really just check it off - it's not a tool.● IQ is not only for Inuit. Inclusion is critical - can't exclude all the non-Inuit in the industry.● Your best bet is to ask an Elder - how an Elder would teach their kids.● We have to ask tough questions, have tough conversations about inclusion and racism, discrimination and cultural awareness, how traditional Inuit values may not differ from others' values.
IQ is an ongoing process, a way of living and being; it is not a task to be completed.	<ul style="list-style-type: none">● A better understanding of IQ is key to the work. IQ is a holistic view of things - the point of IQ is not to say you did it, but to be living it. IQ is built into your everyday life, the way you think, the way you behave.● People do IQ on a daily basis; it is how you live your life. It's

¹¹ For more information on IQ, see the Appendix

	<p>everything you do to help - helping someone grab something on a high shelf at the store for example. I don't know how we can implement it into a project - it's something that's done every day, it's common-sense stuff.</p> <ul style="list-style-type: none"> • This conversation itself is a good start - but it is just a start. We need a lot of time on this - it's not one conversation. It will take many conversations and meetings over many months to figure this out.
IQ should be better built into everything that AEM does in Nunavut.	<ul style="list-style-type: none"> • Ilitaqsiniq (The Nunavut Literacy Council) is a good model, with a vision, business model, etc. based around IQ. Look into places or projects that have used IQ or traditional knowledge and incorporated it into their work. Doesn't even have to be Inuit, but could be Australia Aborigine, First Nations, etc. • All community relations people at AEM need to have a more fundamental understanding of IQ and how to bring it to the work. There needs to be a foundational IQ incorporation and understanding between AEM and KIA about how it's going to be incorporated, so we don't end up asking for it in cases like this. • How will IQ provide guidance and support that Inuit need for the 50% for Inuit employment within the mine site? We can do much more, even for current employees that have been at the mine site since day one that are not given opportunities to be leaders. When you look at our values, where does all this tie into the working world? Like serving and providing for the family and community. • There are opportunities to better incorporate IQ into mining operations, to change practices to help Inuit move into leadership and management positions based on Inuit Societal Values, as well as have Inuit learn on the job through watching and mentorship. • There are opportunities for AEM to be a leader in incorporating traditional values in the mine site. • How exactly to incorporate IQ into this project is difficult. We are just starting the process of developing these ideas, as we haven't done it before. Even if we develop an IQ guide of some kind, the application of the guide by KIA and AEM is critical.

Next Steps

The key takeaways on IQ integration can be summed up in two points:

First, IQ is an ongoing process and a way of being and working; that is, it is not a task to complete.

Second, the integration of IQ as a process and way of being into all of AEM's operations and projects, including the current and future KLMAs, is just starting and of necessity must be a long term, fully integrated, and ongoing project for the company, its staff, its partners and stakeholders, and the communities that it works with.

Suggested next steps raised during the interviews included:

- Keep these comments and ideas in mind as we move ahead, and at the forefront when we're doing research, collecting data, and in our general work to ensure we're capturing the essence of IQ.
- This is an ongoing process and not one that we will "complete", but even having these conversations is part of the process.
- Consider how to build on projects like the KLMA to integrate IQ into working conditions
- Cross-cultural awareness training is needed, and not just for information - to fully integrate IQ into operations, not just have people aware of what it means.
- While it is an ongoing process, is it possible to develop IQ guidelines around research processes such as data collecting, interviews, community visits, etc.?
- Furthermore, is it possible to define IQ principles for AEM's mining activities in Nunavut?

Ultimately, these and other points and questions about IQ and its integration into the work of AEM are an important first step and starting point for further discussion and work towards integrating IQ. It will be up to AEM, KIA, and their respective stakeholders to further implement and develop IQ processes, procedures, and policies both in specific projects like the KLMA, and throughout the company as a whole.

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

The 2020 Kivalliq Labour Market Analysis (KLMA) was affected by the global pandemic brought on by the spread of the novel coronavirus (COVID-19). The travel restrictions and health requirements put in place by the Government of Nunavut to safeguard its residents had an impact on how Agnico Eagle Mines (AEM) managed its labour force. While Kivalliq community-based employees remained on the payroll, the jobs they performed had to be filled by new temporary hires. The net result was a significant increase in the overall full-time equivalent (FTE) workforce reported for 2020, reaching 3,138 FTE jobs, an increase of 458 (17%) from the 2,680 FTE jobs in 2019. Inuit represented 13% of this overall workforce (407 FTE jobs), down from 18% in 2019, and they did not go to work for much of the year as a health protection measure. In 2020, AEM's overall workforce therefore included 211 entry-level jobs and 1,149 semi-skilled jobs that were filled by non-Nunavut labour. Once all COVID-19 restrictions are lifted, recruitment efforts could focus on filling these jobs with Nunavut Inuit, as well as from younger age cohorts as they graduate high school, college, or university.

AEM has been active in the Kivalliq economy for over ten years and during that time has been working to grow its Inuit workforce. While there are a number of reasons why some unemployed Inuit may not be willing to consider employment at AEM (some of which are beyond the influence of the company), implementation of the recommendations made in this and previous LMAs, including a recruitment focus on the youth labour market, consideration of equivalents skills and experience during recruitment, retention and promotion, and the incorporation of traditional Inuit knowledge, or IQ, across Nunavut operations and processes, can go some way to improving Inuit employment with AEM and its contractors.

RECOMMENDATIONS

Several specific recommendations were identified during the development of the 2021 KLMA:

Theme	Recommendation
Enhancing future KLMAs	
2021 – 1	Commence future KLMAs earlier in the calendar year to enable direct engagement with young people and youth institutions before the start of the summer break and to collaborate with these institutions on an ongoing basis to collect youth workforce data.
2021 – 2	Identify clear knowledge and data gaps pertaining to youth education and employment to address in future years and determine specific research questions and research plans related to the youth workforce.
2021 – 3	Provide AEM data by age cohort to better inform recruitment, retention and promotion efforts.
2021 – 4	Compare Inuit employment rates with other employers in Nunavut and Kivalliq to benchmark performance.
2021 – 5	Consider how to better integrate the Labour Market Analysis, Socio-Economic Monitoring Report and Inuit Workforce Barriers Study in future years to provide a more streamlined and coordinated approach to increasing and improving Inuit employment.
Future areas of focus for the ECC	
2021 – 6	Obtain and review Baffinland's Skills Equivalency Assessment Template for lessons to adapt and replicate.
2021 – 7	Develop an IQ framework or model to implement as part of future KLMA work, in a manner that acknowledges the nature of IQ as a process or way of life and not a task to complete.
2021 – 8	Determine if and how AEM, KIA, and/or the ECC wish to elevate the conversation around IQ to incorporate more or all of AEMs operations, projects, and processes.
Future workforce strategies	
2021 – 9	Provide in-person training to AEM employees and contractors on IQ, connecting it to mining operations, delivered in collaboration with Elders and the KIA.
2021 – 10	Develop and implement a transition strategy to replace temporary non-Nunavut labour with local Inuit labour once COVID-19 pandemic restrictions are lifted.

These new recommendations for 2021 are in addition to the 35 recommendations from the 2020 KLMA. These remain relevant, and a review, status update, and implementation plan should be conducted to ensure that duplication is avoided, and momentum is maintained towards greater Inuit employment. An integrated table outlining the 2020 and 2021 recommendations is included as Appendix 2.

APPENDICES

APPENDIX 1 – INUIT QAUJIMAJATUQANGIT (IQ)

Inuit Qaujimajatuqangit (IQ), or traditional Inuit knowledge, is a unified system of beliefs and knowledge passed from generation to generation reflecting “all aspects of Inuit culture including values, world-view, language, social organization, knowledge, life skills, perceptions and expectations.”

Inuit Elders in Nunavut helped define the guiding principles of IQ, called **Inuit Societal Values (ISV)**. These principles offer guidance on how people should live and work with each other and the environment in order to “live a good life”. IQ and ISVs have been adopted by the Government of Nunavut and by many public and private organizations in Nunavut to help ensure Inuit beliefs and values are reflected and respected in decision-making and governance.

To help clarify understanding of how these eight Inuit Societal Values apply in Inuit daily life, community Elders were asked to share their understanding of the core values and behaviors essential to each ISV.

ᐱᐅᑦᑦᑦᑦᑦᑦ (Pijitsirniq) Serving and providing for family and/or community. Responsibility is a core value of Inuit society associated with one's role and function in a family unit or community. It is about accepting a role or task that has been designated to you and acting in a productive way to meet expectations. In Inuit tradition, the health and wellbeing of a family or community depends on an individual successfully completing a task, such as harvesting, fishing, building igloos or caribou skin tents, keeping a qulliq (seal oil lamp) lit, etc. Within family groups and camps, Inuit depend on generosity and sharing of the strongest and healthiest of the group to care and provide for the young, the elderly, the sick, and those who may not have the skill sets or resources required to survive. Inuit are instinctively generous in this way and will often share the resources and talents they have to help others.

Aajiiqatigiinniaq (Decision-making through discussion and consensus). This value emphasizes getting involved, actively participating and contributing to discussions and decisions for the greater good of the community. Achieving consensus relies on strong communication, thinking and acting collaboratively, respectful dialogue and resolving conflicts and building harmony.

ᐱᑦᐱᓄᓐᓂᓐ (Pilimmaksarniq) Development of skills through observation, mentoring, practice and effort. Practice remains one of the most effective Inuit teaching/learning tools used to pass on and acquire traditional knowledge and skills. The person who is teaching physically demonstrates to skill and the person wanting to learn the skill practices what s/he has observed. Observation and listening are important values in Inuit life - for example, observing and assessing weather, the environment, snow and ice conditions, listening when new information and ideas are shared, etc. With observation and listening comes knowledge and understanding to make better decisions. Engrained in Inuit culture is the importance of patience. Patience allows individuals to observe, listen, share and come to consensus on the best way to proceed. This concept has served Inuit people for thousands of years, particularly where survival depends on the successful harvest of available resources at the right time, under the right conditions. Similarly, perseverance is a value borne out of a fundamental desire and need to survive. When food sources were

at times scarce, Inuit would persist in their efforts to continually explore new areas to hunt or fish in search of food sources.

ᐱᑦᐱᑦᐱᑦᐱᑦᐱᑦ (Piliriqatigiinni) Working together for a common cause. Teamwork or working together, a widely adopted concept describing people working collectively for the greater good of the family, the community and the Inuit people in general. In Inuit society, working together contributes to the survival and growth of Inuit people and culture. The idea of unity as a people and a community, with common objectives and interests, is important value in Inuit society, best exemplified in the name Nunavut, meaning 'our land' - the belonging of lands, resources, culture, language and heritage to one people. Trust and having the ability and desire to trust one another is an important value in Inuit culture, especially when engaging with others towards a common objective. Mutual trust ensures that decisions are made based on truths, facts and principles that are mutually beneficial and acceptable to both parties. For example, in hunting or harvesting, Inuit must depend and trust each other to carry out their designated roles and complete specific tasks for the hunt or harvest to be successful, safe and productive.

ᑦᐱᑦᐱᑦᐱᑦᐱᑦ (Qanuqtuurniq) Being innovative and resourceful. Being resourceful in solving problems is a much-admired strength in Inuit society, where access to resources can often be scarce. The innovative and creative use of available resources, and being adaptable and flexible in response to changes, is an essential survival skill for the Inuit.

ᐱᑦᐱᑦᐱᑦᐱᑦᐱᑦ ᐱᑦᐱᑦᐱᑦᐱᑦᐱᑦ (Avatittinnik Kamatsiarniq) Respect and care for the land, animals and the environment. Inuit enjoy a long-standing relationship with the land. Inuit understand the interdependent relationship between themselves and the environment, and the importance of protecting and respecting the land and environment for future generations.

ᐱᑦᐱᑦᐱᑦᐱᑦᐱᑦᐱᑦ (Inuuqatigiitsiarniq) Respecting others, relationships and caring for people. Showing respect and caring for others is a fundamental value in Inuit society. In the harsh environment of the North, survival depends on community harmony and looking out for one another. Behaving in ways that fosters good relationships helps build stronger individuals and stronger communities.

ᐱᑦᐱᑦᐱᑦᐱᑦᐱᑦ (Tunnganarniq) Fostering good spirit by being open, welcoming and inclusive. In Inuit society, honesty is a principle that holds tremendous value and weight. Historically, Inuit words and their subsequent actions meant the difference between struggling to survive and thrive as a family or community. Today, honesty remains as important — words and actions must be true to ensure that Inuit culture continues to survive and thrive.

APPENDIX 2 – 2020 AND 2021 KLMA RECOMMENDATIONS

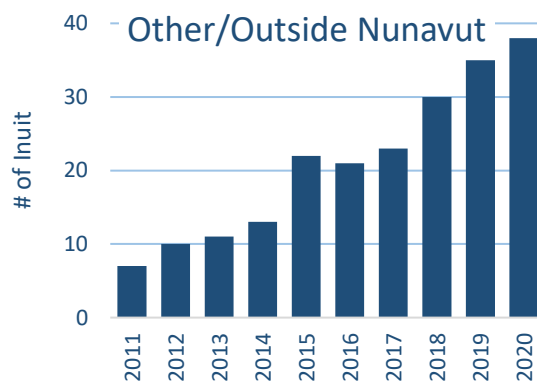
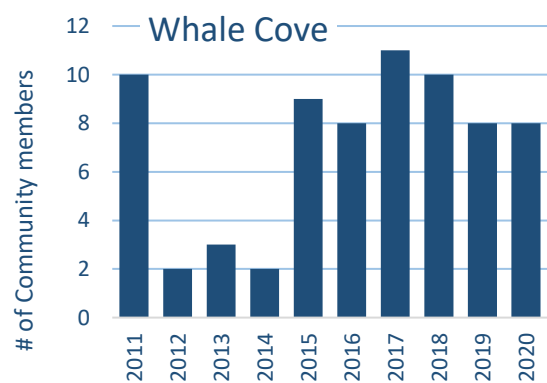
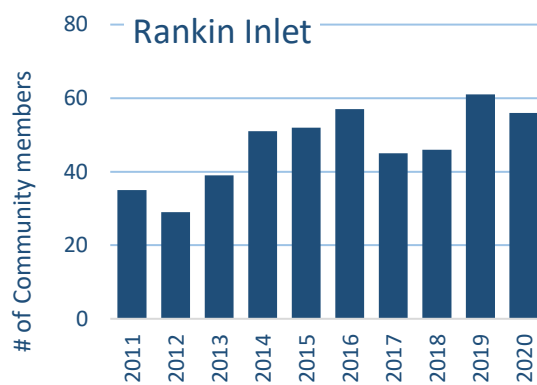
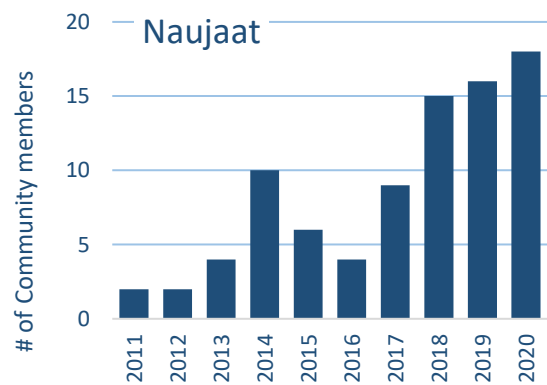
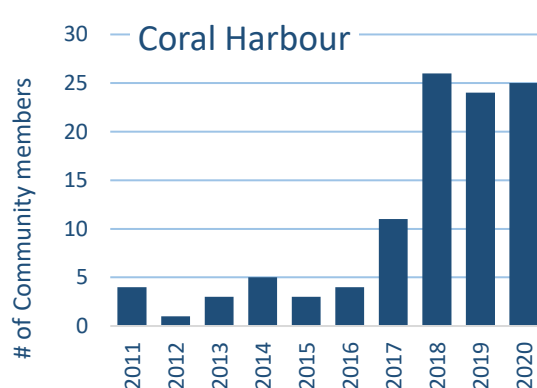
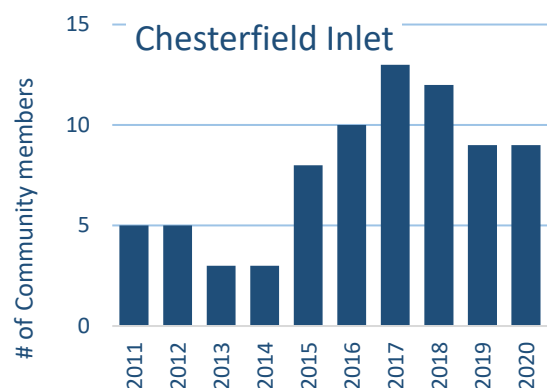
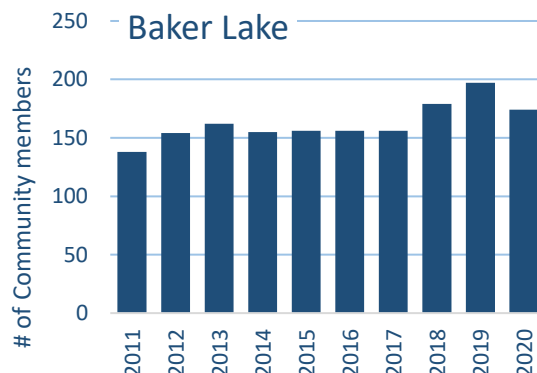
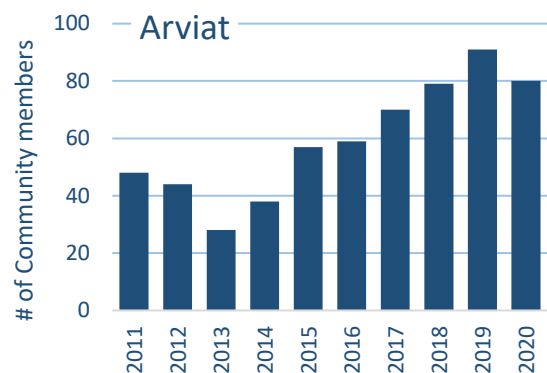
Theme	Ref. #	Recommendation
Attracting & Recruiting Inuit Talent		
Recruiting Inuit Youth	1	Concentrate awareness and future recruitment efforts on Inuit youth and high school graduates (e.g. hold virtual mine tours for youth groups and schools).
	2	Engage with GN Education to advocate for career counsellors, who could work directly with youth and soon-to-be graduates in local high schools.
	3	Consider supporting an Inuit education perseverance campaign/program to generate awareness of the importance of education to long-term economic independence (similar to the ESUMA Program, run by the Kativik Regional Government's Sustainable Employment Department).
	2021 – 1	Commence future KLMAs earlier in the calendar year to enable direct engagement with young people and youth institutions before the start of the summer break and to collaborate with these institutions on an ongoing basis to collect youth workforce data.
	2021 – 2	Identify clear knowledge and data gaps pertaining to youth education and employment to address in future years and determine specific research questions and research plans related to the youth workforce.
	2021 – 3	Provide AEM data by age cohort to better inform recruitment, retention and promotion efforts.
Attracting Inuit Talent	4	Ensure existing employees are aware of job openings and encourage them to share this information with community members they think would be a good fit. Consider offering a 'referral bonus' for employees who refer successful candidates to AEM.
	5	Identify specific strategies to attract and recruit skilled Inuit workers, such as targeted communications and outreach to the pool of skilled workers.
	6	Increase communication with potential future employees, including those on the labour pool list, to help them understand the hiring process and anticipated timelines.
	7	To the extent possible, ensure that the CLO positions are always staffed, and that CLOs have the support they need to fulfill their roles successfully (e.g., CLOs may benefit from networking with one another and AEM/contractor supervisors to share challenges and solutions).
Streamlining the Recruitment Process & Work Readiness Requirements	8	Examine the hiring process to identify and implement opportunities to reduce delays and lags for identified candidates.
	9	Eliminate or streamline work readiness requirements for prospective skilled Inuit employees/those who have already gone through work readiness training and continue to offer work readiness programming to entry level hires.
	2021 – 4	Compare Inuit employment rates with other employers in Nunavut and Kivalliq to benchmark performance.
	2021 – 5	Consider how to better integrate the Labour Market Analysis, Socio-Economic Monitoring Report and Inuit Workforce Barriers Study in future years to provide a more streamlined and coordinated approach to increasing and improving Inuit employment.
Retention		

Theme	Ref. #	Recommendation
Supporting Inuit Family Life and Relationships	10	Continue to encourage a friendly work environment and nurture opportunities for employees to connect during their rotations (e.g. offer more fun, structured social activities in the off hours).
	11	Support Inuit employee interactions with their family/spouse by providing access to regular video calls, virtual mine site tours and other forms of interaction (i.e. demystify perceptions of AEM/contractor work life).
	12	Ensure Inuit have access to family/relationship counselling (e.g. hire a family counsellor at the mine sites or support Inuit in accessing counselling externally through KIA or other community-based organizations).
	13	Consider modifications to the FIFO work schedule (e.g. 7 on/7 off), informed by experiences in other jurisdictions (e.g. NWT).
Accommodating Inuit Cultural Priorities and Integrating IQ	14	Connect with Peter's Expediting Ltd. to seek lessons learned from their approach to accommodating Inuit cultural activities (and seek sharing with other contractors, if possible).
	15	Consider how best to further accommodate Inuit traditional activities, such as offering more flexible work hours or providing job sharing opportunities during hunting/fishing seasons.
	16	Increase frequency and coverage of cross-cultural sensitivity training for all employees, managers and supervisors.
	17	Create fora for Inuit employees to share their experiences in working with AEM with their communities (e.g., role modelling – however, be mindful that humility is highly valued in Inuit culture).
	2021 – 7	Develop an IQ framework or model to implement as part of future KLMA work, in a manner that acknowledges the nature of IQ as a process or way of life and not a task to complete.
	2021 – 8	Determine if and how AEM, KIA, and/or the ECC wish to elevate the conversation around IQ to incorporate more or all of AEMs operations, projects, and processes.
Breaking Down the Language Barrier	18	Increase the awareness of the French-English language barrier to help French-speaking employees understand the direct impact of communication challenges on the Inuit employee experience. This could be integrated within cross-cultural training discussed in another recommendation.
	19	Consider increasing Inuktitut signage on site, particularly for critical signage (e.g., safety protocols, exit signs).
	20	Assess the need for English language training and provide this training on site to support use of a common language on site.
Working to Address the Pre-conditions for Inuit Employment	21	Identify whether additional information should be included on any of the relevant subject areas within work readiness, orientation or on-going training provided to potential candidates and employees. This could include material to raise awareness of existing programs and supports, or specific modules to increase understanding of specific areas (e.g. financial management; explaining the relationship between salary and the cost of rent).
	22	Consider advocating, in partnership with KIA, the GN and other service providers, to secure adequate funding and program delivery to address underlying challenges associated with: <ul style="list-style-type: none"> • housing access and costs, including concerns about increased rent as salaries increase • childcare access at the mine site and in communities

Theme	Ref. #	Recommendation
		<ul style="list-style-type: none"> access to mental health supports in communities access to alcohol and drug use supports in communities financial management
	2021 – 6	Obtain and review Baffinland's Skills Equivalency Assessment Template for lessons to adapt and replicate.
Enhancing AEM's Programming and Processes	23	Continue working with the KIA to assign Elder(s) who will work with the IIBA on-site working groups and potentially provide counselling during their visits to site, which may include relationship counselling (see "Supporting Family Life and Relationships").
	24	Share the exit interview results with AEM supervisors (e.g., aggregate data to protect identities, review them on an annual basis and identify areas/actions for improvement to be shared with supervisors).
Training		
Addressing Training Needs	25	Work with the Nunavut Arctic College Kivalliq Mine Training Coordinator and other training providers, as needed, to determine how AEM training needs can be met through in-community or on-site programs, where possible.
	26	Engage with the Nunavut Arctic College on the development of the Rankin Inlet Mine Training Facility, ensuring it reflects AEM and AEM contractor training needs and is advanced as quickly as possible.
	2021 – 9	Provide in-person training to AEM employees and contractors on IQ, connecting it to mining operations, delivered in collaboration with Elders and the KIA.
Advancement		
Evaluating Approaches to Advancement	27	Seek Inuit employee feedback on advancement barriers and opportunities (e.g. through focus groups) and modify the current hiring structure, as required, to ensure that there is space for Inuit to advance to semi-skilled / more senior positions
	28	Continue to support Inuit advancement into more senior positions, including through formal job shadowing and targeted career path plans to ease employees into additional responsibilities (where possible).
Modifying the Career Path Program	29	<p>In addition to supporting advancement, consider modifying the Career Path Program to enable Inuit to move:</p> <ul style="list-style-type: none"> Into less senior roles if they are finding their current positions too challenging Laterally if they would like to try other positions within the company at the same skill level, including through job shadowing
Contractors		
Increasing AEM-Contractor Coordination and Information Sharing	30	Increase AEM-contractor coordination on training needs and program delivery (e.g., consider whether there is potential to share access to training programs, coordination with the Nunavut Arctic College).
	31	At least annually, share lessons learned for improving Inuit employee retention (e.g., synthesized exit interviews) with and across contractors. Consider holding a working session with contractors to share experiences, approaches and lessons learned.
	32	Assess whether any further data and information is required from contractors to monitor their implementation of Inuit employment and training goals and commitments.
COVID-19 Implications		

Theme	Ref. #	Recommendation
Engaging Inuit During the Pandemic	33	Continue efforts to engage Inuit employees in their communities (e.g., reaching the Inuit employees who have not yet been contacted to participate in the Good Deeds Brigade) and use Inuit employees to support awareness/recruitment efforts (e.g., speak in schools about mining and related career opportunities).
Encouraging Off-site Professional Development	34	Encourage and support Inuit employees to enroll in training programs available to them during COVID-19, in alignment with professional development plans.
Planning for Various COVID-19 Scenarios	35	Consider identifying different IEGs based on multiple COVID-19 scenarios (e.g., IEG if Inuit employees return to work by May 2021 vs. Sep 2021). The 2021 target may need to focus on retaining and advancing existing employees rather than expanding the Inuit workforce.
	2021 – 10	Develop and implement a transition strategy to replace temporary non-Nunavut labour with local Inuit labour once COVID-19 pandemic restrictions are lifted.

APPENDIX 3 – HISTORICAL EMPLOYMENT BY COMMUNITY



APPENDIX 4 – DATA TABLE SOURCES AND UPDATE PROCESS

	Update Notes	Data Source(s)
2020 EMPLOYMENT REPORT		
Employment at AEM Kivalliq Operations, Inuit and Non-Inuit, Meadowbank, Meliadine, and Exploration 2017 to 2020, FTE	Historical Data plus employment records from latest year from all operations	AEM records the employment record on a monthly basis and provides the raw data annually.
Inuit and Non-Inuit Employment, All Operations, 2020, FTE	Update annually with latest employment record from all operations, sorted by key variable (Inuit and Non-Inuit)	AEM records the employment record on a monthly basis and provides the raw data annually.
Inuit and Non-Inuit Employment, AEM and Contractor, 2020, FTE	Update annually with latest employment record from all operations, sorted by key variable (employer)	AEM records the employment record on a monthly basis and provides the raw data annually.
Inuit and Non-Inuit Employment by Job Classification, All Operations, 2020, FTE	Update annually with latest employment record from all operations, sorted by key variable (job classification)	AEM records the employment record on a monthly basis and provides the raw data annually.
Inuit Employment by Community, Meadowbank and Meliadine, 2020, Headcount	Update annually with latest employment record from all operations, sorted by key variable (residency)	AEM records the employment record on a monthly basis and provides the raw data annually.
AEM Inuit Workforce Turnover, by reason, AEM employees only, 2011 to 2020	Historical Data plus AEM employment records from latest year from all operations	AEM records the employment record on a monthly basis and provides the raw data annually.
Employment by Gender, Meadowbank and Meliadine, All Employees, FTE	Update annually with latest employment record from all operations, sorted by key variable (gender)	AEM records the employment record on a monthly basis and provides the raw data annually.
Employment by Job Classification for Inuit Women	Update annually with latest AEM and Contractor employment records for female labour from all operations	AEM records the employment record on a monthly basis and provides the raw data annually.

Future Labour Demand, Predicted Employment by Job Classification and Employer, 2021 to 2025	Update with latest AEM mine plan	AEM reviews and updates its plans for all operations on an ongoing basis. These data are updated with the latest mine plan.
KIVALLIQ LABOUR SUPPLY		
Population Estimates for the Kivalliq Region, 2001 to 2020	Historical data plus updated annually from Nunavut Bureau of Statistics website	Statistics Canada, Demography Division. Republished by Nunavut Bureau of Statistics Nunavut Total Population Estimates by Age Group, Region and Community, as of July 1. https://gov.nu.ca/eia/information/nunavut-bureau-statistics .
Inuit Population in the Kivalliq Region, by Community, 2010 to 2020	Historical data plus updated annually from Nunavut Bureau of Statistics website	Statistics Canada, Demography Division. Republished by Nunavut Bureau of Statistics Nunavut Total Population Estimates by Age Group, Region and Community, as of July 1. https://gov.nu.ca/eia/information/nunavut-bureau-statistics .
Female Population Estimates by Age Group, 2020	Updated annually from Nunavut Bureau of Statistics website	Statistics Canada, Demography Division. Republished by Nunavut Bureau of Statistics Nunavut Total Population Estimates by Age Group, Region and Community, as of July 1. https://gov.nu.ca/eia/information/nunavut-bureau-statistics .
Kivalliq Population by Age Cohort and Inuit vs Non-Inuit, 2020	Updated annually from Nunavut Bureau of Statistics website	Statistics Canada, Demography Division. Republished by Nunavut Bureau of Statistics Nunavut Total Population Estimates by Age Group, Region and Community, as of July 1. https://gov.nu.ca/eia/information/nunavut-bureau-statistics .
High School Graduation Data, Kivalliq and Nunavut	Update annually with new Department of Education data (published by Nunavut Bureau of Statistics)	Department of Education data published by Government of Nunavut and Statistics Canada, Demography Division, Cansim Table #051-0001.
High School completion rates, 25 to 64 age cohort, 2016	Update every 5 years when new census data are released (6 to 18 months after Census)	Statistics Canada. 2017. Census Profile. 2016 Census (Community Profiles).
Level of Education, Kivalliq, All residents, Aged 25 to 64	Update every 5 years when new census data are released (6 to 18 months after Census)	Statistics Canada. 2017. Census Profile. 2016 Census (Community Profiles).
Labour Market for the Kivalliq Region, 2016 Census	Update every 5 years when new census data are released (6 to 18 months after Census)	Statistics Canada. 2017. Census Profile. 2016 Census (Community Profiles)
Labour Market for the Kivalliq communities, 2016 Census	Update every 5 years when new census data are released (6 to 18 months after Census)	Statistics Canada. 2017. Census Profile. 2016 Census (Community Profiles)
Nunavut Labour Force Characteristics, 2020	Update annually with new Labour Force Survey data	Statistics Canada, <i>Labour Force Survey</i> , Special Tabulation for Nunavut Bureau of Statistics

Estimated Potential Labour Supply	Computed annually based on new population data and Census results	Statistics Canada, Census Profiles; and Statistics Canada, Population by single age cohort. Published by Nunavut Bureau of Statistics.
LABOUR MARKET ANALYSIS		
Labour Supply figures	Updated annually with data presented in the report	AEM's Employment Report; Population Statistics; Department of Education Graduation Results; and, Statistics Canada. 2017. 2016 Census.
Nunavut Inuit Employment Status by Education Attainment, 2016	Update every 5 years when new census data are released (6 to 18 months after Census)	Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016266
Nunavut Inuit Employment and Education, 2016	Update every 5 years when new census data are released (6 to 18 months after Census)	Statistics Canada. 2017. Census Profile. 2016 Census (Community Profiles)
Government of Nunavut Employment, 2019-20	Updated annually by Government of Nunavut	GN Public Service Annual Report, https://gov.nu.ca/sites/default/files/psar_2019-2020_-_final_en.pdf
Government of Nunavut Employment by Community, 2019-20	Updated annually by Government of Nunavut and AEM Employment Report	GN Public Service Annual Report, https://gov.nu.ca/sites/default/files/psar_2019-2020_-_final_en.pdf . Agnico Eagle Mines.