



# **APPENDIX 8-E**

## **Addendums for Environmental Protection and Monitoring Plans**



## **8-E.6: Socio-economics Management and Monitoring Plan**



# **AGNICO EAGLE**

**Meadowbank Division**

## **Socio-Economic Management and Monitoring Plan for the Whale Tail Pit**

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**JUNE 2016  
VERSION 1**

## EXECUTIVE SUMMARY

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Agnico Eagle Mines Limited – Meadowbank Division (Agnico Eagle) is proposing to develop a new ore body (the Whale Tail Pit) to provide a new source of ore for the Meadowbank Mine mill, thereby extending the planned life of this facility. The Whale Tail Pit is located approximately 60 kilometres (km) to the northwest of Meadowbank Mine. As a result of the development, Agnico Eagle is also proposing to expand the width of the exploration access road to accommodate increased traffic rates and hauling of ore to the Meadowbank Mill. For the purposes of this document, the Whale Tail Pit and haul road combined are referred to as the Whale Tail Pit and Haul Road Project (the Project).

The three existing orebodies at Meadowbank Mine (the Portage, Goose, and Vault open pits) are expected to have exhausted their economic ore reserves by the third quarter of 2018. Without a new ore source, Meadowbank Mine would enter the closure and reclamation phase in late 2018. The Whale Tail deposit is part of a new ore discovery known as Amaruq and represents a greenstone belt with good potential to create, over time, several new ore sources to extend the operating life of Meadowbank Mine.

The proposed Whale Tail Pit will be operated as a satellite orebody. It represents an opportunity to extend the operating life of Meadowbank Mine. From a socio-economic management and monitoring perspective, the Project would allow the existing Meadowbank Mine socio-economic management programs and monitoring practices to continue beyond the planned closure date of late 2018. The Project is expected to extend the Meadowbank Mine life through 2022 with good prospects for future extensions. Consequently, this Socio-Economic Management Plan (the Plan) presents a summary of the existing socio-economic management programs and practices and the associated monitoring activities that are currently in place at Meadowbank Mine. It is Agnico Eagle's intent that these programs would extend through the life of the Project. This document is intended to be an updated Plan for the Project and forms a component of the documentation series produced in accordance with the Project.

The Socio-Economic Management programs in place at Meadowbank Mine are not static; they have evolved over time and have been adapted to reflect what works, and what does not. They are heavily influenced by the Inuit Impact Benefit Agreement (IIBA) between Agnico Eagle and the Kivalliq Inuit Association (KIA), by Agnico Eagle's involvement in the Government of Nunavut's Kivalliq Regional Socio-Economic Monitoring Committee, and by experience gained over the time period of 2008 through today. The Plan is a "living" document that will continue to evolve. For example Agnico Eagle and the KIA are currently working on a review of the existing Meadowbank IIBA and anticipate reaching agreement on a revised IIBA in 2016. Agnico Eagle expects that this revised IIBA will have an impact on the Socio-Economic Management practices and associated monitoring programs in place at Meadowbank Mine, probably aligning them more closely to those committed to for the Meliadine Project. As such, the actions and commitments herein will require periodic review to ensure that the

Plan is responsive to changing Project requirements and new information from implementation. The Plan will be reviewed and updated on a regular basis as the Project proceeds into detailed design, construction, operations, and closure.

The Plan will be used to manage socio-economic effects associated with the development of the Project, and presents the approach to minimizing adverse residual effects at the local and regional levels, and to maximizing potential benefits. The Plan outlines the practices that are currently in place at Meadowbank Mine, and that will be in place for the Project to meet the expected social performance as identified in the Final Environmental Impact Statement (FEIS). Essentially, the Plan bridges the gap between the socio-economic effects assessment process and the execution of the Project by detailing the mechanisms by which actions and commitments made in the Meadowbank FEIS and this Addendum will be implemented and monitored. The Plan ensures that a system is in place to address negative effects of the Project, enhance benefits, and for use in adaptive management to address unanticipated effects.

**DOCUMENT CONTROL**

Version	Date	Section	Page	Revision	Author
1	June 2016			The Socio-economic Management and Monitoring Plan as Supporting Document for Type A Water Licence Application, submitted to Nunavut Water Board for review and approval	Agnico Eagle Meadowbank Division and Golder Associates Ltd.

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**ACRONYMS**

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Agnico Eagle	Agnico Eagle Mines Limited – Meadowbank Division
FEIS	Final Environmental Impact Statement
EFAP	Employee and Family Assistance Program
GDP	gross domestic product
GN	Government of Nunavut
GNWT	Government of Northwest Territories
IIBA	Inuit Impact Benefit Agreement
INAC	Indigenous and Northern Affairs Canada (November 2015)
IQ	Inuit Qaugimajatuqangit
KIA	Kivalliq Inuit Association
LSA	Local Study Area
NGMP	Nunavut General Monitoring Plan
NIRB	Nunavut Impact Review Board
NT	Northwest Territories
SEMC	Socio-Economic Monitoring Committee
SEMP	Socio-Economic Monitoring Program
the Plan	Socio-Economic Management and Monitoring Plan
the Project	Whale Tail Pit and Haul Road Project

**UNITS**

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%	percent
km	kilometre

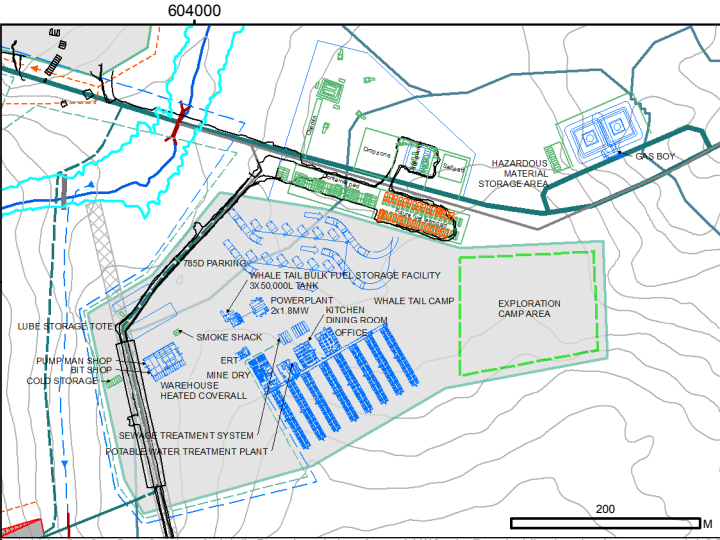
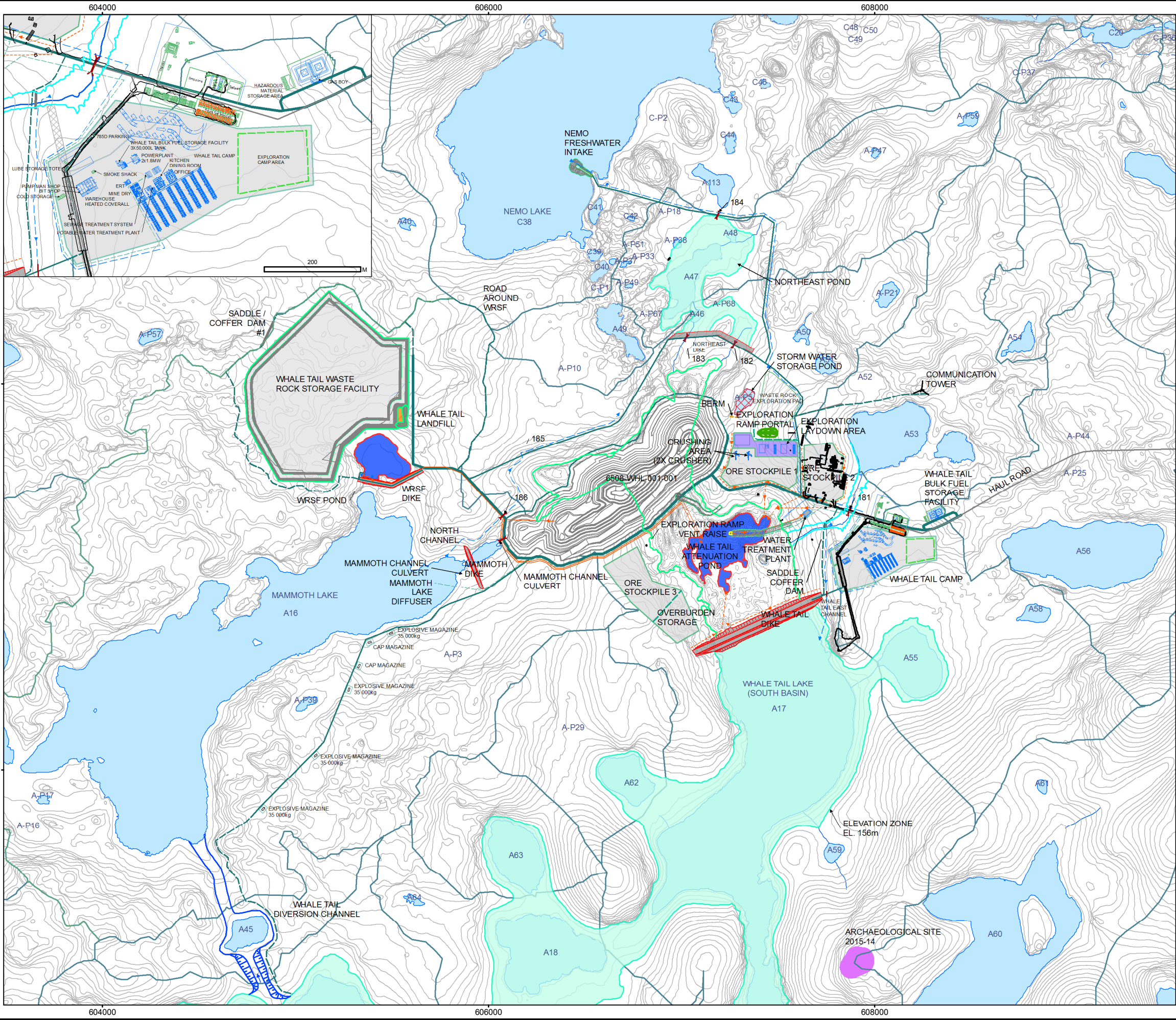
**SECTION 1 • PROJECT OVERVIEW**

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Since 2009, Agnico Eagle Mines Limited - Meadowbank Division (Agnico Eagle) has operated the Meadowbank Mine. The project components include marshalling facilities in Baker Lake, the 110 kilometres (km) All Weather Access Road between Baker Lake and Meadowbank, and the Meadowbank Mine. Meadowbank Mine consists of several gold-bearing deposits that will be mined until 2018. Mining at Meadowbank Mine is currently occurring in three open pits (Goose Pit, Portage Pit, and Vault Pit). Much of the pit development is located in close proximity to the mill, office, and lodging infrastructure, with the exception of the Vault Pit which is approximately 8 km northeast of the main mine site.

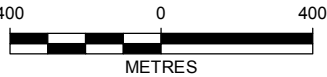
As the economics of Meadowbank Mine have changed, and details of the last few years of the mine were optimized, mine engineers began considering the feasibility of expanding Meadowbank operations through development of Vault/Phaser pit in 2015 and, looking forward, through development of the Whale Tail Pit. The development of Whale Tail Pit and Haul Road Project (the Project) is part of an effort to extend the life-of-mine at Meadowbank Mine while exploration activity continues. The deposit will be mined as an open pit (Whale Tail Pit, Figure 1), and ore will be hauled to the Meadowbank Mine site for milling. As a result of development, Agnico Eagle is proposing to expand the width of the exploration access road to accommodate increased traffic rates and hauling of ore to the Meadowbank Mill.



Y:\burnaby\CAD-GIS\Client\Agnico\_Eagle\_Mines\_Ltd\Whale\_Tail\99\_PROJECTS\1541520\_FEIS\02\_PRODUCTION\FEIS\MXD\1300\_Documentation\1340\_Project\_Description\Report\1541520\_FIG\_1.2-1\_SITE\_LAYOUT.mxd



- LEGEND**
- FINAL WHALE TAIL WASTE ROCK STORAGE FACILITY
  - WHALE TAIL LAKE (SOUTH BASIN)
  - FLOODED LIMIT (WATER LEVEL 156.0m)
  - NATURAL WATERSHED
  - DIKE
  - POND/SUMP
  - ARCHAEOLOGICAL SITE
  - ROAD
  - TEMPORARY ROAD
  - DIVERSION CHANNEL
  - COLLECTION CHANNEL
  - CULVERT
  - INTAKE WATER PIPE
  - CONTACT WATER PIPE
  - FRESHWATER PIPE
  - WATERCOURSE
  - WATERBODY

- REFERENCE**
- INFRASTRUCTURE OBTAINED FROM AGNICO EAGLE MINES LIMITED FROM 6108-600-210-002\_R2(2019)s.dwg.
  - WATERCOURSE AND WATERBODY DATA OBTAINED FROM PHOTOSAT
- DATUM: NAD 83 CSRS PROJECTION: UTM ZONE 14



		AGNICO EAGLE MINES LIMITED: MEADOWBANK DIVISION WHALE TAIL PIT PROJECT			
TITLE <b>WHALE TAIL PIT SITE LAYOUT</b>					
	PROJECT		1541520		FILE No.
	DESIGN	JR	24 Mar. 2016	SCALE AS SHOWN	REV. 0
	GIS	CDB	05 May 2016		
	CHECK	JR	09 May 2016		
	REVIEW	LY	09 May 2016	<b>FIGURE 1</b>	

## SECTION 2 • INTRODUCTION

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This document presents an updated Socio-Economic Management and Monitoring Plan (the Plan) for the Meadowbank Mine to include the Project.

This Plan will be reviewed and updated on a regular basis as the Project proceeds into operations and closure.

### **2.1 Concordance with the Guidelines**

The purpose of the Plan is to address the Guidelines issued by the Nunavut Impact Review Board (NIRB) for the Meadowbank Mine (NIRB 2004). The Guidelines for the Meadowbank Socio-Economic Monitoring Program (SEMP Guidelines) (NIRB 2012) and the Terms and Conditions for the approval of the Meadowbank Mine have been used to scope the Plan. Since the development of the SEMP Guidelines, Agnico Eagle has established corporate policies regarding socio-economic management and monitoring, notably in response to the NIRB Guidelines for the Meliadine Project (NIRB 2012). Agnico Eagle intends to carry forward these policies and procedures in the development of the Project.

**SECTION 3 • AGNICO EAGLE CORPORATE STANDARDS**

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The Project's corporate standards are aligned with those of its parent company, Agnico Eagle. Agnico Eagle's approach in developing projects is to:

- commit to operating in a safe, socially and environmentally responsible manner while contributing to the prosperity of employees, their families and the communities in which projects operate;
- maintain a safe and healthy workplace based on mutual respect, fairness and integrity;
- minimize the effects of operations on the environment; and
- contribute to the social and economic development of sustainable communities.

Agnico Eagle recognizes its obligations as a leading gold mining company in Canada's North and strives to invest in host communities to create economic benefits and opportunities that will outlive project activities and contribute to achieving economic, social, and environmental sustainability (Agnico Eagle 2016).

**SECTION 4 • APPROACH TO SOCIO-ECONOMIC MANAGEMENT**

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The Socio-Economic Management programs in place at Meadowbank Mine are not static; they have evolved over time and have been adapted to reflect what works, and what does not. They are heavily influenced by the Inuit Impact Benefit Agreement (IIBA) between Agnico Eagle and the Kivalliq Inuit Association (KIA), by Agnico Eagle's involvement in the Government of Nunavut (GN)'s Kivalliq Regional Socio-Economic Monitoring Committee (SEMC), and by experience gained over the time period of 2008 through today. The Plan is a "living" document; it will continue to evolve. For example Agnico Eagle and KIA are currently working on a review of the existing Meadowbank IIBA and anticipate reaching agreement on a revised IIBA in 2016. Agnico Eagle expects that this revised IIBA will have an impact on the Socio-Economic Management practices and associated monitoring programs in place at Meadowbank Mine, probably aligning them more closely to those committed to for the Meliadine Project. As such, the actions and commitments herein will require periodic review to ensure that the Plan is responsive to changing Project requirements and new information from implementation. The Plan will be reviewed and updated on a regular basis as the Project proceeds into detailed design, construction, operations, and closure.

The approach to socio-economic management for the Project has incorporated lessons learned from resource development projects in Canada's north, and specifically the Kivalliq Region of Nunavut. Further, adaptive management techniques put into practice at Meadowbank Mine to address challenges or shortcomings of existing social management strategies will be carried forward in the operations of the Project. Meadowbank Mine's social management commitments are presented in the Meadowbank IIBA, Kivalliq SEMC reports, annual report for the Development Partnership Agreement, Corporate Social Responsibility reports, and other policy documents.

**4.1 Objectives**

The main objectives of socio-economic management for the Project are to:

- mitigate adverse effects and maximize benefits associated with the Project for affected stakeholders;
- maintain and grow opportunities for people in the Kivalliq Region, and Nunavut more generally, to participate in the Project, thereby enhancing self-reliance, wellbeing and sustainability;
- continue Agnico Eagle's role as an active participant in the sustainability of communities in the Kivalliq Region, and of Nunavut more generally; and
- maintain goodwill and good relations with people and their governments.

## 4.2 Principles

The following principles have guided the development of socio-economic management measures for the Project and will guide ongoing socio-economic management by Agnico Eagle, including support for economic and social development:

- Communities and people most likely to experience adverse effects of the Project receive priority in the distribution of Project benefits.
- The implementation of effect mitigation and benefit enhancement measures is undertaken in partnership not only with affected people, but also with a range of organizations from government and civil society that are able to bring appropriate experience and knowledge to maximizing net socio-economic benefit while protecting the interests of more vulnerable subpopulations.
- Engagement (both consultation and participation) has been and will continue to be practiced throughout the Project life cycle to define people's priorities and to decide as necessary how effect mitigation and benefit enhancement measures will be adjusted, implemented, and monitored (adaptive management).
- Inuit Qaugimajatuqangit (IQ) is solicited, documented and integrated into Project decision making.
- Planning and implementation of effect mitigation and benefit enhancement measures takes into account normal Project activities, such that synergies can be identified towards increasing the efficiency and effectiveness of socio-economic management.
- Planning and implementation of effect mitigation and benefit enhancement measures is conducted in an environment of accountability and transparency. This implies public reporting on results of socio-economic management, as well as facilitating access to Agnico Eagle on the part of people and their governments in the event that unforeseen negative effects occur, or grievances develop.
- Sustainability criteria are incorporated in decisions on effect mitigation and benefit enhancement measures by considering:
  - demonstrated demand for the measure;
  - people's willingness to participate in the development and implementation of the measures;
  - people's culture, expectations, basic needs and vulnerabilities;
  - Project closure, such that measures do not depend on long-term contributions by Agnico Eagle; and
  - consistency with government planning and programming.

## 4.3 Socio-economic Management Components

Socio-economic effect mitigation and benefit enhancement for the Project will be approached as follows:

- Project design choices for Project components will be made with an aim to reduce the potential for negative effect. Design choices for the Project are more fully described in Final Environmental Impact Statement (FEIS) Addendum Volume 2, Appendix 2-J.
- Corporate policies and procedures reflective of good practice will be implemented to reduce the potential for negative effects and/or enhance the potential for benefit. This would include, for example, the application of traffic safety rules and workplace health and safety plans. Such good practice is characteristic of Agnico Eagle and is captured in corporate statements, as well as in the environmental and socio-economic mitigation and benefit enhancement measures described throughout the Meadowbank Environmental Impact Statement.
- Mitigation and benefit enhancement measures (Section 5) will be in place to address Project specific socio-economic effects that are well defined, at least somewhat predictable in their significance, and susceptible to mitigation or enhancement by Agnico Eagle. This would include, for example, measures to prioritize local employment and business, or accommodating traditional culture in workforce management (Agnico Eagle 2014).
- Engagement, IQ collection and integration (Section 6) and information disclosure with people and their governments will be ongoing. Engagement throughout all phases of the Project achieves multiple objectives, including contributing to the effectiveness of mitigation and benefit enhancement measures (Agnico Eagle 2014).
- Monitoring will contribute to demonstrating Project benefits and will provide evidence of compliance with FEIS Amendment assessment results. In addition, monitoring furthers the understanding of the effectiveness of mitigation and benefit enhancement measures, and provides a mechanism to capture any unpredictable and/or evolving effects, such that socio-economic management can be adjusted. Monitoring includes significant participation in monitoring activities by communities in the Kivalliq Region, and involves ongoing engagement.
- Planning and implementation of activities in support of economic and social development: This is largely, but not exclusively, affected through the IIBA, and addresses the following:
  - negative socio-economic effects that are difficult to completely mitigate, such as the potential effects of labour force competition on community service delivery and on businesses;
  - negative socio-economic effects that are unpredictable in their significance and/or may evolve as the Project proceeds, such as negative effects on communities that may result from potential in-migration;
  - socio-economic benefits that can be enhanced with some assistance directed at people such that they are better positioned to access Project and other economic opportunities over the longer term (e.g., the implementation of school based education programs); and
  - regional economic and social development objectives.

As previously indicated, Agnico Eagle and the KIA are currently working on a review of the existing Meadowbank IIBA and anticipate reaching agreement on a revised IIBA in 2016. Based on discussions to-date, Agnico Eagle and the KIA expect that this revised IIBA will extend coverage to include the proposed Whale Tail Pit and its associated infrastructure and activities (i.e., the Project).

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**SECTION 5 • MITIGATION AND BENEFIT ENHANCEMENT MEASURES**

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Because socio-economic effects are so interrelated, and in some cases cascade, it is not practical to present mitigations or benefit enhancement measures specific to each socio-economic effect as identified in the FEIS Amendment (Volume 7, Section 7.4). One mitigation or measure can be expected to influence the outcome of a number of different effects. For example, preferential employment policies (to increase the numbers of Inuit working for the Project) can be expected to increase individual, community and territorial economic activity and incomes, but should also build capacity to participate in the wage economy over the longer term, provide resources for traditional activity, reduce demand for government services and contribute to overall community wellbeing.

Similarly, the outcome of one effect can be influenced by different mitigations or benefit enhancement measures. For example, incomes can increase as a result of preferential employment, preferential contracting, training and other measures intended to enhance job performance, and over the longer term as a result of school-based programs intended to keep children in school.

Effect mitigation and benefit enhancement measures are, therefore, discussed below by category of measure rather than by the effects they are expected to address.

**5.1 Employment**

Agnico Eagle's employment policy is to maximize employment of people in Kivalliq communities, with the intent to see that Project benefits accrue not only to the Nunavut and Canadian economies, but also to the people of the Kivalliq Region. Such a policy implies that Project specific initiatives may be required to address barriers to employment where people have little experience with the mining sector. It is noted, however, that to operate effectively, efficiently and safely, Agnico Eagle's requirement is for a comparatively skilled workforce. In this regard, Meadowbank Mine is scheduled to begin its closure phase as operations ramp up at both the Project and, later, at the Meliadine Project. It is therefore expected that the existing Meadowbank Mine operational workforce will have the opportunity to transfer to the Project to extend their current employment with Agnico Eagle.

The Meliadine IIBA includes terms covering such transfer and gives preference to Inuit Beneficiaries such that Inuit from Rankin Inlet and Chesterfield Inlet (the two most affected communities for the Meliadine Project) have preference over Inuit from other Kivalliq communities, and that Inuit from other Kivalliq communities have preference over non-Inuit from outside Nunavut where qualifications are equal (Schedule C, Section 5.2). For Meadowbank Mine, the most affected community as defined under the IIBA is Baker Lake. Therefore, first preference for Project hiring is for Inuit Beneficiaries from Baker Lake over Inuit Beneficiaries from other Kivalliq Communities, who in turn are given preference over non-Inuit from outside Nunavut where qualifications are equal.

There can be limits to people's preparedness for the challenges of rotational work. Under-representation in a rotational workforce by women can be the result of barriers to rotational

employment (e.g., lack of childcare) rather than lack of desire to participate. Cross-cultural challenges (e.g., language skills) can also represent a disincentive to participation. Poor educational attainment can result in a lack of opportunity, as few jobs at the Project will require less than a completed high school education or General Education Diploma. Therefore, for some people in the Kivalliq Region not already employed with Agnico Eagle, there are barriers to employment with the Project. Agnico Eagle and the KIA have committed within the Meliadine IIBA (Schedule C - Section 14.10) to work together to identify external assistance measures that may be reasonably implemented by Agnico Eagle to remove some of these barriers, where practically possible. Agnico Eagle expects similar commitments to be included in the revised Meadowbank IIBA.

It is important that wage employment not conflict with traditional activities and practices that are economically, socially and culturally critical to livelihoods and individual, family and community wellbeing. To this end, Agnico Eagle intends to continue the Meadowbank Mine two week on, two week off rotational schedule at the Project to allow employees time in their community to pursue traditional activities.

Initiatives that will be put in place to enhance employment opportunities<sup>1</sup> through human resource policy and procedures include the following:

#### **Recruiting and Local Content**

- Continuing the Labour Pool Initiative created under the Meliadine IIBA to identify Inuit Beneficiaries looking for work within the Kivalliq Region communities and offering preparatory training opportunities to help Inuit from all Kivalliq Region communities prepare to work at a remote mine site such as the Project. The initiative pre-qualifies candidates by motivation and previous work experience, and provides them with pre-employment training via e-learning, and participation in the Work Readiness training program (discussed further below in Section 5.3).
- Providing to Kivalliq communities and the KIA full, timely and easily accessible information in English and Inuktitut on workforce requirements, job descriptions, qualifications and performance criteria.
- Continuing to include points of hire in all 7 Kivalliq Region communities, and funding transport to and from the mine site from these points of hire to enable Project employment without requiring Kivalliq Region residents to have to relocate to obtain employment at the Project.
- The Meadowbank IIBA commits Agnico Eagle to work with the KIA to establish Inuit employment goals for each 12-month period of construction and operations at Meadowbank Mine within each area of the mine (i.e., the mine, the mill, site services, etc.) and for each external contract involving employment at the mine. Agnico Eagle has committed (through

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<sup>1</sup> Education and training initiatives to enhance employability are addressed in Section 5.3.

the Meliadine IIBA) to spend a minimum of \$4.43 Million each year on programs and initiatives that serve to assist in obtaining 50 percent (%) Inuit employment for all Agnico Eagle Nunavut projects (Meadowbank, Meliadine, Whale Tail). Agnico Eagle has committed to this level of spending in each year where there is production from one or more of Agnico Eagle's Nunavut operations until the 50% target is reached, and the spending would be reinstated if Inuit employment drops below 50%. These initiatives can include training programs, education initiatives, initiatives to remove employment barriers, employment preparedness initiatives, etc. as long as they serve to assist in obtaining the 50% Inuit employment target.

- Including in the evaluation criteria for contractors the extent to which they commit to similarly prioritize and enhance the use of Kivalliq Region labour in meeting their contractual obligations and using this criterion in decisions on contract awards.
- Monitoring contractor performance for compliance with their commitments, and using monitoring results in decisions on contract administration and management.

### **Recruiting and Local Content**

- Reviewing educational and training requirements for Project positions, together with conducting prior learning assessments of employees, with a view to accepting experience in lieu of qualifications where possible.
- Enabling the use of Inuktitut at Project work sites where health and safety standards permit, including the identification of positions accessible to Inuit with limited English language skills and the development of Inuit supervisors to lead Inuit work groups.
- Implementing recruitment methods, advertisements, application procedures, interview protocols, selection procedures, training, and promotion decision making to reduce potential artificial barriers to employment, including language barriers.
- Regularly reviewing the results of employment initiatives in order to identify barriers to employment, with particular emphasis on those affecting women and challenged workers, such that appropriate additional responses can be developed.

### **Supporting Employees and their Families**

- Providing counselling services at the Project or at the employee's point-of-hire to employees and their families, depending on their preference. The frequency and duration of counseling will be determined by the counselor and employee, with due regard to work schedules, rotation schedules and employment duties. The fly-in fly-out program for spouses of employees will facilitate access to on-site counselling.
- Maintaining a culturally appropriate employee and family assistance program (EFAP) to address individual and family problems that threaten an individual's ability to continue working. EFAP services are available in-person at the mine site, online, and via telephone, and includes the following:
  - counselling for addiction and substance abuse problems, stress management, family conflict;
  - coaching on healthy lifestyles, Eldercare, parenting, and dealing with emotions;

- screening services for addictions, depression and anxiety;
  - critical incident (e.g., death of a loved one, medical emergencies, other trauma) stress management;
  - call-in crisis response line; and
  - financial management and legal advice.
- Conducting exit interviews with a view to increasing the understanding of potential barriers to successful long-term employment, and integrating the results into other initiatives as relevant.
- Providing cross cultural training to all employees to facilitate Inuit employee integration into the workforce.
- Providing culturally appropriate services to workers, including recreational facilities, food and accommodation, country food storage and/or country food kitchen, an Inuit worker site harvesting policy, English as a second language training, translation services, and work schedules that accommodate to the extent practical traditional activity (see Section 5.4).
- Training on and enforcement of policies related to personal firearm use, vehicle operation, controlled substances, alcohol abuse, and harassment, with a view towards establishing the workforce discipline which encourages health, safety, learning, retention and advancement of Inuit employees.
- Providing recrimination-free opportunities for workers to express complaints or concerns, and bring to light conflicts such that grievances are addressed promptly.
- Establishing a collaborative committee consisting of employees elected to represent their co-workers to discuss all issues of concern to employees, including employment conditions, work schedules and procedures, equipment selection and grievances.
- Maintaining a safe workplace for women workers, and on a case by case basis providing additional support to women applicants and employees to enhance the potential for employment success.

## 5.2 Contracting

As for employment, Agnico Eagle's policy is to maximize, where practical, opportunities for businesses in the Kivalliq Region to provide goods and services to the Project in the interest that Project benefits accrue not only to the larger national and regional economies, but also to the economy and people of the Kivalliq Region. Such a policy implies that, where local businesses have little experience with the mining sector, Project specific initiatives may be necessary to remove barriers to successful bidding on procurement contracts.

Business capacity has grown in the Kivalliq Region, in part as a response to the contracting opportunities associated with the development of the Meadowbank Mine. Most businesses in the Region are, however, still largely geared to meet the consumption needs of the resident population rather than the needs of large mining projects. There is, therefore, limited experience with the management and logistics of procurement, including preparing offers of goods and/or services. Many

businesses are small, and do not have the breadth or the financial resources needed to bid on large contracts. They have limited experience with the demands of supplying large, time sensitive operations and limited experience with quality control.

Agnico Eagle has supported, and will continue to support, initiatives that enhance opportunities to supply goods and services to the Project including:

- continuing to communicate the Agnico Eagle Inuit Business Opportunities Initiative to Local Inuit contractors and businesses to guide outsourcing processes;
- continuing to maintain a regularly updated database of potential Kivalliq suppliers<sup>2</sup> of goods and services that identifies businesses interested and with some capacity to supply the Project, noting Inuit content of the business, coordinates and contacts, goods and/or services on offer, updates on contract performance, requests for assistance to improve supply performance and any assistance extended in support;
- providing to the KIA, business associations and the business community, in English and Inuktitut, full and timely information on procurement requirements in agreed areas of capacity to supply on the part of existing and/or potential businesses in the Kivalliq Region and Nunavut (including for example, road construction and maintenance, accommodation, catering, janitorial services, trades work, materials handling and expediting, cross cultural and other training, light vehicle maintenance, warehousing, secretarial services, air services and/or environmental and socio-economic monitoring);
- developing contracting procedures that take into account potential needs to break down procurement packages, waive financial guarantees, or otherwise facilitate the participation of smaller businesses;
- monitoring contractor performance for compliance with their commitments as per the IIBA and using monitoring results in decisions on contract administration and management; and
- providing an explanation for the weaknesses in an offer to businesses that may be denied an opportunity to bid, or unsuccessfully competes on a goods or service contract.

### 5.3 Education and Training

Agnico Eagle aims to enhance the ability of people in the Kivalliq Region to access employment and contracting opportunities created by the Project through education and training programs. Agnico Eagle recognizes that through education and training, it is possible to enhance employment opportunities thus reducing social challenges such as unemployment and poverty.

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<sup>2</sup> 'Inuit Firms' are expected to be defined in the IIBA as will a formula for calculating the level of 'Inuit content'. Factors taken into account in the Meadowbank IIBA for example include i) location of head office; ii) degree of Inuit ownership and participation in business profits; iii) proportion of Inuit employees; iv) proportion of Inuit wages; and/or v) proportion of inputs from other Inuit firms. The contents of the Project IIBA will likely include similar topics. The final scope will be determined in ongoing IIBA negotiations with the KIA.

The promotion of education and training is intended to address not only Project requirements, but also to maximize the longer-term ability of people in the Kivalliq Region to sustainably participate in both the wage and traditional economies. Accordingly, in 2012 Agnico Eagle signed a Memorandum of Understanding with the Department of Education (2012) that focuses efforts on increasing the number of students in the Kivalliq Region who are able to successfully transition from high school to trades- and mining-related career opportunities. To this day, the Memorandum of Understanding signed in 2012 is no longer in effect, but Agnico Eagle is looking towards signing a new agreement of the same kind. Additionally, Agnico Eagle has worked with education authorities in the Kivalliq Region and Nunavut to promote an education and training strategy that goes beyond simply meeting Project related needs. Elements of the education and training strategy include the following:

### **Workforce Education and Training**

- Providing timely and accessible information to Kivalliq Region communities on Project-related training opportunities.
- Supporting efforts on the part of employees to upgrade their education as a means towards job advancement (e.g., enabling employees to participate in high school completion programs by allowing employees to retain employment with the Project while upgrading their skills).
- Providing on the job training in areas such as orientation to Agnico Eagle operations, health and safety, English language and skills upgrading (core competency), supervision, leadership and management with a view to enhance job performance, retention and advancement.
- Providing on the job training and counseling, as appropriate, in areas such as career development, diversity and respectful behaviours, life skills, and personal financial management with a view to support a successful employment experience.
- Including in the job responsibilities of more senior staff the requirement to mentor more junior staff such that they may advance (e.g., training in how to coach and mentor will also be provided where staff require this to meet succession planning objectives).
- Offering a training program for Project supervisors and management teams that develops leadership, communication and conflict management skills needed for responsibilities as a supervisor.
- Continuing to offer a Training Curriculum Program for Project trainers that improves proficiency through developing training tools, standards and delivery techniques.
- Continue apprenticeship training initiatives already implemented at Meadowbank to advance the training and development of Inuit employees in specialized trades requiring apprenticeship. Agnico Eagle aims to develop the apprenticeship programs in as many fields as the Project can realistically manage, including in the maintenance department, process plant, and camp department, as well as for heavy equipment operators, journeyman certification and industrial mechanic (millwright) training. Agnico Eagle will guarantee employment for apprentices who successfully complete the training. To date this program has seen three new red-seal apprentices complete their respective four year program. There are

currently 16 apprentices at Meadowbank with two vacant positions to be filled in the near future for a total of 18 apprenticeship positions.

- Continuing to offer Haul Truck Driver training to increase the number of skilled Inuit workers at the Project. Agnico Eagle's objective is to continue to train semi-skilled workers using a simulator of actual equipment to be used on site. This program enables workers to build their capacity so that they can access employment opportunities that require specialized skills. Agnico Eagle intends to offer employment at the Project to its trained Meadowbank workforce to allow employees continue their Career Path development.
- Continuing the Career Path Program in support of the upward career mobility of Inuit employees in the following areas of activity: Mine, Drill, Process Plant, Field Services, Road Maintenance and Maintenance, Building Mechanic. The objective of this program is to internally promote Inuit employees into positions within the program.
- Maintaining the Training Management System and the Learning Management System to ensure proper management of training activities and to monitor the training progress of employees.

#### **Community Education and Training**

- Cooperating with appropriate Nunavut agencies who provide entrepreneurial training for Inuit businesses that addresses health and safety, finance, and administration, quality control and legal/contracting issues.
- Continuing to provide support to, and work with the Kivalliq Mine Training Society. This includes the continuation of the Work Readiness Training program delivered at the community level, and that provides coaching on communication and problem solving skills, dealing with difficult social interactions and interpersonal workplace issues, and understanding unspoken expectations of employers
- Continuing to provide support for the Arviat Community Training Programs (e.g., drilling program).

#### **Youth Education and Training**

- cooperating with appropriate educational authorities and institutions in Nunavut in the development and implementation of high school and college courses with mining sector content;
- continuing to contribute through the IIBA funding to KIA for scholarships for post-secondary studies open to both students and Project workers; and
- continuing to offer summer student employment programs and cooperative education opportunities for youth.

### **5.4 Workforce Management**

Workforce policies are intended to ensure that Inuit employees are equitably compensated, have opportunity to engage in traditional activity and practices, and are provided workplace conditions that accommodate Inuit culture. Finally, workforce management measures can contribute to limiting inter-

community migration in search of employment. Workforce management measures will include the following:

**Migration and Movement**

- maintaining Project offices in Baker Lake and Rankin Inlet with a Human Resources Agent responsible for facilitating not only job applications and expressions of business interests, but also meeting workers' needs for assistance as they transition between home and work;
- communicating hiring and recruitment policies so as to not encourage workers to move to Baker Lake without a confirmed job or contract;
- using the existing exploration camp plus the Whale Tail Camp to house all workers while on rotation, and providing return transportation to home communities; and
- establishing fly-in, fly-out schedules that see employees removed from the mine site to their home communities with any necessary restrictions placed on transport services to minimize worker presence in Baker Lake.

**Cultural Awareness and Inclusion**

- Iteratively developing and implementing, in consultation with Inuit workers, human resource management policies and procedures that respond to particular Inuit workforce challenges. Absenteeism and unexpected resignations (and subsequent reapplications for employment) on the part of workers creates substantial operational difficulties, but strategies can be used to accommodate the needs of both Agnico Eagle and its workers<sup>3</sup>.
- Cross cultural training of all employees to encourage mutual understanding and respect in interactions of Inuit and non-Inuit employees.
- Facilitating the use, as appropriate, of the Inuktitut language in the workplace, including the translation of mining related terminology into Inuktitut such that people are able to discuss their experiences both in the workplace and at home in their own language.
- Accommodating Inuit diet preferences through meal offerings and provision of storage and facilities for self-cooking of country foods.

**Conduct, Health and Safety**

- Establishing and enforcing a code of conduct guiding the behaviour of all employees while working in, or travelling through Kivalliq communities for work related activities. The code of conduct will include the following:

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<sup>3</sup> There are many options in this regard, including scheduled leaves of absence, alternative rotation schedules, temporary worker pools and job sharing. Different options may suit different individuals. There will be a need for flexibility, ongoing consultation between Agnico Eagle and its workers and recognition that unpredictability in attendance undermines successful implementation of the Project.

- standards for behaviours in support of good community relations and sustainable development;
  - prohibition of illegal activity, harassment, verbal and physical abuse, negligence in driving company vehicles, and other behaviours that may be identified by people in communities as problematical; and
  - sanctions to be applied in the event of noncompliance with the code.
- Providing a medical station at the accommodation camp facilities to meet workers' medical needs while at site, and to limit the demand for governmental health facilities in communities for work-related injuries.
- For safety reasons hunting and fishing will not be allowed within the working Mine Site; however, Agnico Eagle recognizes the right of Inuit to hunt and fish in their territory and will work with the KIA to find means to fully accommodate such rights while protecting public safety both near the active mine and along the haul road.
- Providing sufficient communication services (telephone, internet and community radio) to meet the needs of employees to stay in contact with their families and communities.

## 5.5 Wellbeing

Negative effects on wellbeing can potentially arise from many sources. They can be the result of the challenges of rotational work, individual choice on how additional income is spent, inequalities introduced between different segments of society, in-migration, and/or changes in traditional values consequent on increased participation in the wage economy and cross-cultural contact. None of these factors are directly within the control of Agnico Eagle to mitigate. However, it is in Agnico Eagle's interests to provide support to individuals, families and communities in managing the potential for adverse effects.

The Project also has the potential to have a positive effect on wellbeing. The continued economic activity of the Meadowbank Mine created by the Project is generally considered to be of overall benefit to wellbeing, particularly in a context of countering high unemployment and poverty that have, in themselves, significant negative effects on individual, family and community wellbeing.

Mitigation of potential adverse effects on and enhancement of potential Project benefits to wellbeing include the following:

### Community Wellbeing

- continuing to support the development of the Baker Lake Wellness Reporting and Implementation Plan (or its replacement as outlined with the revised IIBA) in consultation with the KIA;

- supporting community wellbeing initiatives to address community priorities towards enhanced wellbeing, including for example substance abuse management, recreational programs for youth, and IQ retention;
- continuing to provide Community Coordinators in Baker Lake and Rankin Inlet who act as a point of contact to facilitate communications, provide services and coordinate activities relating to the following:
  - employee coordination (e.g., contacting people prior to their shift departure times, taking them between their home and the airport on departure days);
  - community information sessions and community-based projects and initiatives; and
  - providing updates to the Hamlet Council on Agnico Eagle initiatives;
- continuing the Meadowbank Community Liaison Committee, which includes Elders, youth, the business community, adult education committee, the Hamlet of Baker Lake, Nunavut Arctic College, and the Hunters and Trappers Organizations; and
- providing school based education and training initiatives for youth to enhance educational achievement and life skills in the context of participation in both the wage and traditional economies (refer to Section 5.3 for additional detail on education initiatives).

#### **Employee Wellbeing**

- continuing to provide a confidential EFAP that addressed the range of work/life issues that can arise for an individual employee in a culturally sensitive and knowledgeable fashion (e.g., problems with substance abuse, addictions, inappropriate sexual behaviours, financial management, adjustment to change);
- continuing partnership in, and support of, the Kivalliq Mine Training Society Family Network program intended to assist families of current and potential employees in becoming prepared for the expectations and realities involved in having a family member employed with the Project;
- continuing the fly-in-fly-out program for the spouses of employees allowing them to come to the Project to experience what mining life is like at site, and to receive spousal counselling sessions on effective communications, financial management, conflict resolution and healthy living;
- continuing the On-Site Councillors Program to provide employees access to first-responder support;
- continuing the Elder Visitation Program that periodically brings Elders to site to provide Inuit employees with guidance reflective of Inuit cultural values and supportive of healthy and productive lifestyles; and
- continuing employment policies and procedures that give value to IQ, including the principles of sharing and cooperation, and enable traditional activities and practices (refer to Sections

5.1 and 5.4 for additional detail on the inclusion of traditional practices in workforce management).

## **5.6 Public Health and Safety**

Worker and public health and safety risks will be managed first through the application of best health and safety practices. In addition, emergency response planning will ensure that in the event of a Project emergency, potential damages can be contained. Risks related to road traffic and unplanned emergencies represent the most tangible risks to the Project workforce, and to the people of Baker Lake and the other local study area (LSA) communities. Environmental effects, for example on caribou and water, can also have implications for public health and safety.

Measures put in place to minimize risks to health and safety is detailed throughout the FEIS Amendment, and includes the following:

### **Employee Health and Safety**

- continuing to employ an Emergency Response Team trained in first aid, firefighting, extraction, search and rescue, rope rappelling, and other emergency support skills;
- continuing the Meadowbank Occupational Health and Safety committee and the Health and Safety Management Plan, and training aimed at improving health and safety knowledge and management skills;
- comprehensive risk management and emergency response planning and training, including the provision of necessary emergency response facilities and/or equipment, and training at the Meadowbank and Amaruq sites. Mutual aid agreement with Baker lake continues to be established, as detailed in the Risk Management and Emergency Response Plan;
- regularly inspecting and maintaining vehicles and transportation infrastructure, including access roads, road crossings, water crossings, signage, refuge stations, and docking facilities in good condition as detailed in the Roads Management Plan and the Shipping Management Plan; and
- continuing to provide driver training and enforcement of a driver code of conduct.

### **Community Health and Safety**

- communicating with Baker Lake regarding road traffic schedule and scheduling of heavy vehicle traffic to minimize risks and any potential disturbance effects;
- securing all Project facilities with potential to pose public health and safety risks, including access restriction, specifically during transportation of dangerous and/or potentially dangerous goods;
- avoiding and minimizing any environmental effects that have the potential to affect public health, including those that may negatively affect livelihood resources;
- providing emergency assistance to people travelling on the land near the Project, when safety is at risk;

- periodically offering site tours to provide opportunities for LSA residents to better understand mining and measures put in place to protect environmental resources and worker and public health and safety;
- delivering public information and education programs on Project environmental effects and risks to contribute to people's i) understanding of mining activities; and ii) emergency preparedness; and
- delivering public information and education programs, targeted to the appropriate audiences, to enable enhanced community participation in both environmental and socio-economic monitoring.

### **5.7 Public Health and Safety**

In addition to financial compensation identified in the IIBA payable to the KIA, Agnico Eagle expects to continue to provide when it can financial and in kind contributions to Kivalliq Region communities, as has been done at Meadowbank and over the Project's development phase. The contributions are made in response to community priorities, usually on the basis of requests by representative organizations. In the recent past, contributions have included support for a number of education initiatives (please refer to Section 5.3 for further description) and sponsorship for community events including feasts, trade shows, and sporting events.

Agnico Eagle expects to continue to respond to contribution requests through the Project life cycle, including partnerships with hamlets, regional organizations and institutions, and in collaboration with other mining companies.

### **5.8 Compensation**

In the course of Project development to date, including exploration of the Whale Tail Pit, there has not been evidence that any Project specific disturbances to wildlife have resulted in declines in traditional harvesting. Recent data (Statistics Canada 2011; Wallace 2014) have suggested that there has been a slight increase in the number of people participating in traditional activity. In 2006, 30% to 79% of the Nunavut Inuit population aged 15 years and older hunted, fished, gathered wild plants, or trapped (depending on the activity), compared to 81% in 2012. Therefore there has been no requirement for compensation for loss of economic resources. Nor are future such disturbances foreseen given the results of the IQ studies and the environmental effect assessments.

Despite the absence of predicted adverse effects on traditionally harvested resources, and associated implications for compensation, there is potential that a Project risk might be realized with unforeseen consequences on traditional harvesting. The IIBA includes provisions for compensation for mortality of large mammals caused by the Project, with compensation being paid to the KIA. It is still possible however that an environmental risk could be realized with consequent effects on one or more individuals. In any such unlikely event, Agnico Eagle would ensure fair compensation to the affected individual(s), on the basis of an estimate of harm, including taking into consideration cultural loss. The

compensation would of course depend on the determination of harm, but could imply a financial payment and/or an 'offset' of some kind.

It is also not expected that the Project will have any significant effects on commercial activity related to environmental resources. In the improbable event that effects on existing or expected commercial activity do occur, compensation would be negotiated with the affected individuals on the basis of demonstrable loss.

People are also concerned about compensation for any effects of the Project on human health. Standards for monitoring and protecting both worker and public health established for the Meadowbank Mine will be applied to the Project, and will continue to comply with regulations and best practices. In the event of an unforeseen accident, compensation would be paid.

## 5.9 Project Closure

The economic effects of final Project closure are most keenly felt in the end of employment and contracting opportunities, and the consequent negative social effects of an economic downturn. The challenge is to ensure that in the process of enhancing access to economic opportunities during the Project's life, consideration is also given to eventual final closure. Agnico Eagle's intent is to have, by Project final closure, increased the capacity of Kivalliq Region labour and business to engage in economic activity that is independent of the Project.

The measures described above for employment, contracting and education and training include a number of elements that are intended to realize this intent. In addition, the overall objective of many of the other socio- economic management measures described above is to contribute to sustainable development over the longer term. Although the final closure of the Project will inevitably cause dislocation, this dislocation should be attenuated by the following:

- **Employment:** Preferential employment, training and culturally sensitive employment practices that contribute to job performance, satisfaction, retention and advancement for people in the Kivalliq Region.
  - This, and the inclusion of targeted Inuit employment as a criterion for evaluation of bids from contractors, will build capacity of Inuit employees to participate in the wage economy. These measures will provide the work experience that will give people a competitive edge in competing for jobs elsewhere in the economy.
- **Education and training:** Programs that emphasize not only preparation of adults for work at the Project, but that encourage the young to value education with a view to either Agnico Eagle employment or other participation in the formal wage economy has implications for long-term employability. In addition, the expectation is that such programs will provide motivation to higher education in areas such as health, education, public security and business administration.

- **Contracting:** Preferential contracting, assistance with the development of business expertise and including the use of Kivalliq Region businesses as a criterion for evaluation of bids from businesses supplying to the Project, will contribute to building experience and capacity in the Kivalliq Region.
- **Support to traditional culture:** The consideration and support for individual decisions to combine formal wage employment with traditional activity and practices in employment and education and training programs contributes to resilience in face of economic dislocation.
- **IIBA and community contributions:** Continued implementation of the IIBA will contribute to economic growth, but also to the social and cultural wellbeing that underlies the ability of people to create and take up life opportunities.

Agnico Eagle will assess as final closure approaches, specific measures that may mitigate, at least to some extent, the potential for negative effects as the result of Project closure. Such measures would potentially include turning over Project physical infrastructure, such as buildings and the accommodation camp, where interest warrants and agreement can be reached on terms of handover. It is noted that for purposes of this FEIS Amendment, Agnico Eagle's undertaking is to remove all physical infrastructure.

There is also a possibility for premature closure (temporary or permanent), which would occur if, for any reason, the Project became uneconomic and was expected to remain so over an extended period. Premature closure by its nature is unplanned and therefore has more potential for negative effects. Should premature closure happen early in the Project's life cycle, many of the expected benefits to the capacity of labour, businesses and communities to adjust may not have fully developed, and closure mitigation measures will not have been well detailed. Agnico Eagle would intend to work with communities and government to agree on appropriate measures, including schedules, to ensure that effects of any premature closure are managed as best as possible.

It is noted that the economic effects of closure will to a large extent depend on whether or not there are economic alternatives available at the time of closure to replace the Project. This in turn is expected to largely depend on progress in developing the mining sector in the Kivalliq Region, and Nunavut more generally.

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**SECTION 6 • ROLE OF ENGAGEMENT AND IQ**

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Engagement and IQ are integral to socio-economic management implementation, monitoring and adjustment. Agnico Eagle's engagement plan has been conceived to provide people with the mechanisms they need to provide input, including IQ, such that the Project is better able to inform its decision making where decisions have potential to affect people. There are also expectations on the part of affected communities for participation in processes to monitor Project effects and to monitor Agnico Eagle's compliance with conditions under which the Project may be approved.

Information disclosure provides the information people need to engage and participate in the Project from an informed position. There is clear interest on the part of affected people for more information on the Project, its potential effects, and proposed socio-economic management measures.

It is noted that Agnico Eagle fully acknowledges the importance to conduct meetings and provide information not only in English but also in Inuktitut, such that the input and IQ of Inuktitut speakers can be captured and used to better manage socio-economic (and environmental) effects. Agnico Eagle's engagement undertakings include the following:

- Continuing to resource and staff the Project office in Baker Lake to provide a place where people can easily go to ask questions, express concerns, get information on the Project, lodge grievances and/or attend meetings with Project staff.
- Holding formal public meetings (open houses) at the community level at regular intervals, and at additional times as may be requested or required. Such meetings will focus on information updates on Project progress, discussion of the current understanding of Project effects, risks and the socio-economic and environmental management measures implemented in response, and upcoming opportunities for participation in the Project.
- Holding meetings with the following:
  - the Community Liaison Committee<sup>4</sup> based in Baker Lake to discuss and resolve issues of concern as these arise; and
  - communities and governments to develop and implement activities in support of socio-economic management measures, including for example education and training initiatives and community contributions.
- Cooperating, as warranted, with territorial, regional and hamlet authorities in meeting economic and social development goals.
- Clearly providing the names and coordinates of staff with responsibility for community relations in all Project information media.

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<sup>4</sup> This committee consists of representatives from Agnico Eagle, including the general manager for the Project, superintendents, the community liaison officer and the IIBA coordinator, and community representatives from the Hunters and Trappers Organizations Hamlet, educational authorities, and youth and Elders.

- Fostering a workplace environment that facilitates worker input without fear of misunderstanding or retribution.
- Including engagement, participation and public reporting of results in environmental and SEMP.
- Providing training to management and supervisory staff, on communication with Inuit employees and people in communities, as well as on engagement and on the grievance mechanism (see below).
- Maintaining an engagement database with the results of all the above events, including any issues raised and undertakings to resolve these issues.
- Continue the Meadowbank grievance and dispute resolution mechanism to manage any instances over the life of the Project where people feel they have grounds for complaint.

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**SECTION 7 • MONITORING**

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Agnico Eagle's community relations and other management staff will informally monitor the day to day implementation of socio-economic mitigation and enhancement measures in the course of management and administration of their relationships with Project workers, and with people in communities and their representatives. Meetings in communities will be conducted to facilitate the discussion of Project-related issues. People may also raise issues and request information about the Project at any time through the community liaison staff. Facilitating access of workers and people across the Kivalliq Region to Agnico Eagle allows the identification of concerns as they evolve.

In addition to the above initiatives, there is also a requirement for formal monitoring of the implementation of socio-economic mitigation and enhancement measures, and for reporting on the monitoring results.

**7.1 Objectives and Principles****7.1.1 Objectives**

Priorities for monitoring activity will be the measurement of economic benefits to the Kivalliq Region that result from the Project, and the establishment of trends in community wellbeing with a goal of addressing problems that may be related to the Project.

The overall objectives of socio-economic monitoring are thus to:

- record the uptake of employment, education and training and contracting opportunities over time, and analyze the trends in this uptake in relation to expected outcomes;
- determine the effectiveness of socio-economic impact mitigation and benefit enhancement measures, including for example EFAPs, and measures to accommodate traditional culture in the work place;
- participate with people in communities and governments to evaluate the trends in economic and social development and wellbeing in the Kivalliq Region, as well as the relationship between these trends and the Project; and
- demonstrate compliance with Project socio-economic management commitments.

It is noted that monitoring does not solely consist of the identification of indicators, and the collection of data on these indicators. More importantly it is the analysis of data collected in relation to the objectives of social management, the realities of Project implementation, and the socio-economic dynamic in affected communities. Further, monitoring is only valuable insofar as it is comprehensively reported, and the results are used to adjust socio-economic management measures. That is, the monitoring results need to be incorporated into adaptive management strategies.

**7.1.2 Principles**

The principles for socio-economic monitoring related to the Project are as follows:

- **Relevance:** Agnico Eagle’s monitoring responsibilities are limited to the monitoring necessary to establish the degree to which the Project: i) is achieving its objectives in terms of benefits to LSA and Kivalliq Regions communities; ii) may be having negative effects on individual and/or community wellbeing; and iii) is meeting FEIS Amendment commitments.
- **Cost-effectiveness and efficiency:** There are many data that are already collected within communities by various levels of government. It is important to identify indicators that are pertinent to the Project monitoring objectives, and that affected people themselves identify as indicators. However, the selection of such indicators should be made from data already being collected to the extent possible. This is in the interest of cost effectiveness and efficiency, but also of data comparability across both space and time to facilitate data interpretation and analysis.
- **Confidentiality and transparency:** Much socio-economic data, including individual data and community level data in small communities, needs to be treated as confidential, as of course does any analysis of that data.
  - Confidentiality cannot, however, be extended to those who need the data and analysis to make decisions, adjust mitigation and benefit enhancement measures, or commit resources. There is a requirement for transparency among parties to a monitoring program such that the monitoring results can be used effectively. Within the limits of confidentiality, there is a requirement for transparency with regard to making monitoring results available to communities.
- **Participation of affected people:** Agnico Eagle recognizes that with few exceptions, effective monitoring is more related to compliance than to socio-economic Project effects, and is only possible with the participation of affected people.
- **Synergies with other monitoring initiatives:** Agnico Eagle sees significant overlap between obligations for reporting under the Meadowbank Project Certificate (issued by the NIRB) addendum, the Meadowbank IIBA, and expected output of its participation in the Kivalliq SEMC, and eventually the Nunavut General Monitoring Plan (NGMP). For many reasons, including efficiency and clarity and comparability of results, Agnico Eagle would wish to ensure no duplication of effort. This in turn implies cooperation between the various parties to these monitoring initiatives (see Section 7.2 below). It is important to note that Agnico Eagle has participated in monitoring the social impacts of the Meadowbank Mine since the mine started production in 2010, and has actively participated in the Kivalliq SEMC since its inception, providing both data, data analysis, and reporting on the mine’s impact and on the efficacy of the mitigation measures and programs implemented by Agnico Eagle.

### 7.1.3 Terms of Reference

The Terms of Reference (2012) (ToR) for socio-economic monitoring at the Meadowbank Mine are expected to extend to the construction and operations of the Project. The ToR requires that socio-economic monitoring:

- measure relevant effects of the Project on the socio-economic environment of the Nunavut Settlement Areas;
- assess the accuracy of predicted socio-economic effects presented in the Project FEIS Amendment, by valued component;
- report on indicators of socio-economic change; and
- report on quantitative (e.g., human resources statistics) and qualitative (e.g., employee satisfaction surveys, exit interview results, traditional lifestyle questionnaires, community wellness focus groups, outcomes of training and recruitment initiatives) data.

The ToR recognizes that regional and cumulative socio-economic monitoring is the responsibility of the GN, and that the Project's monitoring responsibilities are project-specific.

## 7.2 Socio-economic Monitoring Context

Nunavut is a society in transition and has important economic and social challenges that need to be managed in a context of rapid change. A major force of change is expansion of the mining sector. The precise relationships between construction and operations of large mines and community economic and social development are not fully understood in Nunavut or elsewhere in Northern Canada.

Multiple governing agencies, with various responsibilities for economic and social development in Nunavut, have responsibilities to participate in the monitoring of community wellbeing generally, including with reference to the effects of mining, and the Project specifically, the following:

- Currently, a primary mechanism for meeting economic and social development and monitoring responsibilities is joint participation of governments and industry on one or more of the three regional SEMCs in Nunavut, including the Kivalliq SEMC. SEMCs are led by the GN, as the level of government with primary responsibility for socio-economic monitoring. The Kivalliq SEMC also has representatives from hamlets (mayors), KIA, GN departments and other agencies, NIRB, Indigenous and Northern Affairs Canada (INAC) and industry – currently Agnico Eagle and AREVA regularly attend. The SEMC monitors and reports on industry's performance regarding employment, contracting and other contributions to Kivalliq communities, as well as on regional socio-economic conditions as these evolve.
- The work of the Kivalliq SEMC faces the challenge of limited data availability. Industry representatives are able to report current data on economic opportunities offered by their projects; however, regional and community level data of most interest to understanding socio-economic change are unavailable or are generally only available with a minimum two year lag. Further, data on socio-economic trends during the period of mining activity cannot be used to accurately determine a direct cause-effect correlation between trends, and the mining industry.
- Under the Nunavut Land Claims Agreement (Article 12.7.6), there is a requirement for government, in cooperation with the Nunavut Planning Commission, to develop and implement a general plan for the monitoring of the 'long-term state and health of the ecosystemic and socio-economic environment' in Nunavut. Accordingly, the Nunavut

Planning Commission, Nunavut Tunngavik Incorporated, INAC and the GN are working on the development of the NGMP. They are currently consulting on the plan, on valued components to be monitored, and on the indicators to be used for monitoring, and are developing data information management systems for NGMP implementation. The NGMP is expected to support decision making through the provision of credible data. An eventual interface with SEMC monitoring is expected and the NGMP could go some way towards providing the data SEMCs need to better monitor regional socio-economic trends.

- As per the Meadowbank IIBA, Agnico Eagle is required to provide monitoring reports to the KIA. The terms of the IIBA include significant overlap with the EIS socio-economic management commitments. The KIA participates in the Kivalliq SEMC and Agnico Eagle attends and reports to the SEMC.
- NIRB has monitoring responsibilities related to the implementation of approval conditions for the Project, including socio-economic management commitments.
- Agnico Eagle is a party to a Development Partnership Agreement with GN for the Meadowbank Mine, which requires monitoring and annual reporting on:
  - Archaeological Resource Management Plan implementation;
  - IIBA implementation;
  - SEMC participation;
  - community engagement initiatives and projects;
  - infrastructure projects undertaken in the reporting year;
  - waste disposal and shipment;
  - use of GN health services and infrastructure;
  - administrative activities based in Baker Lake;
  - workforce composition (e.g., age, gender, residency, permanence), including contractors;
  - other workforce characteristics (turnover and retention, salaries, hours worked, training);
  - involvement with the Kivalliq Mine Training Society and apprenticeships;
  - business development activities, including Inuit business development, and expenditures on materials and services by point of origin; and
  - other topics relevant in a given year (e.g., caribou collaring program, marine backhaul).

Thus there are five different monitoring mechanisms that Agnico Eagle either directly, or by association, will participate in for the Project.

In this context, Agnico Eagle's socio-economic monitoring plan is conceived as having 2 broad components: i) operations monitoring to report on Agnico Eagle's internal information management system data on socio-economic management inputs and outputs; and ii) collaborative monitoring, that is participation in government's initiatives towards monitoring of socio-economic conditions, trends and outcomes in Kivalliq Region communities. Operations monitoring data are of primary

interest to the Kivalliq SEMC, KIA and NIRB. Collaborative monitoring data are of interest to all parties with responsibilities for socio-economic monitoring in Nunavut.

### 7.3 Monitoring Issues

While it is expected that the Project will result in substantial benefits to people over its life cycle, some negative effects can be expected as well. Most of these negative effects are unpredictable in their scope, significance, and who may be affected. In some cases there are no clear means to mitigate potential negative effects without first understanding in detail what they will be. Uncertainty about outcomes means monitoring socio-economic conditions is critical to adaptive management.

Nevertheless, issues that may need monitoring can be preliminarily identified on the basis of concerns people and governments have about the relationship between the Project and community economic and social development. The following issues have been identified as of potential interest to Agnico Eagle's socio-economic monitoring for the Project based on engagement results; community priorities for monitoring as made evident in the deliberations, for example, of the Kivalliq SEMC and work toward the NGMP; experience to date of Meadowbank Mine's effects; and potential residual Project impacts on Kivalliq Region communities (FEIS Amendment Volume 7, Section 7.4):

- uptake of Project employment, contracting, and training opportunities;
- personal job satisfaction and lifestyle adjustments of Agnico Eagle employees;
- effectiveness of education and training initiatives;
- labour markets in communities;
- in- and out-migration levels, and consequent effects;
- use of Inuktitut and traditional practices, values and knowledge;
- physical and mental health, as identified by government monitoring;
- deleterious uses of income, and consequent outcomes on community wellbeing; and
- pressures on physical and social infrastructure, specifically housing and policing.

It is noted that the above list does not necessarily totally coincide with priorities for SEMC and NGMP, whose responsibilities for monitoring are broader than those expected of Agnico Eagle.

### 7.4 Community-Level Data Availability and Analysis

Agnico Eagle's information management system will provide data on Project inputs and outputs related to socio-economic management. Such information includes data that may be of some use to understanding certain community level effects. For example, Agnico Eagle will have data on worker residence and can therefore track migration of Project workers between communities. Rates of use of on-site Elder, peer counsellors and the EFAP can provide a measure of job satisfaction and lifestyle adjustment challenges. However, additional data will also be needed to effectively measure community level trends. These data are most appropriately collected through collaborative monitoring.

The baseline study (Volume 7, Appendix 7-B) reports data against which to measure community trends in such areas as population, educational achievement, average household size, participation and employment rates and average income. These data are periodically reported by government on the basis of household surveys or other sources of information, and thus are consistent over time. Canadian census data are useful because of completeness; however, the data are only collected every five years, with up to a two year lag in release after collection. Statistics Canada also provides tax filer data to the Nunavut Bureau of Statistics. These data are less complete and not always presented at a community level, but are available on an annual basis, with a one to two year lag.

In addition, local education, health, and police services track operational data. Most of these data are not made public on confidentiality grounds, but could be used, for example, to derive rates of teenage pregnancy, attempted and actual suicides, domestic violence, and various types of crime. Such data are often more pertinent to monitoring wellbeing indicators than the census household survey data, and in an appropriately aggregated form, could in principle be provided by the agencies collecting them while still ensuring confidentiality.

Monitoring perceptions, through ongoing engagement with affected people, is also important. For example, the extent of sharing and cooperation, the degree to which the Project workplace accommodates traditional culture, the levels of disturbance as a result of increased traffic, and the legal but disruptive behaviour of out of area workforces are all subjectively experienced. Agnico Eagle's ongoing engagement with its workers and people in communities can provide some such information, and it may be that additional purposeful or issue specific engagement (through focus groups for example) could be organized.

Although not always a data source on Kivalliq Region communities, monitoring and analysis of the effects of resource development projects on communities across the north is ongoing by governments, academics and resource extraction companies. Insights from such studies can inform the interpretation of data collected in the Kivalliq Region described above.

As information from the above mentioned data collection events become available, there will be a requirement to interpret any resulting evidence of socio-economic trends in LSA and Kivalliq Region communities and their relation to the Project. While such interpretation would be useful to governments in planning and decision making, it is also needed if the monitoring results are to be effectively used in adjusting the socio-economic management of the Project.

## **7.5 Operations Monitoring**

Operations Monitoring is the collection, analysis and reporting of internal Agnico Eagle information related to, for example, uptake of Project employment, contracting and training opportunities, health and safety performance, grievances, engagement activity and contributions to communities. Agnico Eagle's own operational records can provide much monitoring data on undertakings described in this document, and in this regard, Agnico Eagle undertakes to:

- maintain full human resource records in a form that permits an annual roll-up of selection, residency, employment, promotion, training, use of support services (e.g., Elder councillors, EFAP) and exit statistics on the workforce by ethnicity, residence, gender and level as a percentage of the total workforce;
- maintain procurement records in a form that permits an annual roll-up of the number, value and general content of contracts for goods and services by supplier location and Inuit content, as a percentage of total procurement;
- require of all contractors annual reporting on employment that provides the same information;
- maintain health and safety, accident and incident, breach of worker codes of conduct and any other relevant records pertaining to events that occur in direct relation to Project activity;
- flag any anomalous results of traffic, air quality, noise, water flow and quality, and biological monitoring programs, in order to permit an assessment of potential for social effects;
- maintain records on all public education and training events (for example, public emergency response training), including the content of and participation rates in events;
- maintain records on other social effect mitigation and benefit enhancement measures, and on Agnico Eagle's contributions to communities;
- maintain records on all engagement events with the public, governments, partner organizations noting issues raised and resolutions;
- maintain records on Project commitments to stakeholders and on grievances and their resolution; and
- at least on an annual basis, undertake a formal review of the results of the above to determine the degree of compliance with related undertakings, and to identify (and address) any specific obstacles or problem areas, and any systematic successes or failures.

The above monitoring will be managed and administered solely by Agnico Eagle, insofar as it consists of the reporting of internal management information. Agnico Eagle will communicate the results internally to management, its workforce and its contractors as appropriate, such that the information can be used to adjust policies, procedures, mitigation and enhancement measures and workforce behaviours where adjustments are identified to be necessary. The results will also be annually reported in an appropriate form and forum (such as at the SEMC) and discussed with communities, the KIA, GN, and INAC, with a view to maintaining an environment of transparency and accountability, and to building confidence in Agnico Eagle's economic and social performance relative to commitments.

## **7.6 Collaborative Monitoring**

Collaborative monitoring for adaptive management is intended to capture local socio-economic trends and their relationship with the Project, such that evolving adverse social effects can be managed, and benefits can be learned from and enhanced. Further, irrespective of directly attributable cause and effect, it is in the interests of Agnico Eagle to understand socio-economic

trends such that, where the Project is able to intervene effectively, it has the information to do so. Finally, putting in place a monitoring framework that attempts to understand the cause of socio-economic effects is important to both Agnico Eagle and the Kivalliq Region as a means towards maintaining a constructive relationship between communities and the Project.

Agnico Eagle intends to continue to collaborate with communities, the KIA, the GN, and INAC in collaborative monitoring, primarily through participation with the Kivalliq SEMC. Agnico Eagle's involvement in collaborative monitoring will likely evolve over time as the relative capacities, interests, activities and responsibilities of the SEMC and the NGMP are further developed. The following presents a preliminary view on Agnico Eagle's role in collaborative monitoring and on indicators that might be considered as relevant to a better understanding of Project effects on economic and social trends in the Kivalliq Region.

### ***Agnico Eagle's Role in Collaborative Monitoring***

Agnico Eagle's role through participation with the Kivalliq SEMC is as follows:

- Contributing to government monitoring processes any relevant information collected by Agnico Eagle on its day to day operations at the Project as described above in Section 7.5. This reporting will include some analysis of results relative to socio-economic management desired outcomes, including for example reasons for worker terminations and barriers to worker advancement.
- Building upon the existing monitoring plan to re-define, as appropriate, issues, appropriate indicators, methodologies for data collection and analysis, roles and responsibilities, schedules and budgets. Care needs to be taken to ensure that this monitoring plan fulfills the objectives of SEMC monitoring, but also is as consistent and complementary as possible with monitoring requirements of the IIBA, NIRB and NGMP.
- Providing support to the SEMC as may be agreed, including potentially through the funding of work of technical resources to assist in the development and implementation of parts of the detailed monitoring plan, and to develop capacity within the SEMC.
- Discussing with participants in collaborative monitoring, as well as with Project workers to the extent they are implicated, options for the collection and reporting of additional data that may contribute to a better understanding of Project effects on communities.
- Collaborating with other mining-related companies that may in future be implicated in socio-economic monitoring towards some consistency in approaches for data collection on mining sector workers, as agreed to be useful in the detailed monitoring plan.
- Respecting confidentiality concerns of both workers and other participants in collaborative monitoring, which could extend to maintaining an arm's length distance from data collection, analysis and reporting.

As noted above, there are currently limits on the availability and usefulness of data for the purposes of monitoring socio-economic impacts of the Project specifically. Some of these data gaps may be

addressed with time as the NGMP is further developed and rolled out. For example, more public reporting, even aggregated at a regional level, of data currently held by social service delivery staff would assist SEMCs to monitor wellbeing.

In addition, there are three potential avenues for Agnico Eagle to assist in addressing gaps. The first would be to take advantage of data that Agnico Eagle would expect to have on its workers, but would not necessarily report if currently applied reporting requirements were followed. For example, at Meadowbank Mine, Agnico Eagle has included in their report to the Kivalliq SEMC a qualitative analysis of employee turnover. Such reporting could be expanded to include, for example, quantitative measures of worker job satisfaction (data on worker grievances), work related family stresses (data on counsellor/EFAP use) and migratory movements between communities (residence data).

The second avenue would be to agree with workers that data could be collected from them as a subpopulation of interest. If quantification of trends were an objective, this would most effectively be done using questionnaires. Questionnaires are not often used in Northern Canada and there is some conviction that people may be unwilling to participate in this kind of survey. Experience suggests, however, that there is willingness to participate where people understand the purposes of data collection and how the data will be used, are offered the opportunity to decline to answer any specific question, and are confident of anonymity.

The third possible avenue would be similar to that in place in the Northwest Territories, as a collaborative exercise between communities, government and mining companies. The Communities and Diamonds report, facilitated by the Government of the Northwest Territories, is a monitoring and reporting process that has been ongoing since 2000. It was developed initially as a condition of the socio-economic agreement for the BHP Billiton Ekati Project and has been extended to include two other diamond mining projects in the region (Diavik and Snap Lake). The Communities and Diamonds Report uses public statistics, monitoring results from individual projects, and mine-employee surveys to identify how diamond mining projects may have impacted peoples and communities. The reports collect comparable data and are published annually. While the reports do not draw causal linkages to mining, or any one mine in specific, the findings are used to assist the Government of Northwest Territories and the diamond mines in identifying priority areas for benefit enhancement and community development initiatives.

**Table 1**      **Socio-Economic Monitoring Indicators, Compared by Northern Monitoring Body**

VCs	Indicator by Monitoring Body		
	Kitikmeot SEMC (2013) and Kivalliq SEMC (2014)	Government of the Northwest Territories (2015)	Meadowbank Socio-Economic Monitoring Program (2015)
Population	population by region and community		population estimates in Kivalliq communities
	population mobility		Inuit employees that have moved south
	age distribution by region and community		employment by age
	population by mother tongue		use of traditional language
	aboriginal identity		employment by aboriginal identity
Education	public school enrollment by grade		mine training and education by ethnicity
	attendance by grade	less than grade 9	public school truancy by region
	secondary school graduation rate	greater than high school education	secondary school graduation by region
			% of population with trades certificate
			investment in school-based initiatives
Cultural Wellbeing	hunt, fish, gather, trap - past 12 months	fur sales	participation in traditional activities
			country food availability at Meadowbank
	language most spoken at home	aboriginal language use (ages 15-24 and 15+)	use of traditional language
	time spent with elders (youth)		visits to elder counsellors
Health and Wellbeing	birth weight		
	infant mortality		
	life expectancy	potential years of life lost	
	suicides	suicides	suicides
		physician-diagnosed injuries and poisonings	lost time and light duty accident frequency
		nurse-diagnosed injuries and poisonings	
		sexually transmitted infections	
		tuberculosis cases	
	perceptions of drug and alcohol abuse		counselling programs and usage
	tobacco and alcohol addiction		
	teenage pregnancy	birthrate for teen females	
		single parent families	
	number of children receiving services	children receiving services	
	number of visits to community health centres		community health centre visits-public/employee
			number of visits to Agnico Eagle clinics
		spousal assault	
		women and children in shelters	

VCs	Indicator by Monitoring Body		
	Kitikmeot SEMC (2013) and Kivalliq SEMC (2014)	Government of the Northwest Territories (2015)	Meadowbank Socio-Economic Monitoring Program (2015)
		shelter bed days	
Food Security	hunger		
	consumer price index		
	cost of northern food basket		
	nutrition north: subsidy/weight per community		
Housing	crowding	household crowding	
	total rented & public/private-owned dwellings	households owned	
	public housing wait list		public housing wait list
	total dwellings and household size		
		households in core need	
Crime	actual violations	total crimes	criminal violations by community
	rate of police-reported incidents		
	criminal violations by type	violent crimes	
		property crimes	
		traffic crime	
		federal statute crimes	
		other criminal code crimes	
Non-Traditional Economy	tax filers with employment income		employment by ethnicity, gender, community
	labour force characteristics	participation rate	turnover
	median employment income		incomes by ethnicity and community
	persons receiving employment insurance	unemployment rate	
	social assistance caseload and expenditures		social assistance recipients and expenditures
	% of households receiving incomes support	income assistance	
	economic activity	revenue distribution	contract and business expenditures
	retail trade		registered Inuit-owned Kivalliq businesses
	GDP	trends in Northwest Territories GDP sectors	Nunavut GDP, royalties and taxes
	building permits		

Sources: GNWT (2015); Kitikemot SEMC (2013); Kivalliq SEMC (2014); Agnico Eagle (2015).

VC = valued component; SEMC = Socio-Economic Monitoring Committee; GDP = gross domestic product; % = percent.

It can be noted from Table 1 that different indicators are of interest in different jurisdictions although there is some convergence on major themes. However, there is no socio-economic monitoring standard in common use, which may be due in part to varying importance of issues between communities. Consistency has been obtained between the indicators chosen in the Kivalliq and Kitikmeot regions; however, not all indicators are the responsibility of a developer to monitor.

The preliminary list of subpopulation indicators provided in Table 1 was selected to approximate indicators used in other jurisdictions, again for purposes of comparability. It must be emphasized that Table 1 is not a proposal, but an illustration of the kinds of data that might be collected, and has, in some instances, been collected to date at Meadowbank Mine. It is recognized that there are a number of challenges to collecting data on Project workers:

- Unwillingness to provide data on the part of some workers can have implications for the representativeness of results.
- Some data that could be collected is highly personal in nature. People may not want to give answers, or not provide correct answers to very personal questions, like sexually transmitted diseases and suicide attempts. This may not only be for reasons of confidentiality outside the family, but also inside the family. Parents for example do not necessarily know everything about their children.
- Even if data could be reliably collected, there are important confidentiality concerns. Who the data are collected by, and how the data are reported and to whom, are issues that would need to be resolved. It can be more appropriate for third parties to collect data and manage confidentiality concerns than either mining companies or community groups. Data may not be reportable, or reportable only at a regional level where incidence rates are small within the group of workers or within communities.
- Some of the data listed in Table 1 are not currently available at community or regional levels. This may change in response to the NGMP or to specific requests by the Kivalliq SEMC. There is less value in collecting data from workers if comparable data are not available for the larger population.
- Agnico Eagle would only be able to collect such data on its own workers. Project effects such as indirect and induced employment, migration, or changes to social cohesion (and consequences of these) are not specific to mining workers. Thus, although data on workers can provide more explanatory power, other investigations may also be necessary.
- Notionally identical processes should be put in place by others additional to Agnico Eagle – larger sample sizes contribute to both data reliability and alleviating some confidentiality concerns. This requires additional collaboration, coordination and potential joint funding with regional governments, associations and potentially other mining projects in the Kivalliq Region and Nunavut.

***Path Forward***

As the Project advances, both Project effects and issues of concern to communities will evolve, and current monitoring plans will need to evolve in concert. Agnico Eagle will engage with the Kivalliq SEMC on continuing the approach to collaborative socio-economic monitoring initiatives with a view to updating the current approach to monitoring employment at Meadowbank Mine, as appropriate. Agnico Eagle will continue to participate on the Kivalliq SEMC, and to provide the kinds of operational data it routinely collects.

## SECTION 8 • INUIT IMPACT AND BENEFIT AGREEMENT

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

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

It will be noted that there is almost complete overlap between the generic matters listed above, and Agnico Eagle's socio-economic commitments provided in this FEIS Amendment. The Meadowbank IIBA does not negate Agnico Eagle's current intentions for socio-economic management; however, it contains differences in detail. Agnico Eagle and the KIA are currently working on a review of the existing Meadowbank IIBA and anticipate reaching agreement on a revised IIBA in 2016. Agnico Eagle expects that this revised IIBA will have an impact on the Socio-Economic Management practices and associated monitoring programs in place at the Meadowbank Mine probably aligning them more closely to those committed to for the Meliadine Project. As such, the actions and commitments herein will require periodic review to ensure that the Plan is responsive to changing Project requirements and new information from implementation.

## SECTION 9 • REFERENCES

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