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FROM Agnico Eagle

CC Indigenous and Northern Affairs Canada

COMMITMENT 26 – LABOUR FORCE ANALYSIS FOR WHALE TAIL PIT

INTRODUCTION

During the technical meeting, held in Baker Lake, Nunavut on April 28-29, 2017 the following commitment was made (Commitment 26): AEM commits to provide a Labour Force Analysis prior to final hearing.

Agnico Eagle is currently undertaking a detailed Labour Market Analysis (LMA) and Inuit Workforce Barriers Study (IWBS) as a requirement of the Inuit Impact Benefits Agreement (Agnico Eagle Mines Limited 2011) that will focus on the ability of the labour market in Baker Lake and other Kivalliq communities to respond to employment opportunities associated with the Whale Tail Pit Project. Given the in-depth approach of these studies (e.g., community surveys, perception mapping, interviews, focus groups) and the time required to undertake them, they are not available for this July 14th submission. Once initiated in June of 2017, the two studies are expected to require 9 months to execute, and prepare final reporting. Both studies will be completed prior to construction of the Project, and will be incorporated into workforce planning and maximization of Kivalliq labour representation in the workforce. The detailed scope and approach to the LMA and the IWBS is provided in their Terms of Reference (Appendices 26-A and 26-B, respectively). It is anticipated that the provision of this approach will provide INAC with assurance that the proposed LMA currently underway will satisfy this Technical Commitment in full.

LABOUR FORCE ANALYSIS

To fulfill the commitment to provide some level of Labour Force Analysis (LFA) prior to the final hearing, Agnico Eagle has built upon labour force forecasting work completed in support of the Meliadine Mine FEIS. This high-level LFA presents a territorial-level analysis. Thus, some Projects have been included that are not incorporated into the Whale Tail FEIS cumulative effects assessment, which is focused only on the Kivalliq region for reasons identified in Commitment 24.

Under a conservative growth scenario, total employment (both operational and construction) was estimated for 5 mining projects in Nunavut for the period of 2017 to 2040 to determine demand for labour. Only projects that are either currently in production (or in care and maintenance) or advanced construction are considered, in addition to the Whale Tail Pit Project. The projects included in the LFA, and assumptions regarding their employment demand, include the following:



- **Whale Tail Pit Project:** Project details are available in the FEIS.
- **Meliadine Mine:** Construction employment is 4,600 person years over 4 years and operational employment is 700 positions per year for 10 years.
- **Meadowbank Mine:** Project operations employment was 689 per year. Construction employment was not estimated because the construction phase has completed.
- **Mary River Project:** The Project was approved in 2013 with construction scheduled to start in late 2013/early 2014 and finish in late 2017. Productive life is 21 years (2018 to 2039). The construction workforce will range in size from 1,700 to 2,700 persons and operational employment will be 950. Project details were available in the project FEIS.
- **Lupin Gold Project:** The Lupin Gold Project is intended to be a 1,000-tonne-per-day underground operation, generating 100,000 oz. gold a year over an initial four-year life. WPC is currently conducting exploration and baseline studies for Lupin and the ULU Gold Project, located 160 km to the north, which it also acquired in 2015.

EMPLOYMENT DEMAND FORECAST

Although construction employment by project was estimated, potential Project labour market impacts are best described by other project operational employment because of the difference in skills required between mine construction and operation. Although a certain amount of crossover skills will exist between the 2 phases, this is expected to be limited.

Employment demand in 2017 from the five mines includes construction and operations employment. Peak total employment is expected in 2018 when the Meadowbank Mine is still operational, while the Meliadine Mine ramps up construction activities. Direct operational employment peaks at 2,292 in 2020, when the Project, the Meliadine Mine, the Mary River Project and the Lupin Gold Project are simultaneously in operation. Employment drops to 950 by 2034, the final year of production for Mary River (Table 26-1).

Table 26-1 Mining Employment Demand in Nunavut 2017 to 2040

Year	Meadowbank Mine	Meliadine Mine	Lupin Gold Project	Whale Tail Pit Project ^(a)	Mary River Project	Total	Total Operational
2017	689	345 ^(b)	200	40 ^(b)	950	2,224	1,839
2018	689	526 ^(b)	200	70 ^(b)	950	2,435	1,839
2019	0	725 ^(c)	200	100 ^(b)	950	1,975	1,150
2020	0	750	200	392	950	2,292	2,292
2021	0	750	200	392	950	2,292	2,292
2022	0	750	0	392	950	2,092	2,092
2023	0	750	0	0	950	1,700	1,700
2024	0	750	0	0	950	1,700	1,700
2025	0	750	0	0	950	1,700	1,700
2026	0	750	0	0	950	1,700	1,700
2027	0	750	0	0	950	1,700	1,700
2028	0	750	0	0	950	1,700	1,700
2029	0	750	0	0	950	1,700	1,700
2030	0	750	0	0	950	1,700	1,700
2031	0	750	0	0	950	1,700	1,700
2032	0	750	0	0	950	1,700	1,700
2033	0	0	0	0	950	950	950
2034	0	0	0	0	950	950	950
2035	0	0	0	0	0	0	0

Note: Operational employment at the Meliadine Mine has been conservatively estimated at 750 here to avoid under-representing total employment demand.

(a) Nunavut direct employment only.

(b) Construction employment.

(c) Construction and early operational employment.

EMPLOYMENT FORECAST AND FUTURE LABOUR SUPPLY

The Conference Board of Canada (CBOC) provides a long term forecast for Nunavut from 2017 to 2030. The bulk of key indicators are covered: GDP, CPI, Incomes, Labour force components, and population. The CBOC forecast Nunavut's population to grow from 38,500 in 2017 to 47,500 in 2030. Employment will grow from 13,300 to 15,300 over the same time period. The Labour Force, those working and seeking work, is expected to grow from 15,700 in 2017 to 17,900 in 2030 (Table 26-2).

Using figures for both the size of the labour force and the number employed, it is possible to derive an estimate of the Nunavut available labour pool, those actively seeking employment, for each year. The available Nunavut labour pool is sufficient to absorb future operational direct employment, with surplus labour available for other industries/employment across all years to 2030 (Table 26-2). This conclusion is based on a relatively static participation rate. Direct operational employment, with the exception of the Whale Tail Pit Project, is presented as total, not just employment accruing to current residents of Nunavut.



It is anticipated that, in reality, total employment of Nunavummiut would be lower than the total employment demand, resulting in a conservative projection of total employment demand relative to the size of the labour force. Deficits in the local labour pool (e.g., availability, requisite skills and training) relative to the operational employment needs of other projects is expected to be met through fly-in fly-out arrangements with southern workers.

Table 26-2 Mining Operational Employment Nunavut 2017 to 2030 & Available Labour Force

Year	Employment	Labour Force	Available Labour Pool	Operational Surplus
2017	13,300	15,700	2,400	561
2018	13,400	15,800	2,400	561
2019	13,400	15,800	2,400	1,250
2020	13,600	16,000	2,400	108
2021	14,100	16,500	2,400	108
2022	14,200	16,600	2,400	308
2023	14,400	16,800	2,400	700
2024	14,800	17,100	2,300	600
2025	14,900	17,200	2,300	600
2026	15,100	17,400	2,300	600
2027	15,300	17,600	2,300	600
2028	15,500	17,700	2,200	500
2029	15,500	17,800	2,300	600
2030	15,600	17,900	2,300	600

SOURCES CONSULTED:

Agnico Eagle Mines Limited. 2011. Meadowbank Mine Inuit Impact Benefit Agreement between Agnico-Eagle Mines Limited / Mines Agnico-Eagle Limitée and Kivalliq Inuit Association.

Conference Board of Canada. 2016. Territorial Outlook Summer 2016.

SJ Research Services. 2017. Analysis of Mining Employment Supply and Demand in Nunavut. Prepared for Golder Associates June 2017.



APPENDIX 26-A

Terms of Reference for the Labour Market Analysis for Agnico Eagle's Nunavut Operations



TERMS OF REFERENCE:

1. Background and Rationale

Agnico Eagle Mines Ltd (Agnico Eagle) and the Kivalliq Inuit Association (KivIA) have agreed to an Inuit Impact Benefit Agreement (IIBA) for the Meliadine Gold project. The purpose of the IIBA is to provide benefits and address impacts on Inuit, to ensure that the way in which the Meliadine Project is constructed and operated respects the Inuit traditional way of life, language, and culture, and to promote and maintain Inuit economic and social development in accordance with the Nunavut Land Claims Agreement.

The IIBA places considerable emphasis on the training and employment of Inuit, including residents of the Kivalliq region, and the IIBA includes a training and employment schedule (Schedule C) with specific training and employment terms and conditions. A main purpose of Schedule C is to provide training, employment, and retention of Inuit. This includes ensuring that a maximum number of Inuit have access to training and employment opportunities, developing and implementing training programs, and creating a work environment respectful of the Inuit culture, language, and traditions. Parts of this schedule fall under the mandate of the Employment and Culture Committee (ECC) which is jointly managed by Agnico Eagle and the KivIA.

Section 15 of Schedule C of the IIBA requires that Agnico Eagle, with input from the ECC, award a contract for the implementation of a Labour Market Analysis (LMA) to assist in the understanding of Inuit employment. This is for the purpose of making “recommendations to Agnico Eagle resulting from the LMA with the objective of enhancing Inuit employment at the Meliadine Project.” A framework and parameters for the LMA study have been set out in a discussion paper, attached as Appendix A to these TORs. This document, entitled, “Meliadine Socio-economic Studies: Study Frameworks and Discussion Paper,”—the “Discussion Paper”—sets out frameworks for three socio-economic studies mandated by the Meliadine IIBA and recommends how these studies can be implemented in an efficient and coordinated way.

These TORs describe the requirements for the LMA study with reference to the recommended methodologies described in the Discussion Paper.

2. Scope and Objectives of the Assignment

The LMA is to establish a comprehensive understanding of the Inuit labour market in the Kivalliq Region of Nunavut, particularly as it relates to mining projects and the mining supply and services sector.

The vision that guides the LMA study is for discussion and decisions related to Inuit participation in Agnico Eagle’s Meliadine project workforce to be based on empirical and transparent data. This data will be presented within a realistic and understandable model of Inuit labour force participation as it relates to the Meliadine Project.

The specific objective of the LMA is to estimate the availability of Inuit labour for the Meliadine mine project and to identify the factors that affect availability. This will be accomplished by developing a labour force model that serves to present qualitative and quantitative insights into:



- the overall labour market of the Kivalliq region and the communities that comprise it;
- the level of interest in rotational work;
- factors affecting eligibility for employment at Meliadine;
- the availability of eligible applicants; and,
- the level of productivity that can be expected from those who accept job offers.

In carrying out this work, it should be emphasized that the LMA is to be a useful tool that serves to enhance Inuit employment at Meliadine. It will do this by providing solid data on which to build Inuit Employment Goals (IEGs); identifying areas where increased recruitment efforts may be warranted or where bottlenecks prevent applicants from proceeding toward employment; and, by reassuring parties where best efforts are being made. With these considerations in mind, the following performance objectives are proposed:

- Data collection, consolidation, analysis must be able to be updated on an annual basis.
- Definition of “available for work at Meliadine” must be relevant to actual hiring processes and to the establishment of IEGs.
- Data collection needs to be transparent and open to critique so that both parties to the IIBA have confidence in its quality.

Bidders are encouraged to address whether and how LMA research might support objectives related to enhancing recruitment of Inuit onto the Labour Pool List, specifically in the context of the community research carried out in the IWBS study.

3. Study Context and Approach

The LMA will be carried out in the context of two other socio-economic studies, the Inuit Workforce Barriers Strategies study (IWBS) and the Socio-Economic Inuit Impact and Benefits Review (SEIIBR). Data flow between these studies should be anticipated and facilitated by the Consultants implementing these studies. In particular, data from the LMA is expected to flow to the other studies within the timelines set out under “Timing,” below.

The overall approach to LMA study implementation revolves around a proposed conceptual framework or “model” that represents important considerations that will affect the nature and amount of work performed by Inuit at the Meliadine project.

The following general approach to the LMA study is foreseen:

- Desktop studies based on Statistics Canada and Agnico Eagle data
- Labour demand outlook based on local employer perspectives

Bidders should note that community-level research will be carried out under other studies. In particular, a community survey carried out under the IWBS will address understandings, perceptions, and barriers related to the process of applying for work with Agnico Eagle.

4. Tasks to be Performed

The following main tasks described in the Discussion Paper are anticipated to be carried out:

- Establish a labour market baseline profile for Kivalliq communities
- Establish the Meliadine project labour demand profile by NOC
- Profile the Inuit labour force component that has applied to LPL
- Identify characteristics of mine sector eligibility success and failure
- Estimate hours of available Inuit labour for Meliadine
- Refine the Meliadine labour force model presented in the Discussion Paper

These are described in the Discussion Paper, Section 1.4, along with a presentation in Chapter 4.0 of that paper of how the suggested specific methods can be coordinated with related tasks of the IWBS and SEIIBR studies.

The following table presents which of the suggested specific methods might be incorporated into the LMA study.

Table 1 LMA - Recommended Tasks

Task	Recommended Methodology
1.4.1.1	Demand Side: Labour demand and growth trends
1.4.1.2	Demand Side: Allocation of labour to different sectors and skill level
1.4.1.3	Supply Side: Labour force participation, employment, and intensity
1.4.1.4	Supply Side: Population attributes affecting labour force performance
1.4.2.1	Meadowbank labour demand and Inuit supply profiles
1.4.2.2	Meliadine labour demand profiles - construction and operations phases
1.4.3.1	Desktop analysis of applicant data
1.4.4.1	Desktop analysis of applicant to LPL success and fall-off data
1.4.4.2	Desktop analysis of the current availability of individuals on the LPL
1.4.5.1	Desktop analysis—extrapolation of Baker Lake Meadowbank experience
1.4.5.2	Desktop Analysis of Meadowbank absenteeism and turnover data
1.4.5.3	Community-Level Employer Interviews and/or Focus Groups
1.4.5.4	Desktop analysis of Meadowbank promotions data
1.4.5.5	Meliadine labour force model refinement and quantitative modelling

Bidders may choose to propose alternatives to the approach and methodologies set out above. However, a clear and well-supported explanation of how the objectives will be achieved within the timeframe available should be provided.

Notes on Methodology:

Study replication:

These TORs call only for the implementation of the first LMA. The intent however is that the LMA data will be updated on a regular annual basis. Bidders are advised to consider this revision need in the design of their methodologies and are encouraged to comment on how regular revision can best be accomplished and facilitated.



Shared data sets:

Data arising from this study must be available for use by the members of the ECC. Bidders are encouraged to address in their proposal how they intend to ensure that data sharing will be accomplished with respect to the various data sets they generate and/or access.

5. Responsibilities

Consultant:

The Consultant is responsible to implement methodologies that will achieve the objectives set out for this study. While the specific tasks set out in the Discussion Paper should be taken into account and may be adopted, bidders are expected to “take ownership” of their methodology and demonstrate how the tasks they adopt will meet study objectives.

In preparing their response, Bidders should address how the methods they propose will be implemented in a manner that addresses study objectives in a timely, cost-effective, and locally appropriate manner.

The Consultant is required to protect the confidentiality of HR data that may be provided for the purposes of this study. Bidders should address how they intend to balance the need for data-sharing with the need for confidentiality.

Client:

The Client will support successful implementation of the LMA study by providing the following:

- Designate a staff member who will oversee the Consultant’s activities and serve as the key contact person. Facilitate access to key Agnico Eagle staff and work with the Consultant to provide access to appropriate data sets to the extent available.
- Distribute reports, data sets, and any other materials comprising LMA study deliverables to members of the ECC. Organize sessions with the ECC where deliverables can be presented.
- Provide timely reimbursement for fees, expenses and disbursements as agreed in advance.

6. Values and Guiding Principles

Agnico Eagle Mines maintains a high standard of safety and professionalism in all its initiatives. The Consultant engaged to carry out this study will be expected to reflect these values and adhere to regulations and best practices related to their work.

In the context of this study, Agnico Eagle is committed to implementation of the Meliadine IIBA. Bidders are encouraged to describe how their proposal will promote the values and objectives set out in this agreement.



7. Deliverables

The Consultant will provide a report to Agnico Eagle that provides a consolidation of the data and an analysis of this data as it relates to the study objectives. Recommendations may be provided, but these should relate to the mandate of the ECC and its members.

Specific deliverables include the following:

- A Project Charter and detailed work plan schedule is to be prepared within 30 days of project commencement and delivered to the ECC. Regular progress updates related to community research and interviews should be provided.
- Kivalliq Labour Market Profiles, regional and community-specific, presenting trends and outlook.
- Meliadine Labour Force Model, with estimates of major components and discussion of assumptions and data limitations.
- Workshop with the ECC to present and review the results of the study.
- Report that summarizes all aspects of the study. This should include, amongst other areas, a study replication plan that includes detailed discussion of data acquisition methodology, appropriate for third-party implementation.
- Executive Summary. This may be in a PowerPoint format suitable for presentation to the ECC.
- Data sets that can be used by others in future LMA updates.

8. Timing

Timely completion of this work is critical as study results will support determination of IEGs and will feed into the other socio-economic initiatives.

Consolidation and analysis of data obtained from Agnico Eagle related to the LPL process, Meadowbank employment, and Meliadine employment and staffing plans should be completed within 90 days of contract signing. Access, analysis, and presentation of data obtained from government sources and completion of all other tasks should be completed within 180 days of contract signing.

In the event that data requests made to Statistics Canada require more time than these timelines allow for, the Consultant is expected to identify this to the Client within 45 days of contract signing.

9. Proposal Guidelines

Proposals should reflect Bidders' understanding of the requirements of these TOR and provide a clear description of the approach and methodology that will be used to achieve the study objectives. Proposals should address the following:

- demonstrate understanding of study requirements
- describe the proposed approach and methodology
- present a timeline and budget
- discussion of uncertainties and risk factors
- experience and qualifications that demonstrate Bidder's capacity



APPENDIX 26-B

Terms of Reference for the Inuit Workforce Barriers Study



TERMS OF REFERENCE:

1. Background and Rationale

Agnico Eagle Mines Ltd (Agnico Eagle) and the Kivalliq Inuit Association (KivIA) have agreed to an Inuit Impact Benefit Agreement (IIBA) for the Meliadine Gold project. The purpose of the IIBA is to provide benefits and address impacts on Inuit, to ensure that the way in which the Meliadine Project is constructed and operated respects the Inuit traditional way of life, language, and culture, and to promote and maintain Inuit economic and social development in accordance with the Nunavut Land Claims Agreement.

The IIBA places considerable emphasis on the training and employment of Inuit, including residents of the Kivalliq region, and the IIBA includes a training and employment schedule (Schedule C) with specific training and employment terms and conditions. A main purpose of Schedule C is to provide training, employment, and retention of Inuit. This includes ensuring that a maximum number of Inuit have access to training and employment opportunities, developing and implementing training programs, and creating a work environment respectful of the Inuit culture, language, and traditions. Parts of this schedule fall under the mandate of the Employment and Culture Committee (ECC) which is jointly managed by Agnico Eagle and the KivIA.

Section 14.10 of Schedule C of the IIBA sets out that Agnico Eagle develop “a strategy to overcome workforce barriers (the Strategy), designed to assist Inuit in accessing and maintaining employment at the Meliadine Project, including the identification of barriers to Inuit employment and the development and implementation of strategies to overcome such barriers.” The Strategy should function as a dynamic and live analysis tool that adequately identifies workforce barriers for Inuit, gauges cause and degree of impact of workforce barriers, and systematically suggests and imposes remedies and courses of action to increase Inuit in the workforce.

A framework and parameters for the IWBS study have been set out in a discussion paper, attached as Appendix A to these TORs. This document, entitled, “Meliadine Socio-economic Studies: Study Frameworks and Discussion Paper,”—the “Discussion Paper”—sets out frameworks for three socio-economic studies mandated by the Meliadine IIBA and recommends how these studies can be implemented in an efficient and coordinated way.

These TORs describe the requirements for the IWBS study with reference to the recommended methodologies described in the Discussion Paper.

2. Scope and Objectives of the Assignment

The intent of the IWBS is to identify strategies to improve the ability of Inuit to achieve their life goals through engagement in the Meliadine workforce.

This will be accomplished by collecting data and talking to Inuit and others about workforce dynamics such as: the job search; job retention; career progression; and post-termination re-entry into the workforce. Insight into the factors that affect how work contributes to a good life will also be sought. An understanding of barriers and factors for success will be enhanced by consideration of the context in



which these workforce dynamics are played out. These contextual factors include attributes and characteristics of individuals, families, communities, the workplace, and the local labour market. Cultural change underlying these factors should also be taken into account.

The focus of the strategy will be on employment related to the Meliadine mine and on initiatives that can be implemented or supported by Agnico Eagle and its IIBA partner the KivlA.

Strategies arising from the IWBS study are intended to be practical. They should meet the following performance objectives:

- address the most important factors affecting Inuit employment success, including factors that affect the ability of employment to contribute to life goals.
- quantify barriers to success, where possible, using data from the LMA and SEIIBR.
- address the roots of these barriers to achieve effective outcomes.
- focus on strategies that can be initiated by Agnico Eagle and its partners.
- address how success can be evaluated.

Community research carried out to achieve study objectives provides an opportunity to also carry out community research that is associated with the SEIIBR. Specifically, an “expectations and perceptions” component, described below, will be included in the scope of the IWBS study for reasons of efficiency.

Community research may present an opportunity to provide information related to Meliadine employment and the Labour Pool List. This could support Client efforts to enhance Inuit recruitment. Bidders are encouraged to address whether and how these objectives might be achieved without compromising the quality of the research program.

3. Study Context and Approach

The IWBS will be carried out in the context of two other socio-economic studies, the Meliadine Labour Market Analysis (LMA) and the Socio-Economic Inuit Impact and Benefits Review (SEIIBR). Data flow between these studies should be anticipated and facilitated by the Consultants implementing these studies. In particular, data from the LMA—particularly data related to components of the Meliadine Labour Force Model—is expected to flow to the IWBS.

Community research implemented under the IWBS will include an “expectations and perceptions mapping” component carried out on behalf of the SEIIBR. The data from this task will flow to the SEIIBR for further analysis and presentation.

The overall approach to IWBS study implementation is informed by the “Inuit Workforce Barriers Context Model” that is presented in the “Discussion Paper.”

The following general approach to the IWBS study is foreseen:

- Analysis of Agnico Eagle data and data consolidated during the LMA



- Community survey of understandings, perceptions, and barriers related to employment and the Meliadine application process.
- Research with specific categories of people – workers, former workers, family members, managers / supervisors of Agnico Eagle projects; local employers; front-line service providers.

4. Tasks to be Performed

The following main tasks described in the Discussion Paper are anticipated to be carried out:

- Desktop data analysis to locate bottlenecks and barriers
- Community survey and expectations / perceptions mapping
- Targeted interviews and focus groups

These are described in the Discussion Paper, Section 2.4, along with a presentation in Chapter 4.0 of that paper of how the suggested specific methods can be coordinated with related tasks of the LMA and SEIIBR studies. Implementation of these tasks will generate the data needed to support the aim of this study:

- Prepare strategies designed to support Inuit employment success.

The following table presents which of the suggested specific methods might be incorporated into the IWBS study.

Table 1 IWBS - Recommended Tasks

Task	Recommended Methodology
2.4.1.1	Qualitative Community Survey design and implementation
2.4.1.2	Analysis of applicant profiles
2.4.1.3	Employer and stakeholder sessions and attributes ranking
2.4.1.4	Manager and supervisor interviews—getting jobs, attributes ranking
2.4.1.5	Applicant Interviews—success, failure, and next steps on path to LPL
2.4.2.1	Worker, former worker, and family interviews—job retention
2.4.2.2	Manager and supervisor interviews—job retention
2.4.2.3	Community-level employer sessions—job retention
2.4.2.4	Desktop analysis of AEM termination reasons data
2.4.3.1	Worker, former worker, and family interviews—career progression
2.4.3.2	Manager and supervisor interviews—career progression
2.4.3.3	Community-level employer sessions—career progression
2.4.3.4	Interpretation of Meadowbank promotions data
2.4.3.5	Job promotion attributes & barriers ranking exercise
2.4.4.1	Worker, former worker, and family interviews—re-entering workforce
2.4.4.2	Manager and supervisor interviews—re-entering workforce
2.4.4.3	Desktop analysis of Meadowbank HR data—post-termination re-hiring
2.4.5.1	Worker, former worker, and family interviews—work-life alignment
2.4.5.2	Key person interviews and document analysis—labour force initiatives
2.4.5.3	Interviews and focus groups with front line service providers and groups
3.4.1.1	Establishing the Expectations "Set"
3.4.1.2	Community Expectations and Perceptions Ranking
3.4.1.3	Interpretation and presentation of expectations and perceptions data



Bidders may choose to propose alternatives to the approach and methodologies set out above. However, a clear and well-supported explanation of how the objectives will be achieved within the timeframe available should be provided.

Notes on Methodology

Survey methods:

The community survey and expectations / perceptions mapping are intended to gain insights from a good cross-section of working-aged Inuit residents of all Kivalliq communities. Bidders are encouraged to address how they intend to ensure they are able to generate participation from a wide range of people.

Bidders should provide details of how they intend to carry out the survey and interview tasks they identify in their proposals. Of particular interest will be to identify where and how local versus external researchers will be used. Bidders are encouraged to describe any aspects of their research design or use of technology intended to facilitate research or enhance local engagement.

Shared data sets:

Data arising from this study must be available for review and use by members of the ECC and consultants engaged to implement other studies. Bidders are encouraged to address in their proposal the extent to which data they generate will be made available. Issues related to data sharing should be identified and addressed.

Strategy updates:

These TORs call for the implementation of the IWBS as a one-off study. However, strategies arising from this work should be amenable to updating. Bidders are encouraged to address how their strategies can be updated in the future.

5. Responsibilities

Consultant:

The Consultant is responsible to implement methodologies that will achieve the objectives set out for this study.

The specific tasks set out in the Discussion Paper should be taken into account and may be adopted. Bidders are encouraged to set out how the tasks they adopt will meet the study objectives, and to propose additional or alternative methods they feel may more effectively achieve study objectives.

In preparing their response to this RFP, Bidders should address how the methods they propose will be implemented in a manner that addresses these objectives in a timely, cost-effective, and locally appropriate manner.



Community research and interviews carried out under the study is expected to adhere to high standards of research ethics.

The Consultant is required to protect the confidentiality of sensitive data that may be acquired during this study. Bidders should address how they intend to balance the need for data-sharing with the need for confidentiality.

Client:

The Client will support successful implementation of the IWBS study by providing the following:

- Provide access to Agnico Eagle data, including names of individuals for the purpose of inviting individuals to participate in interviews.
- Provide access to mine site/s and appropriate logistical support, including access to employees and contractors for the purpose of targeted interviews.
- Provide access to local liaison staff who are based in each community for the purpose of assisting with local logistics. Bidders should specify what level of support they may seek and include alternatives if they intend to engage these staff in any role that would entail substantial levels of effort on the part of liaison staff. There is a possibility (but not confirmed) that KivIA liaison officers may also be available in communities to provide support.
- Agnico Eagle will seek to obtain any research permits that may be required in relation to the community research components of the studies.

6. Values and Guiding Principles

Agnico Eagle Mines maintains a high standard of safety and professionalism in all its initiatives. The Consultant engaged to carry out this study will be expected to reflect these values and adhere to regulations and best practices related to their work. In the context of this study, Agnico Eagle is committed to implementation of the Meliadine IIBA. Bidders are encouraged to describe how their proposal will promote the values and objectives set out in this agreement.

7. Deliverables

The Consultant will provide a report to the ECC that provides a consolidation of the data, analysis, and strategies arising from the study. Specific deliverables include the following:

- A Project Charter and detailed work plan schedule is to be prepared within 30 days of project commencement and delivered to the ECC. Regular progress updates related to community research and interviews should be provided.
- Draft and final survey instruments, expectations / perceptions mapping instruments, and interview guides.
- Data sets generated by research activities. Bidders should describe the extent to which raw data arising from surveys and interviews will be made available.
- Presentation of expectations and perceptions field data, combined with a compiled data set in an Excel format.



- Inuit Workforce Barriers Strategies summary document and PowerPoint presentation.
- Workshop with the ECC to present and review the results of the study.
- Report that summarizes all aspects of the study.
- Executive Summary. This may be in a PowerPoint format suitable for presentation to the ECC.

Recommendations related to strategy implementation may be provided, but these should relate to the mandate of the ECC and its members.

8. Timing

The IWBS is anticipated to be completed in an efficient and timely manner and, at any rate, within nine (9) months of commencement. Data from the expectations and perceptions mapping exercise should be available to the SEIIBR study for further analysis and presentation. This component of the study should therefore be coordinated with the SEIIBR consultant in consultation with the Client.

9. Proposal Guidelines

Proposals should reflect Bidders' understanding of the requirements of these TOR and provide a clear description of the approach and methodology that will be used to achieve the study objectives. Proposals should address the following:

- demonstrate understanding of study requirements
- describe the proposed approach and methodology
- present a timeline and budget
- discussion of any uncertainties / risk factors
- experience and qualifications that demonstrate Bidder's capacity