



PREPARED FOR



AGNICO EAGLE

Agnico Eagle Mines Limited

DATE

April 2025

REFERENCE

0758076

Hope Bay Project

2024 Socio-economic Monitoring Program Report



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2024 Socio-economic Monitoring Program Report

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EXECUTIVE SUMMARY

The Hope Bay Project includes Doris Mine (underground and milling) and Phase II Madrid deposit (satellite mining), which are currently under care and maintenance. The Boston deposit remains undeveloped. The Hope Bay Socio-economic Monitoring Program (SEMP) is conducted annually in compliance with the Terms and Conditions for socio-economic monitoring and reporting, as applicable to the Doris Mine (Amendment No. 2 of Project Certificate No. 003) and the Madrid-Boston Project (Project Certificate No. 009) issued by the Nunavut Impact Review Board (NIRB).

The objectives of the SEMP are to verify the accuracy of socio-economic impact predictions made in the Doris North Final Environmental Impact Assessment (FEIS) and Madrid-Boston FEIS and to determine the effectiveness of planned mitigation measures.

The SEMP consists of 60 socio-economic indicators. Agnico Eagle provides data for 42 indicators. The remaining community-level indicators require data from other sources, including the Government of Canada (GC), Government of Nunavut (GN), Nunavut Housing Corporation (NHC), Royal Canadian Mounted Police (RCMP), and Nunavut Arctic College (NAC).

2024 PROJECT OVERVIEW

On February 18, 2022, Agnico Eagle announced its decision to place the Doris Mine into Care and Maintenance and suspend production at the Project. On March 30, 2022, Agnico Eagle provided the NWB with a formal written notice of Care and Maintenance for the Doris-Madrid operations under Part J, Item 4 of the Water Licence. Care and Maintenance at Doris and Madrid includes the temporary suspension of ore extraction at Doris and Madrid and milling operation at the Doris Mine. Care and maintenance activities have been ongoing since 2022.

Since 2022, the primary focus at Hope Bay has been on care and maintenance and exploration. Agnico Eagle also continues the management and modification of facilities to remain in regulatory compliance with various permits, licenses, and approvals for the Project (e.g., updates to the Boston camp). Exploration is focused on the Madrid deposit to further expand the mineral resources and areas of higher-grade mineralization. The camp, located further south in the Hope Bay belt at the Boston deposit, was refurbished in 2022 and is ready to support exploration activities (Agnico Eagle 2024).

Agnico Eagle is undertaking ongoing internal evaluations of future production scenarios, including operating a 4,000 tpd (tonne per day) mine at Hope Bay. Current studies evaluate production from the Doris and Madrid deposits only, which could both enhance their mine life and production profile (Agnico Eagle, 2024). Agnico Eagle is also evaluating whether to retrofit the existing Doris mill or build a new mill closer to the Madrid Deposit. Key permits and approvals required to construct and mine the Doris, Madrid, and Boston deposits at up to 4,000 tpd are already in place. Agnico Eagle is undertaking a strategic review of the planned activities at the Hope Bay Project and will confirm the appropriate schedule for the Project once available.

UPDATES TO THE SEMP PLAN AND THE SEMP REPORT

Because the Hope Bay Project was placed under care and maintenance, the SEMP Plan that guides the SEMP Report required updates to align the Plan with all phases of the Project (construction, operation, and temporary and final closure), conducted in 2022 and finalized in 2023. Key updates to the Plan included adding supplemental metrics to monitor the impacts of the Project during care and maintenance, additional mitigation measures to mitigate the reduction in Project benefits during care and maintenance, and incorporation of additional information collection methods. These new metrics and mitigation measures, as well as collection methods, were incorporated for the first time in the 2022 SEMP Report, with monitoring continuing in this 2024 SEMP Report.

REPORT HIGHLIGHTS

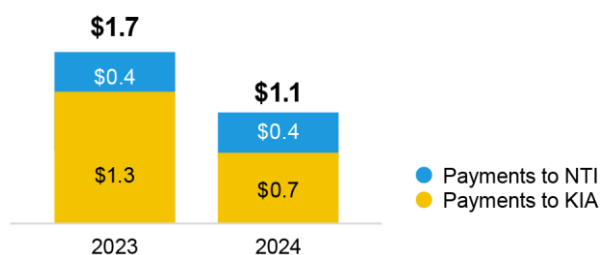
The 2024 SEMP Report highlights are summarized in the following pages.



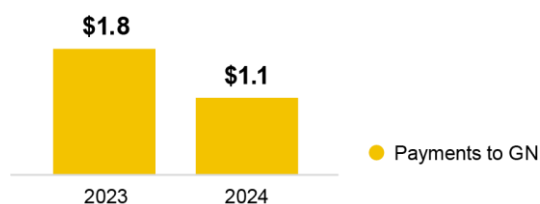
Economic Development

Agnico Eagle's payment of taxes and contributions to the Kitikmeot Inuit Association (KIA) and Nunavut Tunngavik Incorporated (NTI) facilitates greater economic activity than would be possible without the Project and helps to promote the social, economic, and cultural well-being of Inuit in Nunavut.

In 2024, \$1.1 million was paid to Inuit organizations, compared to \$1.7 million in 2023. The decrease in payments since 2022 compared to previous years has been due to the Project being placed under care and maintenance, and no revenue being earned from Project production.



In addition, **GN directly received \$1.1 million in tax payments from the Project**, representing a 38% decrease from \$1.8 million in 2023. Additional revenue was received from indirect and induced Project activities.

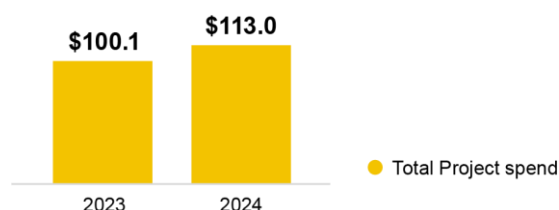


Agnico Eagle paid **\$60.7 million** in expansion CAPEX, **\$55.3 million** in care and maintenance activities, **\$6.4 million** in corporate and administrative expenditures, **\$2.4 million** in exploration, and **\$0.23 million** in reclamation, for a **total of \$125.1 million** in Project expenditures in 2024. The Project continues to contribute to the Nunavut economy through direct and spin-off opportunities, although at a lesser rate than when the Doris Mine was in operation.

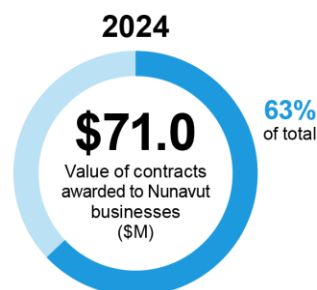
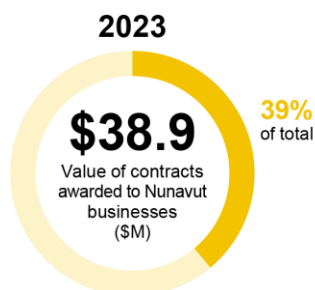


Contracting and Business Expenditures

With the continuation of the Project's care and maintenance and exploration activities, the Project's total spending on contracts **increased to \$113.0 million in 2024 (or by 13%)**.

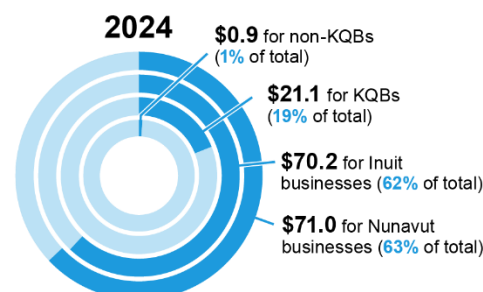
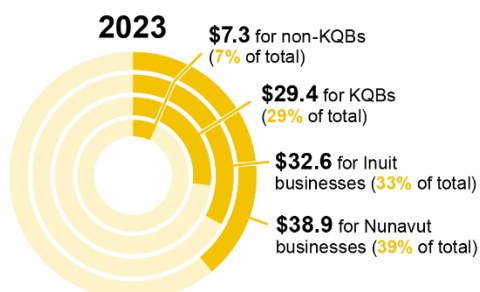


The Project awarded **\$71.0 million in contracts to Nunavut-based businesses**, representing 63% of the total value of contracts awarded in 2024.



The total to-date Project spend on contracts with Nunavut-based businesses is **\$479.7 million**.

Of the contracts awarded in Nunavut, **\$70.2 million was awarded in contracts to Inuit businesses**, representing 62% of the total spent. The **27 contract opportunities with Inuit businesses** in 2024 included 9 NTI businesses from the Kitikmeot.



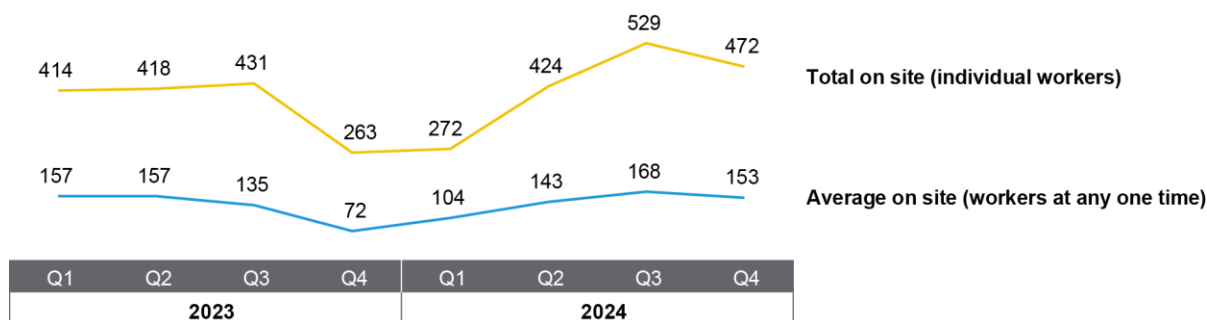
Further, **7 contracts were awarded to KQB**s with a combined value of **\$21.1 million**, representing 19% of the total value of contracts awarded that year; the remaining 3 contracts were awarded to non-KQBs.

In 2024, **34 KQB**s were on the Hope Bay list and **110 NTI-registered Inuit-owned firms** in the Kitikmeot. Most KQBs that provided business services to the Project during operations continue to provide business services during care and maintenance activities.



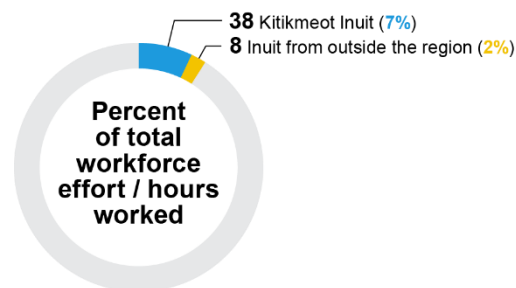
Employment

With the continuation of care and maintenance and exploration in 2024, as well as the commencement of some reclamation activities, there were up to 529 workers onsite, with an average onsite of 104 to 168 workers, depending on the level of activities each quarter:

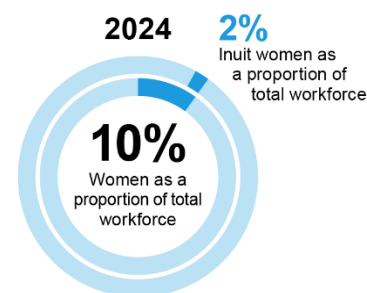
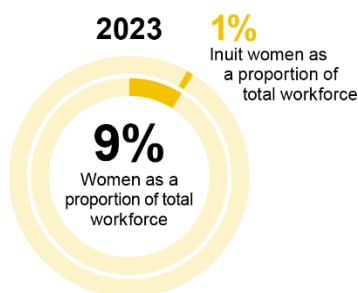


Total workforce effort **in 2024 was 627,120 hours**, compared to 567,432 hours in 2023.

In 2024, based on Agnico Eagle employees and contractors, **up to 38 Kitikmeot Inuit (7% of total workforce effort)** in Q3 of 2024 and **8 Inuit from elsewhere (2% of total workforce effort)** worked at the Project.



Female participation in Project employment has been relatively low and has also been affected by the placement of the Project under care and maintenance.



Agnico Eagle has several practices in place to encourage the employment and retention of women. Agnico Eagle expects to have the opportunity to hire more women and increase the number of hours worked by women if the Project resumes operations.

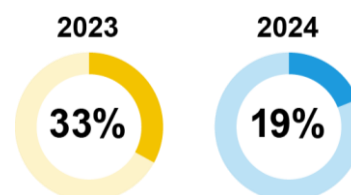


In 2024, total payroll at the Project reached **\$10.4 million**, with **\$0.8 million of that paid to Inuit workers**. To compare, in 2023, \$10.7 million paid in total income in 2023 with \$0.8 million paid to Inuit.

In 2024, Kitikmeot Inuit earned \$594,595 in employment income, for a total employment income paid to all Inuit workers of \$839,815.

Turnover rate for 2024 for all Project employees falls within previously recorded averages.

For Inuit employees, turnover was at 2% in 2024, compared to 31% in 2023.



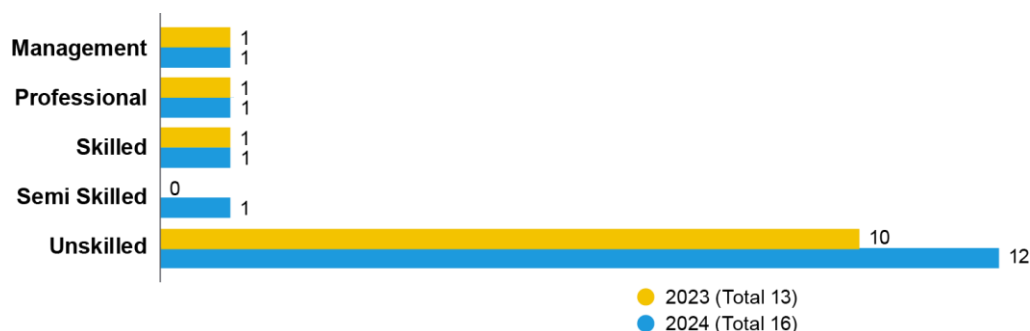
Three Inuit departed employment with Agnico Eagle in 2024 – two departures resulted from family challenges, and one was because of disliking the job.

In 2024, there were **two lost-time incidents at the Project**, compared to no lost-time incidents in 2023. **The onsite medic was utilized 657 times in 2024**, resulting in a per capita utilization rate of 0.8.

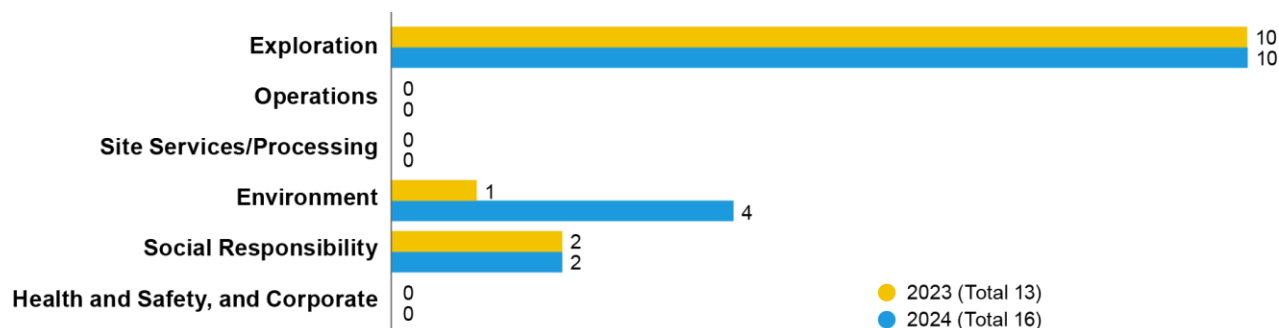
Despite the Project remaining under care and maintenance in 2024, **11,138 hours** of training were delivered to Project employees, including **241 hours of training delivered to Inuit employees** (which represented 2% of total training).



In 2024, Inuit employees filled mostly unskilled roles at the Project, being underrepresented in skilled, and professional and management positions.



By department, Inuit employees worked in exploration and environment, consistent with the care and maintenance and exploration activities at the Project in 2023 and 2024.



Education and Training

Post-Secondary Education

The Kitikmeot NAC campus does not offer mining-related courses or pre-trades in the region. The two-year Environmental Technology Program (ETP), which equips students with skills for in-demand careers such as fish and wildlife conservation, environmental protection, and resource development and management, was only offered at the Iqaluit campus for the 2024/25 school year. The regional NAC campuses in Iqaluit and Rankin Inlet provide a variety of additional programs, including the Professional Driver Training, Skilled Trades Worker Program, Electrician, Oil Heat System Technician, Inuit Studies, and Management Studies. Closure and reclamation programs/courses or post-closure monitoring programs/courses are not offered by NAC in the Kitikmeot region, nor elsewhere in Nunavut.

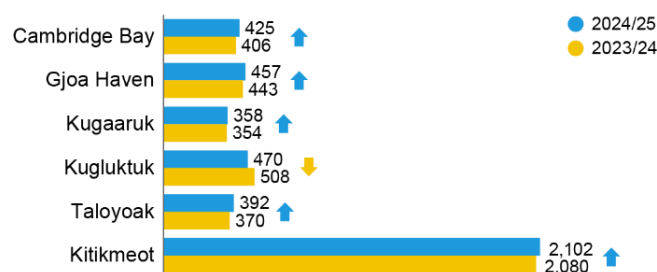
In 2024, Agnico Eagle made a \$100,000 Training and Education Fund available to the KIA to support educational initiatives.

High-School Education

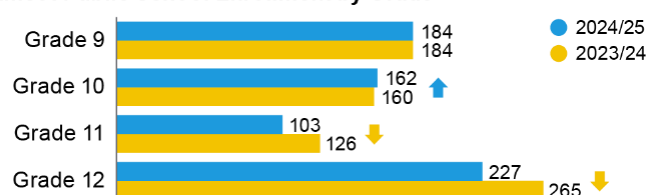
Enrollment in public schools in the Kitikmeot increased from 2,080 students in 2023/24 to **2,102 students in 2024/25** in most communities (except for Kugaaruk).

In 2024/25, total **high school enrollment was 676**, down by 8% from 2023.

Public School Enrollment

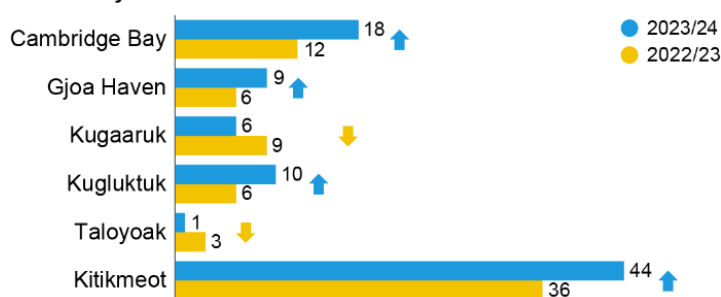


Kitikmeot Public School Enrollment by Grade



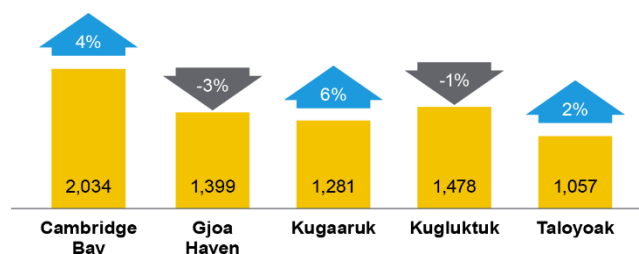
The number of graduates increased in 2024 in most communities, except for Kugaaruk and Taloyoak, reaching a total of **44 graduates in 2023/24**.

Secondary School Graduates



Population and Demographics

In 2024, based on the most recent data, population estimates by community were as follows (% in arrows show the 2023-2024 estimated change in population):



According to the population projections for provinces and territories (2024 to 2048), Nunavut's population is projected to grow based on various low-to-high projection scenarios. The highest increase is projected at 43% with an estimated total population of 58.1 thousand in 2048 (from 40.7 thousand in 2023).



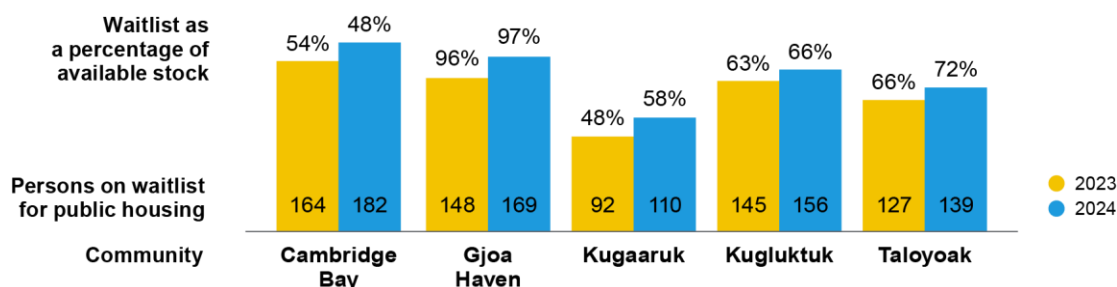
In 2024, no direct employees relocated to or from a Kitikmeot community, and none of the Kitikmeot residents were hired by other Agnico Eagle projects.

In-migration to Kitikmeot communities as a result of the Project is minimal, and the Project does not appear to be a driver of population growth.



Community Infrastructure and Public Services

Demand for public housing remains an issue in the Kitikmeot, with all communities having critical housing needs. While the number of people waiting for public housing has generally increased, it does not appear that the Project has affected the demand for public housing.

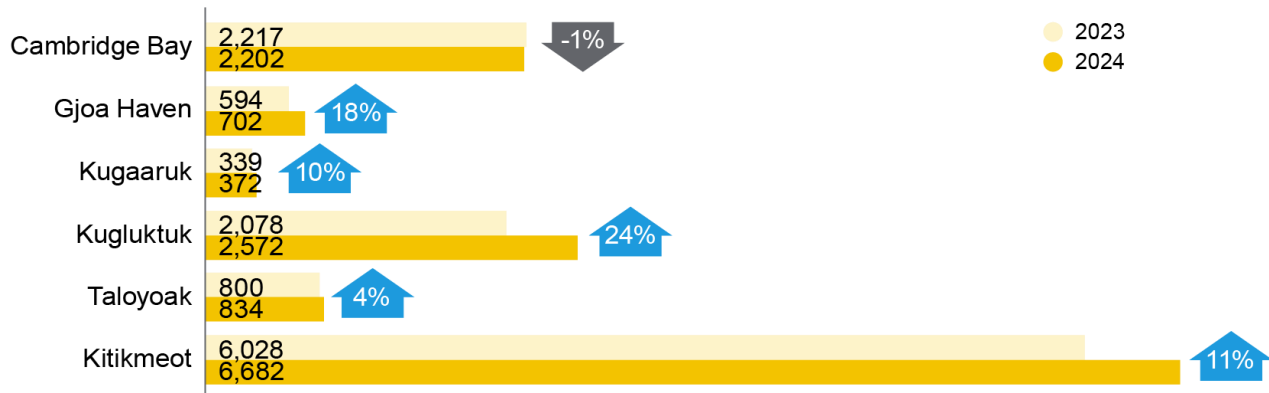


In 2024, **two Nunavut Down Payment Assistance Program (NDAP) applications were approved – both in Cambridge Bay**. There is no evidence that the Project has affected the number of NDAP applications.

In 2024, the Project utilized emergency health services five times, and all were work-related.

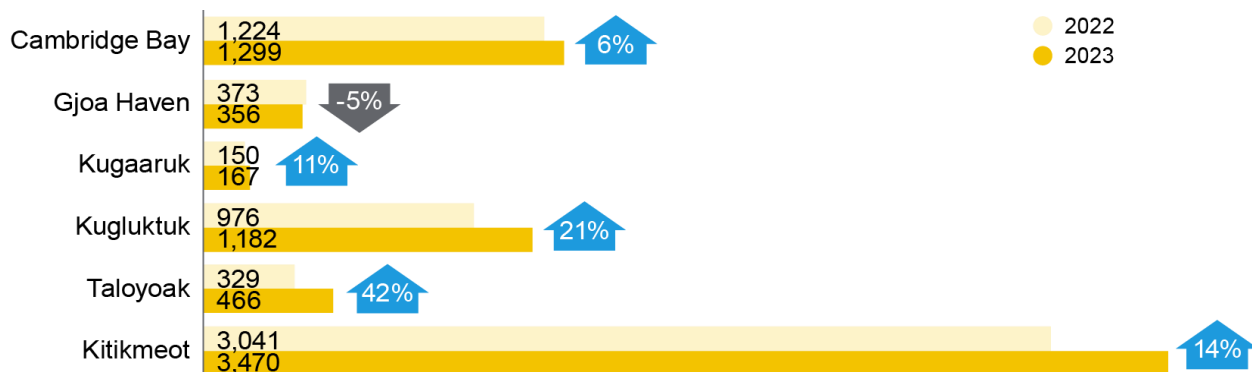
The overall number of calls for police service increased in 2024 by 11% and varied by community:

Police calls for service in 2023 and 2024



The overall crime rate in the Kitikmeot increased by 14% from 2022 to 2023 (2023 is the latest year for which this data was available at the time this report was prepared). While the general crime rate in the Kitikmeot is on par with the crime rate in Nunavut, both are substantially higher than the average crime rate for Canada.

Number of criminal violations in 2022 and 2023



A direct correlation between changes in Project-related employment and income and changes in the demand for police services and crime in the Kitikmeot **is not evident**.



Individual and Community Health and Wellness

In 2024, **three Inuit resigned** from direct Project employment. Two resignations were for family reasons and one was because of disliking the job.

Agnico Eagle provides access to a site-specific Employee and Family Assistance Program (EFAP) for Hope Bay employees. However, Project employees did not access the program in 2024.

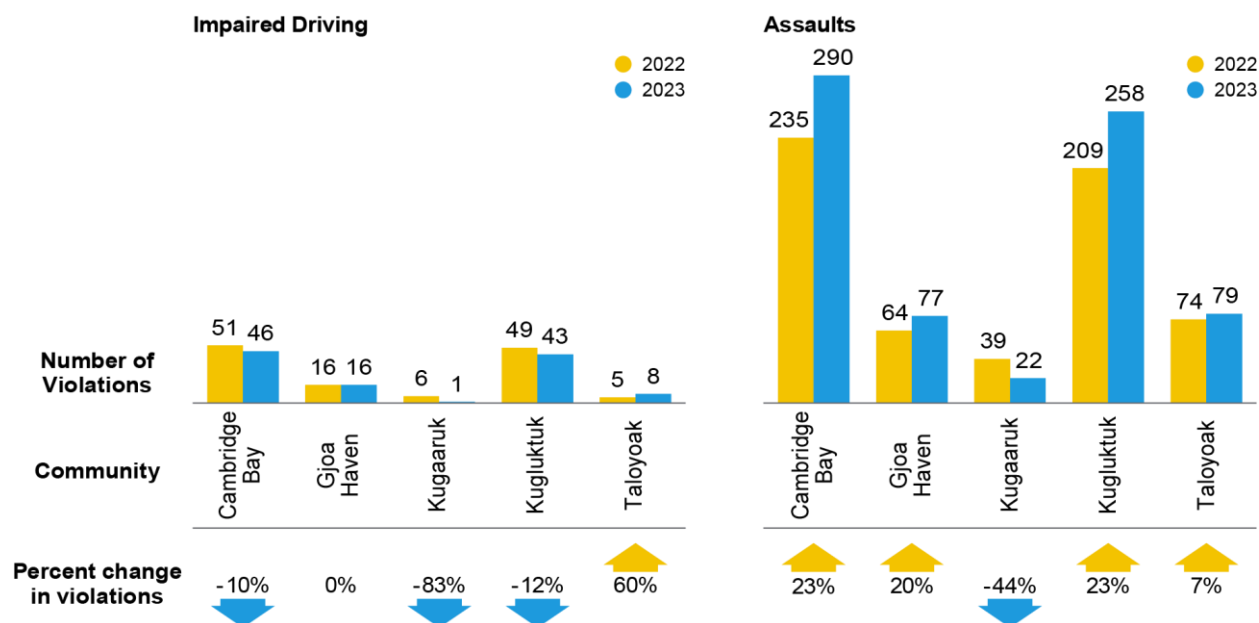
Financial literacy training was not offered in 2024, while EFAP with Sunlife was available to all employees online or via phone. Agnico Eagle will consider other program delivery options to increase interest and participation in financial literacy training again in the future.



In 2024, the **Country Food Kitchen** remained open, but Nunavummiut workers used it infrequently, with an estimated usage of about five times per year.

Country foods were served for a total of 16 days in 2024. Arctic Char was served once in December 2024, and Bannock was served 15 times throughout the year.

In 2023 (the latest year for which crime data is available), there was an **overall decrease in the number and rate of impaired driving violations** in most communities, except for Taloyoak (increased) and Gjoa Haven (remained unchanged).



The number and rate of assaults **decreased in Kugaaruk** with **other communities experiencing an increase in 2023**.

Drug-related violations remain minimal in Kitikmeot communities since the legalization of marijuana in 2018 except for Kugluktuk having an increase to 9 violations in 2023.

It is challenging to assess the effect of Project income on the number of violations in each community; however, a possible positive correlation cannot be discounted.

The MBM-N¹ (Northern Market Basket Measure) for Nunavut establishes poverty thresholds based on the cost of a “basket” for various components that represent the basic standard of living, while accounting for adjustments needed to reflect life in Nunavut².



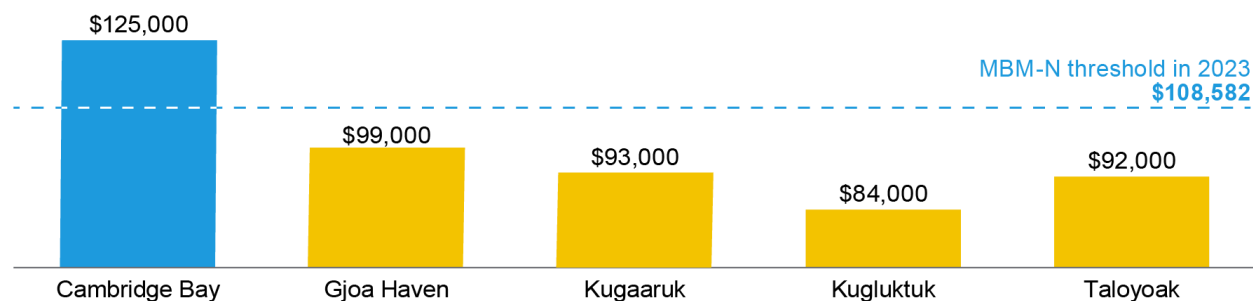
The **MBM-N threshold** for a five-person family in the Kitikmeot **increased by 3%** from \$105,904 in 2022 to \$108,582 in 2023, indicating a rise in the region’s basic living costs (e.g., food, clothing, transportation, shelter, and other necessities). Information for 2024 was not available at the time of reporting.

¹ Given that the review phase of the MBM-N is not complete and scheduled to end in 2025, these results should be treated as preliminary.

² In addition to the five major components (e.g., food, clothing, transportation, shelter and other necessities) used in the existing MBM (Market Basket Measure) methodologies, the Nunavut MBM-N has an added component that represents the costs associated with activities linked to the preservation of Inuit knowledge, culture, traditions and way of life.

When the 2022 (\$105,904) or the 2023 (\$108,582) MBM-N thresholds are compared to the 2020 median family income of Kitikmeot communities, all communities, except for Cambridge Bay, **fell below the poverty threshold meaning that the disposable incomes for more than half of all families in those four communities fall below the basic costs of living.**

Median Household Income in 2020



The increase in the cost of the “basket” and rising inflation rate may result in more households in the Kitikmeot region to fall below the income threshold, making it increasingly challenging for families to afford the basic standard of living in the region.

The annual average **inflation rate for Iqaluit (Nunavut)** in December 2024 was **1.3%**, falling below the 2023 inflation of 2.5%. The corresponding rate for **Canada** in December 2024 was **1.9%**.

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ACRONYMS AND ABBREVIATIONS

\$M	Million Canadian Dollars
Agnico Eagle Mines	Agnico Eagle
AWWOA	Alberta Water & Wastewater Operators Association
the Belt	The Hope Bay Belt
CAPEX	Capital Expenditures
Care and Maintenance	Project activities consisting of regular site and infrastructure maintenance, and ongoing environmental monitoring to ensure a safe and stable condition. Project development and operation activities are suspended.
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
CMHC	Canada Mortgage and Housing Corporation
CPA	Chartered Professional Accountants
Doris	Doris Project (also known as the Doris North Project in regulatory approvals and permits)
EFAP	Employee and Family Assistance Program
EI	Employment Insurance
ERM	ERM Consultants Canada Ltd.
ESG	Environmental, Social, and Governance
FAI	First Aid Injury
FEIS	Final Environmental Impact Statement
GC	Government of Canada
GN	Government of Nunavut
HR	Human Resources
HSLP	Health Safety and Loss Prevention
IIBA	Inuit Impact and Benefit Agreement
INAC	Indigenous and Northern Affairs Canada (now CIRNAC)
Inuit	Aboriginal peoples of northern Canada and Greenland. In the context of Nunavut, those with status under the Nunavut Agreement.
IC	Implementation Committee of the IIBA
IET	Inuit Employment Targets
ISV	Inuit Societal Value
ITT	Inuit Training Targets
ITK	Inuit Tapiriit Kanatami
IQ	Inuit Qaujimajatuqangit
JHA	Job Hazard Analysis

KC	Kitikmeot Corporation
KIA	Kitikmeot Inuit Association
KivIA	Kivalliq Inuit Association
KitSEMC	Kitikmeot Socio-Economic Monitoring Committee
KQB	Kitikmeot Qualified Businesses
LSA	Local Study Area
MAC	Mining Association of Canada
MAI	Medical Aid Injury
MBA/MMP	Master's in Business Administration/Master's in Public Policy
MMC	Miramar Mining Corporation. The parent company that owned the Doris Project prior to Hope Bay Mining Limited.
NAC	Nunavut Arctic College
NDAP	Nunavut Down Payment Assistance Program
NFPS	Nunavut Food Price Survey
NHC	Nunavut Housing Corporation
NIRB	Nunavut Impact Review Board
Non-KQB	Other Kitikmeot-based businesses
NTI	Nunavut Tunngavik Incorporated
NWB	Nunavut Water Board
Nunavummiut	Residents of Nunavut
OPEX	Operating Expenditures
Phase 2 (Madrid-Boston) Project	Phase 2 represents the next stage of continued mining operations within the Hope Bay Greenstone Belt, including mining at Madrid North, Madrid South, and Boston sites, supported by continued operations at Doris and Roberts Bay.
RCMP	Royal Canadian Mounted Police
RQD	Rock quality designation
RSA	Regional Study Area
RWI	Restricted Work Injury
SAC	Stakeholder Advisory Committee
SEMWG	Socio-economic Monitoring Working Group
SEMC	Socio-economic Monitoring Committee
SEMP	Socio-economic Monitoring Program
SOP	Standard Operating Procedure
the Project	Hope Bay Project

QAQC	Quality Assurance and Quality Control
QL	Quality log
TMAC	TMAC Resources Inc.
TPD	Tonnes per day
TSM	Towards Sustainable Mining
UN	United Nations
VPs	Voluntary Principles on Security and Human Rights
VSEC	Valued Socio-economic Component
WGC	World Gold Council
WHMIS	Workplace Hazardous Materials Information System
XRF	X-ray fluorescence

1. INTRODUCTION

1.1 HOPE BAY PROJECT OVERVIEW

Overview

Agnico Eagle Mines Limited (Agnico Eagle) is a Canadian-based and -led senior gold mining company and the third largest gold producer in the world, producing precious metals from operations in Canada, Australia, Finland, and Mexico, with a pipeline of high-quality exploration and development projects. Agnico Eagle is a partner of choice within the mining industry, recognized globally for its leading sustainability practices. Agnico Eagle was founded in 1957 and has consistently created value for its shareholders, declaring a cash dividend every year since 1983.

Agnico Eagle holds mineral claims, leases, and one Inuit Mineral Exploration Agreement that comprise an approximately 20 × 80 km property (Figure 1.1-1) in the Kitikmeot Region of Nunavut. These mineral holdings comprise the Hope Bay Belt (the Belt), where the primary gold deposits Doris, Madrid North, Madrid South, and Boston are located.

The Hope Bay Project ("the Project") includes the Doris Mine, the proposed Madrid-Boston Project, and other mineral exploration and development within the Belt.

In March 2013, the Project was acquired by TMAC Resources Inc. (TMAC), which owned and operated the Project until January 2021. On February 2, 2021, TMAC was purchased by Agnico Eagle Mines Limited (Agnico Eagle).

Doris Mine

The Nunavut Impact Review Board (NIRB) originally issued the Project Certificate for the Doris North Gold Project (NIRB Project Certificate No. 003) on September 15, 2006. The Project Certificate was renewed on April 11, 2013. In 2016, the NIRB and Nunavut Water Board (NWB) granted an amendment to the Doris North Project Certificate (NIRB Project Certificate 003, dated September 23, 2016) and Doris Type A Water Licence (NWB Type A Water Licence 2AM-DOH1323), respectively, to expand mine operations to six years and mine the full Doris deposit. Mining and milling rates were amended from a nominal 1,000 tonnes per day (tpd) to 2,000 tpd. Production at Doris Mine commenced in 2017.

Madrid-Boston Project

The Madrid-Boston (Phase 2) Project Final Environmental Impact Statement (FEIS) was submitted to NIRB in December 2017 (TMAC 2017). The FEIS final hearing was held in May 2018, and Project Certificate No. 009 was awarded on November 9, 2018. The FEIS covered the construction and operation of commercial mining at the Madrid (North and South) and Boston sites, and the continued operation of Roberts Bay and the Doris site to support mining at Madrid and Boston. Water use in 2019 was conducted in accordance with Type A Water Licence 2AM-DOH1323, the Type B Water Licences 2BB-BOS1727 for Boston, the Type B Water Licences 2BB-MAE1727 for Advanced Exploration at Madrid, and the Type B Water Licence 2BE-HOP1222 for regional exploration. Construction of Madrid-Boston began in 2019.

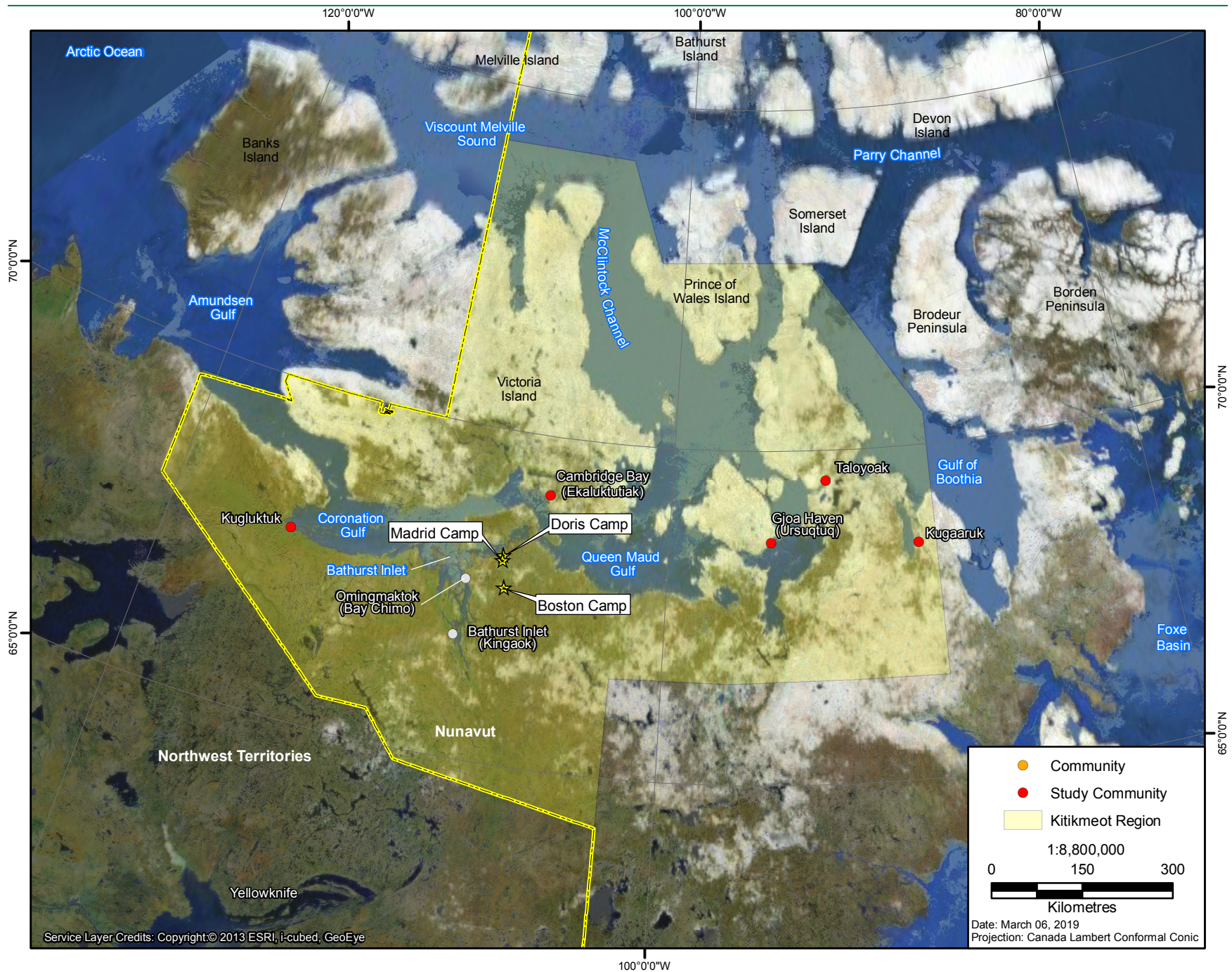


Figure 1.1-1: Hope Bay Project Location

Recent Developments

The Project's production activities were suspended in March 2020 due to the COVID-19 pandemic, and reduced operations continued in 2021.

On February 18, 2022, Agnico Eagle announced its decision to place the Doris Mine into Care and Maintenance and suspend production at the Project. On March 30, 2022, Agnico Eagle provided the NWB with a formal written notice of Care and Maintenance for the Doris-Madrid operations under Part J, Item 4 of the Water Licence. Care and Maintenance at Doris and Madrid includes the temporary suspension of ore extraction at Doris and Madrid, and milling operation at the Doris Mine.

In 2022 and 2023, Hope Bay's primary focus was exploration. Agnico Eagle continued exploration activities (site activities) in 2023, as well as management and modification of facilities to remain in regulatory compliance with various permits, licenses, and approvals for the Project. Exploration in 2023 was primarily shifted to the Madrid deposit to further expand the mineral resources, focusing on defining areas of higher-grade mineralization. The camp, located further south in the Hope Bay belt at the Boston deposit, was refurbished in 2022 and is ready to support exploration activities (Agnico Eagle 2024).

Agnico Eagle is undertaking internal evaluations of future production scenarios, including operating a 4,000 tpd mine at Hope Bay. Current studies only evaluate production from the Doris and Madrid deposits, which could enhance mine life and production profile (Agnico Eagle 2024).

Agnico Eagle is also evaluating whether to retrofit the existing Doris mill or build a new mill closer to the Madrid Deposit. Key permits and approvals required to construct and mine the Doris, Madrid, and Boston deposits of up to 4,000 tpd are already in place. Agnico Eagle is also undertaking a strategic review of the planned activities at the Hope Bay Project and will confirm an appropriate schedule for the Project once available. In 2024, key onsite activities included care and maintenance, exploration, and reclamation. Current projections suggest the Project will remain in care and maintenance until at least 2026.

The placement of the Doris Mine into Care and Maintenance and the suspension of production of the Project required Agnico Eagle to update the Hope Bay SEMP Plan in 2022. Term and Condition No. 35 of the Project Certificate states that *"Within six (6) months following an unanticipated temporary or final closure, and at least two (2) years prior to the planned Final Closure of the Project, the Proponent shall, in collaboration with the Hope Bay Socio-economic Working Group submit an updated Hope Bay Socio-economic Monitoring Plan to the Kitikmeot SEMC (referred to as KitSEMC) that will also include detail regarding specific measures that may mitigate the potential for negative effects as a result of the Project's temporary or permanent closure."* As such, in 2022, Agnico Eagle updated the Hope Bay SEMP Plan to monitor and mitigate effects of the Project as related to care and maintenance implemented in March 2022, and to align the Plan with monitoring requirements for all phases of the Project. The annual SEMP Reports published since 2022 reflect the new requirements of the updated Hope Bay SEMP Plan.

A summary of Project activities from 2013 to 2024 is provided in Appendix A.

1.2 DESCRIPTION OF SOCIO-ECONOMIC MONITORING PROGRAM

1.2.1 COMPLIANCE REQUIREMENTS

1.2.1.1 NUNAVUT LAND CLAIMS AGREEMENT

Article 12 Part 7 of the *Nunavut Agreement* provides for the establishment of a project-specific monitoring program as part of the terms and conditions contained in a NIRB Project Certificate. Subsection 12.7.2 describes the purpose of such a monitoring program as follows:

- To measure the relevant effects of projects on the ecosystemic and socio-economic environments of the Nunavut Settlement Area;
- To determine whether and to what extent the land or resource use in question is carried out within the predetermined terms and conditions; and
- To assess the accuracy of the predictions contained in the project impact statements.

These provisions apply to NIRB Amendment No. 2 of Project Certificate No. 003 and NIRB Project Certificate No. 009.

1.2.1.2 SOCIO-ECONOMIC MONITORING PROGRAM

The Socio-Economic Monitoring Program (SEMP) was designed to meet the requirements of Condition No. 28 of the Doris North Project Certificate (NIRB No. 003, issued on September 15, 2006, and renewed on April 11, 2013). The revised Term and Condition No. 28 of the amended Project Certificate states, in summary:

- The Hope Bay Belt Socio-Economic Monitoring Committee is continued and renamed the Hope Bay Socio-Economic [Monitoring] Working Group (SEMWG). Invited members include Agnico Eagle (previously TMAC), the Kitikmeot Inuit Association (KIA), the Government of Nunavut (GN), and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC).
- The central focus of the SEMWG shall be on collaborating to ensure that the Hope Bay SEMP Plan provides appropriate Project-specific socio-economic effects monitoring.
- The Hope Bay SEMP shall apply to the Project as described in the 2005 FEIS and the 2015 Amendment applications.
- Agnico Eagle, reflecting the input of the SEMWG, shall produce an annual Hope Bay SEMP Report.

In 2018, the Phase 2 (Madrid-Boston) Project received NIRB approval, and a new Project Certificate (November 2018) was issued for the Phase 2 Project. Term and Condition No. 34 of this new Project Certificate provides the following:

- The Proponent shall continue to be an active member of the [SEMWG]. Invited members of this Working Group shall include the Proponent, the GN, Indigenous and Northern Affairs Canada (INAC) [now CIRNAC], and the KIA. Working Group members may invite new participants on an as-needed basis.
- The central focus of the [SEMWG] shall be on collaborating to ensure that the Hope Bay SEMP provides for appropriate Project-specific socioeconomic effects monitoring as required

throughout the life of the Project. The Hope Bay SEMP shall apply to the Project as described in the FEIS for the [Phase 2] Project.

In addition, this document is also aligned with the Term and Condition No. 35 of the Project Certificate which states that *"Within six (6) months following an unanticipated temporary or final closure, and at least two (2) years prior to the planned Final Closure of the Project, the Proponent shall, in collaboration with the Hope Bay Socio-economic Working Group submit an updated Hope Bay Socio-economic Monitoring Plan to the Kitikmeot SEMC (referred to as KitSEMC) that will also include detail regarding specific measures that may mitigate the potential for negative effects as a result of the Project's temporary or permanent closure."*

Reflecting the input of the SEMWG, Agnico Eagle will continue to report annually to NIRB on the implementation of the Hope Bay SEMP and prepare one annual Hope Bay SEMP Report covering all activities within the Hope Bay Belt, including the development and mining of the Doris, Madrid North, Madrid South, and Boston deposits.

1.2.2 KITIKMEOT REGION SOCIO-ECONOMIC MONITORING COMMITTEE

In addition to the Project-specific SEMWG and Hope Bay SEMP Report, the *Nunavut Agreement* also provides for a regional Kitikmeot Socio-Economic Monitoring Committee (KitSEMC). The regional SEMC complements and supports the work of the Project-specific SEMWGs. The objectives of the KitSEMC are as follows:

- To ensure that major development projects comply with their permits by meeting their socio-economic monitoring requirements during the environmental assessment, approval, and monitoring processes as required by NIRB and the Nunavut Agreement.
- To bring together communities, governments and their agencies, the Regional Inuit Association, and Project proponents in a unique forum that encourages discussion and information-sharing among all parties.
- To collect baseline data that is validated by local and traditional knowledge.
- To provide a consistent participation forum for stakeholders.
- To support the Project-specific SEMWGs by collecting and disseminating information, facilitating meetings, and reporting to NIRB.

In this regard, the Hope Bay SEMP relies on the work of the KitSEMC, in particular with respect to data and information for the community-level socio-economic indicators defined for the monitoring program.

The latest meeting of the KitSEMC was held in Cambridge Bay in March 2024 to discuss the socio-economic monitoring results for the 2022 reporting year. Present at the meetings were Agnico Eagle, B2Gold, GN Department of Economic Development and Transportation, GN Department of Education³, CIRNAC, as well as community representatives and Elders. At the meetings, Agnico Eagle and B2Gold provided operational updates and presented results of the socio-economic monitoring; the GN Department of Education and CIRNAC also delivered

³ Not all invited GN departments participated in the meeting.

presentations. Several roundtables also took place to discuss education and training, economic impacts, health, safety, housing, and social and cultural impacts. The feedback from the meetings was incorporated into the 2023 report where applicable. The next meeting for the 2023 and 2024 reporting periods is planned for 2025.

1.2.3 INUIT IMPACT AND BENEFIT AGREEMENT

The Inuit Impact and Benefit Agreement (IIBA) between Agnico Eagle (initially signed by TMAC) and the KIA also provides for the implementation of many socio-economic mitigation measures. In particular, the IIBA provides provisions for Inuit employment, business development and procurement, training, and socio-economic impact monitoring.

1.2.3.1 INUIT IMPACT AND BENEFIT AGREEMENT IMPLEMENTATION COMMITTEE

In accordance with Article 26 of the *Nunavut Agreement*, in March 2015, TMAC entered into a new, 20-year IIBA with the KIA for the Hope Bay Project. TMAC and the KIA have jointly established an IIBA Implementation Committee (IC) to ensure that the provisions of the IIBA are met. The signatory to this IIBA is Agnico Eagle since the purchase of the Hope Bay Project by Agnico Eagle in February 2021. The IIBA IC meets on a regular basis to consider Inuit employment, contracting, training, and other Project-related matters. Kitikmeot Inuit are key Project landowners, and as such, this local IIBA IC has been instrumental in addressing a number of real and potential Project impacts to the satisfaction of Agnico Eagle and the KIA⁴. IIBA commitments and targets relevant to this SEMP Report and monitored indicators are discussed in various sections of this report (Sections 3 through 9).

1.2.4 PROJECT SOCIO-ECONOMIC MANAGEMENT AND MITIGATION

The Project instituted several operational plans, procedures, and standards to better manage and mitigate adverse Project-related socio-economic effects and enhance positive effects. These measures stem from both internal corporate requirements and potential adverse effects identified during the environmental approval processes.

In particular, Agnico Eagle is committed to establishing and maintaining the following plans to support the implementation and monitoring of socio-economic mitigation measures for the Project:

- The **Community Involvement Plan** describes how Agnico Eagle identifies and engages with community stakeholders, and how Agnico provides information, solicits feedback, and reports on engagement activities and outcomes. The Plan outlines commitments to workplace conduct, community complaints procedure, workforce communications, local procurement, and other related programs. The Plan provides for community meetings, career awareness sessions in the Kitikmeot, and participation in regional events organized by third parties.

⁴ Plain language summary of the IIBA commitments is available at [TMAC IIBA Plain Language Summary.pdf \(kitia.ca\)](https://www.kitia.ca/TMAC_IIBA_Plain_Language_Summary.pdf).

- The **Human Resources Plan** provides a framework for human resources management, including education and training (on-the-job, and through collaboration with regional agencies and institutions), recruitment, hiring, orientation, and compensation. The plan also includes human resource provisions for temporary or final closure.
- The Human Resource Plan also addresses the development of a **Workforce Transition Strategy** upon temporary or final closure. The strategy addresses measures designed to mitigate the negative effects of closure on communities in the event of temporary or final closure.
- The **Employee and Family Assistance Program (EFAP)** provides support to Inuit workers⁵ and their families, including support related to family matters, mental health, and substance use.

The alignment of the SEMP Plan with Term and Conditions No. 35 also required the definition and implementation of mitigation measures specific to the temporary and final closure of the Project. These new measures are as follows:

- Introduction of **Agnico Eagle Redeployment Plan** (which acts as the Workforce Transition Strategy) involves identifying and offering alternative jobs whenever possible at other Agnico Eagle sites for affected production workers. Through this plan, Agnico Eagle remained committed to finding alternate working options for its employees. The introduction of this plan since the suspension of production at the Doris Mine and the ongoing Care and Maintenance phase (in progress in 2025) resulted in 73% of affected Hope Bay Project workers being retained by Agnico Eagle to work on other sites. Most of the retained employees were from Southern communities as COVID-19 restrictions prevented Nunavut-based employees from working onsite; several redeployed workers were Nunavummiut living in southern Canada.
- **Establish a multi-party working group** to define community goals for the post-mining future and partner in the planning and implementation of socio-economic transition during closure.
- Assess the development of a **strategy to help transition employment and procurement from opportunities** available during operations to those available during advanced exploration, care and maintenance, or decommissioning and reclamation.
- Work with other regional industries and organizations (e.g., through the regional Labour Demand Analysis) to gain an understanding of what skills and qualifications are lacking and identify opportunities for Project employees (current and recent e.g., those employed by Agnico Eagle between 2019 to 2022) to attain those skills and qualifications to facilitate employee transition to other industries. Provide information on local and regional resources for impacted workers to access re-training and other supports.
- In collaboration with community organizations, develop a program to help employees (current and recent e.g., those employed by Agnico Eagle between 2019 to 2022) identify and secure new employment with other mining projects or businesses in the Kitikmeot Region.
- Agnico Eagle, with support from community organizations, to provide one-on-one support to employees (current and recent, e.g., those employed by Agnico Eagle between 2019 and 2022) to develop resumes and skills profiles to allow for an easier job transition.

⁵ The term 'workers' is used to refer to Agnico Eagle employees and direct, onsite contractors, while the term 'employees' is used to refer to Agnico Eagle employees only. This follows the definition provided by the Workers Safety and Compensation Commission in Nunavut.

- Explore support for training and education programs beyond the mining industry to be delivered in Kitikmeot communities, for example, in information technology or renewable energy industries, to support skill development of the regional workforce to help the workforce transition to other industries and support development of a regional business base.
- Support the delivery of entrepreneur start-up workshops in Kitikmeot communities, in collaboration with local economic development organizations.
- Engage with Kitikmeot communities (e.g., through open houses) to discuss Project schedules, activities, and community expectations and collaboratively strategize for future activities.
- Develop and implement a closure social investment strategy aligned with community and government planning to support sustained community well-being during transition and beyond closure.
- Coordinate with the community and the GN Department of Family Services to provide family support, such as extending employee and family assistance programming, providing financial management training, and assisting employees in applying for Employment Insurance (EI) and other benefits.

The complete list of Project mitigation and enhancement measures for the construction, operation, and temporary and final closure is provided in the SEMP Plan.

1.2.4.1 AGNICO EAGLE RELEVANT POLICIES

Agnico Eagle's guiding principles relevant to socio-economic monitoring include:

- Open and transparent communications;
- Safe production;
- Highest standards of honesty, responsibility, and performance;
- Highest levels of employee engagement;
- Sharing and developing employees' skills and expertise;
- Encouraging respectful, open debates and healthy discussions;
- Recognizing success resulting from both exceptional contributions and teamwork;
- Clarity on people's roles and contributions; and
- Diversity and inclusion.

Agnico Eagle is guided by⁶:

- Business Sustainability;
- Sustainable Development;
- Business Conduct and Ethics;
- Anti-corruption;
- Security and Human Rights;
- Public Policy Initiatives; and
- Stakeholder Advisory Committee.

⁶ Additional information on Agnico Eagle Governance is available at: [Agnico Eagle Mines Limited - Sustainability - Governance - Governance Details](#).

Business Sustainability

To build a business that generates superior long-term returns for Agnico Eagle shareholders creates a great place to work for employees and contributes positively to the communities in which Agnico Eagle operates.

Business Conduct and Ethics

Agnico Eagle's Code of Business Conduct and Ethics outlines the standards of ethical behavior Agnico Eagle expects from its employees and those working on Agnico Eagle's behalf around the world. The Code applies to all directors, officers, employees, and agents and commits them to conduct business in accordance with all applicable laws, rules, and regulations and to the highest ethical standards. Agnico also adopted a Code of Business Ethics for consultants and contractors and a Supplier Code of Conduct. The Audit Committee is responsible for monitoring compliance with the adopted codes. Agnico Eagle's toll-free "whistleblower" ethics hotline is available for anonymous reporting of any suspected violations of the Code of Business Conduct and Ethics, including concerns regarding accounting, internal accounting controls, or other auditing matters, Code of Conduct violations, ethical conflicts, environmental issues, harassment, or discrimination.

Anti-Corruption

Agnico Eagle aims to conduct business in accordance with all applicable laws, rules and regulations, and the highest ethical standards. Agnico does not tolerate bribery or corruption and is committed to acting professionally, honorably, and with integrity in all business dealings and relationships. Operations and business activities are assessed on a periodic basis to ensure that the requirements of Agnico Eagle's Anti-Corruption and Anti-Bribery Policy and applicable procedures and guidelines are met.

Security and Human Rights

Agnico Eagle conducts business in regions where human rights laws are respected and promoted and is committed to upholding fundamental human rights as defined in the United Nations (UN) Universal Declaration of Human Rights. This includes providing assurance that Agnico Eagle's operations will not support, benefit, or contribute to unlawful armed conflict, human rights abuses, or breaches of international humanitarian law. Agnico Eagle reports on overall implementation of these matters through the Mining Association of Canada's (MAC) Towards Sustainable Mining (TSM) annual progress report, the Voluntary Principles on Security and Human Rights (VPs) annual report, and the World Gold Council (WGC) Conflict-Free Gold Assurance Report.

Public Policy Initiatives

Agnico Eagle is focused on partnering with local stakeholders and industry to engage on public policy initiatives that support the sustainability of the mining industry and the communities in which Agnico Eagle operates. Agnico Eagle's priorities include initiatives related to infrastructure development in remote areas, training support, streamlining the permitting process, land use management, and wildlife protection.

Stakeholder Advisory Committee

Agnico Eagle Mines' Stakeholder Advisory Committee (SAC) is comprised of independent stakeholders with expertise in Environmental, Social, and Governance (ESG), community development, Indigenous affairs, mining, disclosure, and governance matters. The group was established in 2011 and meets annually to provide constructive feedback and guidance in areas of focus for Agnico Eagle. The work of the SAC is aligned with UN Sustainable Development Goals, WGC Responsible Gold Mining Principles, and the Global Reporting Initiative.

1.3 PURPOSE OF THIS REPORT

The Hope Bay SEMP applies to all of Agnico Eagle's activities within the Belt, and is relevant to the Hope Bay Project, including:

- Mining activities at the Doris site as described in NIRB Amendment No. 2 of Project Certificate No. 003 (dated September 23, 2016);
- Phase 2 (Madrid-Boston) Project, including activities at the Doris, Madrid (North and South), and Boston sites, as described in Project Certificate No. 009 (November 2018);
- Mineral exploration in the Belt;
- Care and Maintenance of the Hope Bay Project and other temporary and permanent closure; and
- Any future amendments or additional development activities within the Belt, in accordance with any associated Terms and Conditions that may be issued for the related Project Certificate(s).

For the above components and activities, the Hope Bay SEMP applies to the full life of the mine, including exploration, development, construction, operation, closure, and reclamation.

The purposes of the Hope Bay SEMP are as follows:

- Ensure compliance with conditions of the amended Project Certificate (NIRB No. 003) for the Doris mine and the new Project Certificate (NIRB No. 009) for the Phase 2 (Madrid-Boston) mine;
- Ensure compliance with the relevant sections of the Nunavut Agreement and the relevant directives as outlined in the Environmental Impact Statement Guidelines provided by NIRB (NIRB 2003; AMEC 2007; NIRB 2012);
- Ensure compliance with IIBA commitments; and
- Provide relevant and timely information to community development management.

Specific objectives of the Hope Bay SEMP are to:

- Verify the accuracy of the socio-economic impact predictions made in the Doris North Project FEIS (2006), the 2015 Amendment Application for the Doris North Project, and the Madrid-Boston (Phase 2) FEIS (TMAC 2017), as well as any subsequent impact assessments for other Hope Bay Project components that may be developed within the Belt;
- Review the findings of the Hope Bay SEMP in collaboration with other members of the Hope Bay SEMWG to identify socio-economic changes in the Kitikmeot communities and consider the potential influence of the Project on these changes;
- Determine the effectiveness of mitigation measures and add or adjust mitigation measures if measures are shown to be ineffective (adaptive management);

- Identify any unanticipated effects and adaptively mitigate them as appropriate;
- Consider and incorporate, when appropriate, *Inuit Qaujimajatuqangit* (IQ) into the Hope Bay SEMP, ensuring that, wherever possible, the monitoring program design and methodologies are culturally appropriate;
- Provide an annual report to NIRB that will meet the reporting requirements as set out in Amendment No. 2 of Project Certificate No. 003, Project Certificate No. 009, and the Hope Bay SEMWG TOR; and
- Periodically review and modify the Hope Bay SEMP to improve its effectiveness, if considered necessary by Hope Bay SEMWG members.

This 2024 Hope Bay SEMP Report supersedes the 2023 Report and provides the results of the Hope Bay SEMP to December 31, 2024. While the key purpose of the 2024 Report is to update it for Project activities that took place from January 1, 2024, to December 31, 2024, the Report also includes data collected in previous years to show trends in potential Project effects and to improve the understanding of Project effects over time. This SEMP Report supports the defined purpose and objectives of the Hope Bay SEMP Plan. The SEMP Report does not provide any data or information pertaining to other projects owned by Agnico Eagle.

1.4 STRUCTURE OF THIS REPORT

This SEMP Report is organized in the following order:

- Section 2 provides information on the socio-economic indicators and their respective sources, as well as information on the approach to data analysis and interpretation.
- Sections 3 through 9 review and evaluate the objectives of the Hope Bay Project as related to economic development, contracting and business expenditures, employment, education and training, population demographics, community infrastructure and public services, and individual and community health and wellness. Each objective includes a prediction, a results section (data and findings), and an interpretation. Predictions are stated with respect to the outgoing activities at the Project⁷.
- Section 10 summarizes results and delivers a management response.

⁷ The Madrid-Boston Project consists of proposed mine operations at the Madrid North, Madrid South, and Boston deposits, and it is part of a staged approach to continuous development of the Hope Bay Project.

2. METHODS

2.1 INDICATORS

The SEMP was originally based on the predicted impacts and mitigation measures described in the FEIS for the Doris North Project (MMC 2005). This was the basis of the indicators included in the SEMP Plan, which was originally developed in 2007, and in annual monitoring reports produced since the beginning of construction at Doris (the first annual SEMP Report was issued in 2012).

The Hope Bay SEMP Plan was first updated in 2019 (ERM 2019) to consider the 2007 SEMP and the experience of annual reporting to date, including the availability and usefulness of data and indicators. The updated monitoring program also incorporated information from the 2015 Amendment Application for the Doris Project (ERM 2015) and the FEIS for the Madrid-Boston (Phase 2) Project (NIRB 2012; TMAC 2017).

Commenced in 2022 and published in 2023, the Hope Bay SEMP Plan (ERM 2023) was updated again to align the monitoring requirements with Term and Condition No.35 of the Project Certificate to monitor and mitigate the effects of the Project as related to care and maintenance implemented in March 2022 and to align the Plan with all phases of the Project (including temporary and final closure).

The socio-economic monitoring is representative of all Project components and activities that may have socio-economic effects. Indicators have been selected in order to provide information related to the identified potential effects of the Project so that the monitoring program can determine whether effects occur—and are managed—as predicted.

Table 2.1-1 summarizes the valued socio-economic components (VSECs) for the Hope Bay SEMP and the potential socio-economic effects associated with each VSEC for construction, operation, temporary and final closure. Both beneficial and potentially adverse effects are considered and included in the Hope Bay SEMP.

TABLE 2.1-1 VALUED SOCIO-ECONOMIC COMPONENTS (VSECS)

VSEC and Rationale	Predicted Potential Effects	
	Construction and Operation	Closure (Temporary or Final)
Economic Development Project-related employment and procurement will be a driver for economic growth and increased government and Inuit organization revenues	<ul style="list-style-type: none"> Increased economic growth 	<ul style="list-style-type: none"> Reduced economic growth
Contracting and Business Expenditures Project-related procurement of goods and services will create business opportunities and increased income and employment	<ul style="list-style-type: none"> Opportunities for local businesses 	<ul style="list-style-type: none"> Reduced business opportunities

VSEC and Rationale	Predicted Potential Effects	
	Construction and Operation	Closure (Temporary or Final)
Employment The Project will create jobs through direct and spin-off employment, resulting in greater labour force capacity and potential competition for labour among employers	<ul style="list-style-type: none"> Increased employment and income opportunities Increased labour force capacity (education, skills, experience) Increased competition for labour 	<ul style="list-style-type: none"> Reduced employment and income opportunities
Education and Training The Project will increase local demand for education and training, and have a positive influence on youths' outlook on education and future opportunities	<ul style="list-style-type: none"> Increased demand for education and training programs Improved perceptions of education and employment benefits 	<ul style="list-style-type: none"> Decreased demand for education and training (Final Closure only)
Population Demographics Related to employment opportunities, the Project may result in population migration	<ul style="list-style-type: none"> Increased in-migration to Kitikmeot communities 	
Community Infrastructure and Public Services Related to employment opportunities, increasing demand for local housing, infrastructure, and services	<ul style="list-style-type: none"> Increased demand for housing Increased demand for local services 	
Individual and Community Health and Wellness Factors associated with Project employment may affect well-being, including changes to family relationships due to rotational work schedule, changes in spending due to increased income, and changes to traditional harvesting activities and food costs	<ul style="list-style-type: none"> Changes to family stability (positive and adverse effects) Changes to family spending (positive and adverse effects) Changes to food security and cost of living (positive and adverse effects) 	<ul style="list-style-type: none"> Changes to family stability (positive and adverse effects)

Indicators for the Hope Bay SEMP have been selected as they are one or more of the following:

- Indicators identified in the IIBA (dated March 2015), including requirements for annual reporting to the IIBA IC;
- Indicators related to the potential socio-economic effects of the Project, as identified in the Phase 2 FEIS (TMAC 2017);
- Core indicators recommended by the GN for Project-specific SEMP in Nunavut;
- Indicators that provide useful context or otherwise inform the interpretation of the impacts of the Project, including indicators identified by the SEMWG as important to measure; and / or
- Indicators that provide additional information on the effects and / or activities of the Project during temporary or final closure.

The selected indicators are used to identify changes in socio-economic conditions that may be of concern, not to fully characterize or explain the reasons behind the observed changes. Changes in monitored elements of the community may result directly or indirectly from Project activities or may be unrelated to the Project. As is the purpose of a monitoring system, the indicators are used to identify areas of potential concern for further investigation.

Altogether, there are 36 objectives comprising 60 indicators identified for the seven (7) VSECs (Table 2.1-2). This includes both Project indicators (i.e., data to be collected by Agnico Eagle) and community indicators (i.e., data to be gathered from community, regional, territorial, and other public sources).

2.2 DATA ANALYSIS AND INTERPRETATION

The following sections outline how data collection (type, frequency, and source), analysis, and interpretation are accomplished. Sections 3 to 9 present results for 2024, as well as historical data where available, according to VSEC and the objectives defined for each VSEC.

For new or modified Hope Bay SEMP indicators, there is a lack of historical data and, therefore, only the most recent observations are provided. This affects the consistency of how the data for various indicators are reported throughout this document and reduces the possibility of cross-comparison. Going forward and subject to availability, those indicators will be updated annually.

2.2.1 QUANTITATIVE DATA

Where available, quantitative data are reported and analyzed to investigate changes in socio-economic characteristics over a given time period. Where relevant, data are also used to identify potential or probable links with the Project. Quantitative data includes Project data and public data.

Trend Analysis

Data are statistically evaluated to identify trends. Specific analyses are considered based on each particular data set, with the goal of removing the influence of outliers and focusing on meaningful trends and patterns.

Where trends or specific changes are identified, they are considered in the context of the Project to determine the potential for a cause-and-effect relationship. This includes reviewing the Project's employment numbers, procurement expenditures, training records, and other activities that could directly or indirectly alter the affected VSEC. Agnico Eagle expects that correlation and causation may not always be clear. However, the company is committed to identifying potential interactions for discussion with the SEMWG and KitSEMC, and to implementing further study or mitigative actions if warranted.

Community statistics may be influenced by a variety of factors unrelated to the Project, including changes in local resources (e.g., increasing/decreasing social services, healthcare, education, or policing staff), policy directions (e.g., heightened commitment to enforcing alcohol regulations), program outcomes (e.g., promoting the use of health clinic), and other initiatives. Notable changes, trends, or outliers will be explained where possible.

TABLE 2.1-2 SOCIO-ECONOMIC INDICATORS

Predicted Effect	Objective	Indicators	Metrics for Construction and Operation of the Project	Revisions to Metrics or Additional Metrics Specific to Temporary and / or Final Closure of the Project	Sources
Economic Development					
Economic growth	Revenues to Inuit organizations	<ul style="list-style-type: none">Agnico Eagle payments to KIA and Nunavut Tunngavik Incorporated (NTI)	<ul style="list-style-type: none">Value (\$) (Financial payments and royalties)	No change	Agnico Eagle
	Revenues to the GN	<ul style="list-style-type: none">Direct territorial tax payments	<ul style="list-style-type: none">Value (\$) of direct tax payments (Fuel Tax, Payroll Tax, and Property Tax)	No change	Agnico Eagle
	Mining industry expenditures	<ul style="list-style-type: none">Project expenditures	<ul style="list-style-type: none">Value (\$) of Capital Expenditures (CAPEX) and Operating Expenditures (OPEX)	Change to metrics: <ul style="list-style-type: none">Value (\$) of Project expenditures related to Care and Maintenance or Closure and Reclamation activitiesNunavut GDP, total and for mining industry	Agnico Eagle
Contracting and Business Expenditures					
Opportunities for local businesses	Procurement expenditures	<ul style="list-style-type: none">Annual spending on goods and services	<ul style="list-style-type: none">Value (\$)Value by procurement category	No change	Agnico Eagle
	Procurement from Nunavut businesses	<ul style="list-style-type: none">Contracts awarded to Nunavut Businesses	<ul style="list-style-type: none">Number of contractsTotal value of contractsAverage and median value of contractsPercent of total value of contracts	No change	Agnico Eagle
	Procurement from Kitikmeot businesses	<ul style="list-style-type: none">Contracts awarded to Kitikmeot Qualified Businesses (KQB)Contracts awarded to other Kitikmeot-based businesses (non-KQB)	<ul style="list-style-type: none">Number of contractsTotal value of contractsAverage and median value of contractsPercent of total value of contracts	No change	Agnico Eagle
	Procurement from Inuit Firms	<ul style="list-style-type: none">Contracts awarded to all Inuit Firms (including KQB and non-KQB)	<ul style="list-style-type: none">Number of contractsTotal value of contractsAverage and median value of contractsPercent of total value of contracts	No change	Agnico Eagle
	Business development	<ul style="list-style-type: none">Number of Kitikmeot Qualified BusinessesNumber of registered Inuit firms in the Kitikmeot region	<ul style="list-style-type: none">Total numberNumber of new businesses in past year	Additional metrics: <ul style="list-style-type: none">Number of KQB's that provided business services to the Project during operation and continue to provide business services during temporary of final closureNumber of KQB's that provide business services to other Agnico Eagle projects / sites	Agnico Eagle, NTI
Employment					
Increased employment and income opportunities	Overall employment	<ul style="list-style-type: none">Workforce size	<ul style="list-style-type: none">Total number of workers onsite (Agnico Eagle employees and contractors)Annual average number of workers onsite	No change	Agnico Eagle
		<ul style="list-style-type: none">Workforce effort	<ul style="list-style-type: none">Total annual hours workedAverage hours per worker	No change	Agnico Eagle

Predicted Effect	Objective	Indicators	Metrics for Construction and Operation of the Project	Revisions to Metrics or Additional Metrics Specific to Temporary and / or Final Closure of the Project	Sources
Employment (<i>cont'd</i>)					
Increased employment and income opportunities (<i>cont'd</i>)	Inuit and Kitikmeot employment	<ul style="list-style-type: none">Kitikmeot Inuit workforce size (resident of Kitikmeot region)Kitikmeot Inuit workforce effort	<ul style="list-style-type: none">Total number of Kitikmeot-based and onsite workers (Agnico Eagle employees and contractors)Annual average number of Kitikmeot-based and onsite workers (Agnico Eagle employees and contractors)Total annual hours workedAverage hours per workerEmployment rate (hours worked by Inuit and Kitikmeot worker as share of total hours worked)	Additional metrics: <ul style="list-style-type: none">Number of workers who move from operation-specific positions to care and maintenance / closure rolesNumber of workers redeployed to other Agnico Eagle projects / sites	Agnico Eagle
		<ul style="list-style-type: none">Other Inuit workforce size (not resident of Kitikmeot region)Other Inuit workforce effort			Agnico Eagle
		<ul style="list-style-type: none">Other regional workforce size (non-Inuit Kitikmeot residents)Other regional workforce effort			Agnico Eagle
		<ul style="list-style-type: none">Kitikmeot workers by community	<ul style="list-style-type: none">Number of workers from each Kitikmeot community (point of hire)Percent of total Kitikmeot workers	Additional metrics: <ul style="list-style-type: none">Number of terminations / new hires from each community	Agnico Eagle
	Gender equity	<ul style="list-style-type: none">Workforce effort by women	<ul style="list-style-type: none">Total hours worked in yearEmployment rate (hours worked by women as share of total hours worked)	No change	Agnico Eagle
		<ul style="list-style-type: none">Workforce effort by Inuit women	<ul style="list-style-type: none">Total hours worked in yearEmployment rate (hours worked by Inuit women as share of total hours worked by Inuit)	Additional metrics: <ul style="list-style-type: none">Number of terminations / new female hires	Agnico Eagle
	Employment income	<ul style="list-style-type: none">PayrollPayroll for Inuit workers	<ul style="list-style-type: none">Total value (\$)Average value per worker (total value by worker as a share of total hours worked)	No change	Agnico Eagle
		<ul style="list-style-type: none">Payroll by Kitikmeot community	<ul style="list-style-type: none">Total value (\$)	No change	Agnico Eagle
	Employee retention	<ul style="list-style-type: none">Employee turnover rate	<ul style="list-style-type: none">Non-Inuit employee turnover rate, as represented by total number of non-Inuit departures as share of total number of non-Inuit employees [(period starting + ending number of employees)/2]Inuit employee turnover rate as represented by total number of Inuit departures as share of total number of Inuit employeesInuit employee turnover by reason (e.g. dismissal, resignation or voluntary termination, end of contract)	No change	Agnico Eagle
	Worker health and safety	<ul style="list-style-type: none">Lost time incidents	<ul style="list-style-type: none">Number of lost time incidentsLost workday incident rate ([lost workday cases][200,000]/[hours worked])	No change	Agnico Eagle
		<ul style="list-style-type: none">Utilization of site medic	<ul style="list-style-type: none">Per capita visits to site medic	No change	Agnico Eagle

Predicted Effect	Objective	Indicators	Metrics for Construction and Operation of the Project	Revisions to Metrics or Additional Metrics Specific to Temporary and / or Final Closure of the Project	Sources
Employment (<i>cont'd</i>)					
Increased labour force capacity (education, skills, experience)	On-the-job training	• On-the-job training courses	• Number of courses and course sessions • Number of training hours, by basic category (general, health and safety, specific)	• Training type and number dedicated to / provided to redeployed employees	Agnico Eagle
		• Inuit participation in on-the-job training	• Number of training hours for Inuit workers, by basic category (general, health and safety, specific) • Number of training hours for Inuit workers as share (%) of number of training hours for all employees, by basic category	No change	Agnico Eagle
	Apprenticeships	• Apprenticeships with the Project	• Number of apprenticeships	No change	Agnico Eagle
		• Inuit apprentices	• Number of apprenticeships, as share (%) of total	No change	
	Skill levels	• Inuit employees, by job category (skill level)	• Number of Inuit employees by job category (e.g., management, professionals, skilled trades, skilled technicians, semi-skilled, unskilled) • Inuit share (%) of total number of employees by job category	• Skill level / department of retained employees moving from Operations to Care/Maintenance • Skill level / department of employees being redeployed	Agnico Eagle
		• Inuit employees, by department	• Number of Inuit employees by department (e.g., environment, mining, site operations, site services) • Inuit share (%) of total number of employees by department	No change	Agnico Eagle
Increased competition for labour	Retention of skilled workers in community roles	• Number of skilled workers leaving employment in community for employment at mine	• Number of workers employed in local roles immediately prior to accepting employment with Project	Additional metric: • Number of workers leaving employment at the Project for employment in the community (to be captured during exit interviews if performed)	Agnico Eagle
Education and Training					
Increased demand for education and training programs	Availability of post-secondary education	• Courses related to employment in mining industry	• Number of mining programs/courses offered by Nunavut Arctic College (NAC) in the Kitikmeot region • Number of mining support service programs/ courses offered by NAC in the Kitikmeot region	Revisions to metrics: • Number of closure and reclamation programs/courses offered by NAC in the Kitikmeot region • Number of post-closure monitoring programs/courses offered by NAC in the Kitikmeot region	NAC
	Participation in post-secondary education	• Enrolment of Kitikmeot students in post-secondary education	• Number of students enrolled in past year (NAC and other institutions), total, and by home community • Enrollment by NAC program type	No change	KIA, GN, NAC
	Investment in education	• Investments in school-based initiatives	• Total value (\$), including financial, material and in-kind support	No change	Agnico Eagle
Improved perceptions of education and employment benefits	Understanding of employment opportunities	• Community and student outreach events	• Number of community information sessions and/or career awareness sessions • Number of high school information and/or career awareness sessions • Number of sponsored student competitions • Number of sponsored student achievement awards	No change	Agnico Eagle
	High school participation	• Public school enrollment, by community	• Number enrolled	No change	GN
		• Public school attendance (truancy) rate	• Days attended as percent of total school days	No change	GN
	High school completion	• High school completion, by community	• Total number of graduates	No change	GN

Predicted Effect	Objective	Indicators	Metrics for Construction and Operation of the Project	Revisions to Metrics or Additional Metrics Specific to Temporary and / or Final Closure of the Project	Sources
Population Demographics					
Increased in-migration to Kitikmeot region	Population stability	• Population of Kitikmeot communities	<ul style="list-style-type: none">• Total population, by year• Annual change in population	No change	GN
		• Migration of employees to/from Kitikmeot communities	<ul style="list-style-type: none">• Number of direct employees who have relocated to or from a Kitikmeot community in past year (including community of origin/destination)• Net migration of direct employees to LSA communities (Cambridge Bay and Kugluktuk)• Number of direct employees who have relocated to or from the Kitikmeot region in the past year (including community of origin/destination)	• Number of Kitikmeot workers hired by other Agnico Eagle projects and / or transported to site from home community	Agnico Eagle
Community Infrastructure and Public Services					
Increased demand for housing	Housing availability	• Housing need, by community	• Public housing waitlist as percentage of available public housing stock	No change	NHC
		• Approved home ownership assistance applications, by community	• Number of approved Nunavut Down Payment Assistance Program (NDAP) applications	No change	NHC
	Housing status	• Housing status of project employees	• Per housing survey	No change	NHC; GN
Increased demand for local services	Project use of emergency services	• Use of GN emergency services by the Project	• Number of times emergency health services utilized	No change	Agnico Eagle
	Demand for health and social services	• Visits to health centres, by community	<ul style="list-style-type: none">• Number of annual visits• Number of annual visits per capita	No change	GN
		• Social assistance caseload, by community	<ul style="list-style-type: none">• Total social assistance average monthly caseload• Per capita social assistance average monthly caseload per capita	No change	GN; DFS Agnico Eagle
	Demand for police services	• Police calls for service, by community	<ul style="list-style-type: none">• Total number of calls annually• Annual calls per capita	No change	RCMP
		• Criminal violations, by region and community	<ul style="list-style-type: none">• Total number• Rate per capita	No change	Statistics Canada
Individual and Community Health and Wellness					
Changes to family stability	Work-life balance	• Ability of Inuit workers to balance employment and family and/or traditional lifestyle	• Inuit employee turnover rate (refer to Employment VSEC)	No change	Agnico Eagle
			• Inuit workers who report resignation due to homesickness, family commitments, incompatibility with traditional lifestyle, and/or emotional stress factors	No change	Agnico Eagle
		• Utilization of Employee and Family Assistance Program (EFAP)	• Number of instances EFAP utilized	No change	Agnico Eagle

Predicted Effect	Objective	Indicators	Metrics for Construction and Operation of the Project	Revisions to Metrics or Additional Metrics Specific to Temporary and / or Final Closure of the Project	Sources
Individual and Community Health and Wellness (<i>cont'd</i>)					
Changes to family spending	Household financial management	<ul style="list-style-type: none">Financial management training for workers	<ul style="list-style-type: none">Number of workers who attended financial management trainingNumber of Inuit workers who attended financial management training	No change	Agnico Eagle
	Spending decisions and lifestyle choices	<ul style="list-style-type: none">Sale of alcoholic beverages, by community	<ul style="list-style-type: none">Annual dollar value spent on alcoholic beverages	No change	Statistics Canada, Nunavut Liquor Commission
		<ul style="list-style-type: none">Types of criminal violations, by region and community	<ul style="list-style-type: none">Total number of impaired driving violations, and rate per capitaTotal number of drug-related violations, and rate per capitaTotal number of assault violations, and rate per capita	No change	Statistics Canada
Changes to food security and cost of living	Country foods consumption	<ul style="list-style-type: none">Consumption of country foods at Agnico Eagle camp	<ul style="list-style-type: none">Number of workers who use the Country Food Kitchen at siteNumber of days that Agnico Eagle canteen offered country foods	No change	Agnico Eagle
	Food security	<ul style="list-style-type: none">Food costs, by community	<ul style="list-style-type: none">Cost of Nunavut Food Price Survey (NFPS) food basket (\$)Inflation rate (cost of basket compared to previous year)Comparison of Kitikmeot region to Nunavut	No change	GN, GC
	Household economic self-sufficiency	<ul style="list-style-type: none">Low-income households (families and non-family persons), by community	<ul style="list-style-type: none">Nunavut tax filers with low income	No change	GN
		<ul style="list-style-type: none">Project employment income	<ul style="list-style-type: none">Refer to payroll statistics provided under Employment VSEC.	No change	Agnico Eagle

Industry Averages

Where available, Project data is compared to relevant industry averages. The comparative analysis notes potential disparities in data sources, collection, reliability, or other factors.

2.2.2 QUALITATIVE INFORMATION

Qualitative information is used to evaluate and interpret quantitative data and trends. This may include reports and observations from Agnico Eagle, the KIA, the GN, CIRNAC, KitSEMC members, Hamlets, and local service providers regarding activities and events in the study communities.

Agnico Eagle may also incorporate qualitative information in the absence of quantitative data—for example, if annual data for the above indicators is discontinued or delayed—in an attempt to fill the data gap.

Other qualitative data sources include Inuit Qaujimajatuqangit (IQ) and primary data collection.

Inuit Qaujimajatuqangit

Inuit Qaujimajatuqangit (IQ)—the traditional knowledge and wisdom of Inuit society—is a set of values and practices that transcend time immemorial. It serves as an ethical framework and a comprehensive guide towards leading a meaningful, fulfilling, and healthy life. Although described here in written format, IQ holds its greatest value and importance when passed down and shared orally by Inuit knowledge holders and Elders. IQ embodies a holistic approach to living that fosters respectful relationships with all aspects of life, including fellow Inuit, the community, the land, and the animals with whom we all coexist (Karetak et al. 2017). By embracing IQ, this report supports a path forward that helps to navigate the complexities of the future and promotes a balanced and sustainable way of living.

It is important to recognize that IQ is at the core of the Inuit value system and way of life. Because of this, Inuit practice and follow IQ in their daily lives. These values apply to all aspects of Inuit life, whether at home with family and friends or with the environment. They are also followed in the way that Inuit conduct business or work.

In order to incorporate IQ, this report leverages the Government of Nunavut's Inuit Societal Values (ISVs). ISVs are ways of conceptualizing IQ. Their adherence leads to the promotion and integration of IQ in the design and delivery of policies, programs, and services. Following ISVs—the Inuit values listed below—supports practices and ways of working that are consistent with the culture, values, and language of the Inuit majority in Nunavut (Pauktuutit Inuit Women of Canada 2006):

1. **Inuuqatigiitsiarniq:** Respecting others, relationships and caring for people.
2. **Pijitsirniq:** Serving and providing for family and/or community.
3. **Pilimmaksarniq / Pijariuqsarniq:** Development of skills through observation, mentoring, practice, and effort.
4. **Piliriqatigiinni / Ikajuqtigiinni:** Working together for a common cause.
5. **Tunnganarniq:** Fostering good spirits by being open, welcoming, and inclusive.
6. **Aajiqatigiinni:** Decision-making through discussion and consensus.

7. **Qanuqtuurniq:** Being innovative and resourceful.
8. **Avatittinnik Kamatsiarniq:** Respect and care for the land, animals, and the environment.

IQ supports the analysis of baseline socio-economic conditions and assists in evaluating and interpreting quantitative and qualitative data and trends within this report. This may include feedback and information from community engagement, Community Liaison Committees, and the SEMWG and KitSEMC. This SEMP references the appropriate ISVs as it relates to the findings and aims to contribute to understanding the relationship with IQ wherever possible.

For the 2024 SEMP Report, the interpretations and findings throughout the report were enhanced to include references to and considerations of their relationships to the ISVs. When the activities at the Project and the actions of Agnico Eagle were related to ISVs, the specific ISVs were highlighted, as well as how those activities or actions were related.

Primary Data Collection

Primary data collection is used to collect information on key Project effects in Kitikmeot communities, community concerns, aspirations, and activities via a brief questionnaire delivered to Hamlet offices in Kitikmeot communities. The questionnaire provides an opportunity for Hamlet Mayor and Council to provide general IQ context, feedback, comments, or ask questions.

For the 2024 report, the three questions asked were of Hamlet's Mayors:

1. Could you identify some positive impacts of the Hope Bay Project in your community within the past year?
(Example topics include employment, business development, education, community infrastructure and services, health and social services, culture and community well-being.)
2. Could you identify some adverse impacts of the Hope Bay Project in your community within the past year?
(Example topics include employment, business development, education, community infrastructure and services, health and social services, culture and community well-being.)
3. Do you have any other feedback or perspectives to share about the Hope Bay Project in your community?

During the preparation of the 2024 SEMP Report, some feedback from the community of Kugluktuk was received through a phone interview (only for Question 3, no responses were provided for Questions 1 and 2). Additionally, general feedback from the community of Gjoa Haven was received through an email response (responses did not specify which questions they answered). Both Hamlets have received a copy of the 2023 SEMP report following both questionnaire requests, with perspectives captured in this report where indicated. Despite multiple attempts to collect information from Cambridge Bay, Kugaaruk, and Taloyoak, direct feedback from Hamlets was not received from these communities, with an acknowledgment received from Cambridge Bay.

2.2.3 CHARTS, GRAPHS, AND INFOGRAPHICS

The reports incorporate visual representations, such as charts, graphs, and infographics, to aid the interpretation and analysis of monitoring data. Visuals highlight key trends and features and compare and contrast changes over time.

2.2.4 COMMUNITY DATA CHALLENGES

Communities in Nunavut are small, and there are inherent data collection and interpretation challenges. This affects the extent to which community-level data can be meaningfully provided and interpreted. Some of the main challenges include the following:

- Labour force surveys and other regular publications by Statistics Canada typically only include larger cities and metropolitan areas. Iqaluit is typically the only community in Nunavut to be represented in these reports. Therefore, there are generally less socio-economic data (annual or more frequent) compared to larger communities in Canada.
- Select GN datasets are no longer available or are not updated frequently or annually. The lack of availability of current community statistics makes it challenging to determine the project's interactions with monitored socio-economic indicators. For the preparation of the 2024 report, direct requests were submitted to the GN Department of Education, to update select education statistics.
- The Kitikmeot communities are small, ranging from approximately 934 in Taloyoak to 1,760 in Cambridge Bay in 2021. Due to confidentiality concerns, statistics are regularly masked (i.e., not disclosed) to protect the identity of individuals within small sub-groups. Agnico Eagle's data about the workforce is similarly protected, where confidentiality concerns are identified.
- Also reflecting their small size, community-level data (where it is available) is often subject to challenges in determining statistically significant changes. Some datasets from previous years show marked fluctuations in terms of percent or per capita change, although real numbers may be small.
- Because the number of individuals involved in providing community-based services is also small, challenges can exist from the disproportionate effects of staff turnover, staff vacancies, and individual staff choice in fulfilling roles and responsibilities (such as data collection) that can affect tracking community trends. Whether the detected change is real can be more a question of whether there are personnel in the positions, how a public or community service was delivered (i.e., compliance effort), or variations in the data collection effort.

3. ECONOMIC DEVELOPMENT

3.1 GROWTH OF REVENUES TO INUIT ORGANIZATIONS

3.1.1 PREDICTIONS

Construction and Operation

Agnico Eagle is expected to make payments to the KIA and the NTI including royalties, exploration and production lease rents, land tenure payment, water compensation, IIBA implementation payments, and other payments.

Reclamation and Closure

Contributions of the Project associated with production, including payments to the KIA and NTI, will come to an end once the Project ceases production.

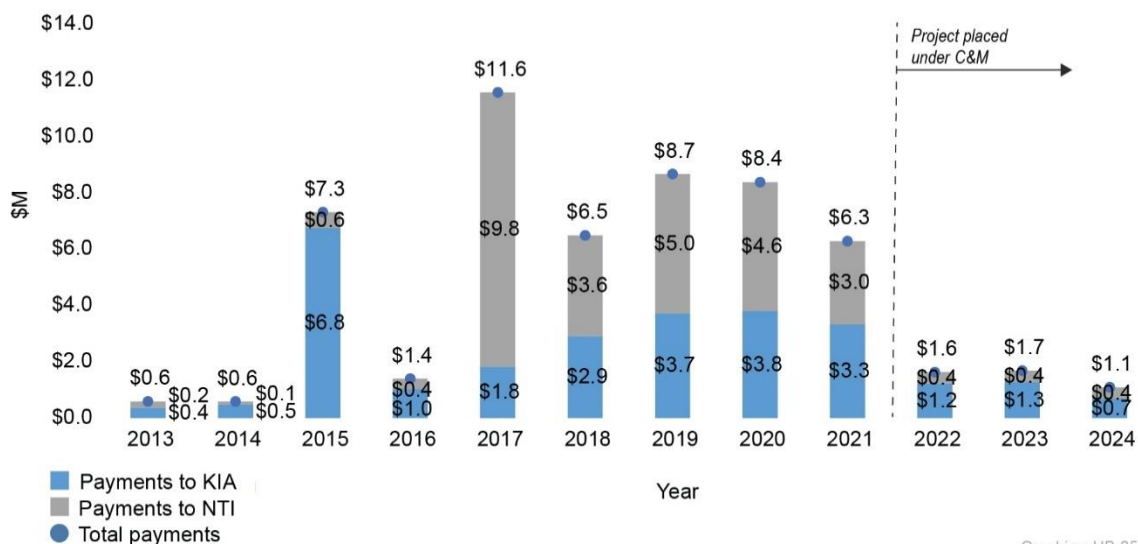
Temporary Closure

Royalties and other payments to the Inuit associations (i.e., KIA and NTI), including payments defined by the Framework Agreement and the IIBA, are expected to decrease close to pre-Project baseline levels as many are linked to expenditures, employment levels, and mine production amounts.

3.1.2 RESULTS

Figure 3.1-1 shows Project payments to Inuit organizations covering 2013 to 2024. KIA also indirectly benefits through the revenue of its affiliated businesses that provide services to the Project; business contracts are not reflected in payments to the Inuit organization (see Section 4 for information on contract expenditures).

FIGURE 3.1-1 PAYMENTS TO INUIT ORGANIZATIONS (\$M)



Note: Payments to KIA/NTI have been revised from the amounts reported in the previous SEMP Reports based on the most recent information provided by Agnico Eagle.

Payments to Inuit organizations have been trending downward since 2019. The decrease in payments can be attributed to lower operating capacity at the Project in 2020 and 2021 due to the COVID-19 pandemic and the resulting decrease in output production. Further decreases in payments to Inuit organizations since 2022 have resulted from the Project being placed under care and maintenance, and no revenue earned from Project production.

3.1.3 INTERPRETATION

The mandate of the KIA is to defend, preserve, and promote social, cultural, and economic benefits for Kitikmeot Inuit, while the NTI ensures that the federal and territorial governments fulfill obligations under the *Nunavut Agreement* with respect to the management of land, water, and wildlife. The Kitikmeot Corporation (KC) is responsible for business development activities, employment, and training. Agnico Eagle's contributions to the KIA and NTI facilitate greater economic activity than would be possible without the Project and help to promote the social, economic, and cultural well-being of Inuit in Nunavut. [Payments to Inuit Organizations reflect a commitment to the ISV principle, *pijitsirniq*, by serving and providing for the community. Through these payments, Agnico Eagle contributes to the well-being of communities.](#)

In 2020 and in 2021, although Inuit employment was curtailed due to the pandemic, payments to the KIA and NTI (and contracts to Inuit businesses described in Section 4.4) ensured that Inuit continued to receive some benefit from Hope Bay mining operations. This continued to be the case from 2022 to 2024, despite no revenue earned at the Project due to the implementation of care and maintenance.

3.2 GROWTH IN REVENUES TO THE GOVERNMENT OF NUNAVUT

3.2.1 PREDICTIONS

Construction and Operation

Agnico Eagle will be required to make direct payments to the GN in the form of Payroll Tax, Petroleum Tax and Property Tax.

Reclamation and Closure

There will be a general decrease in government tax revenue accrued to the federal and territorial governments. Government tax revenue will gradually decrease and eventually dissipate over the duration of the phase.

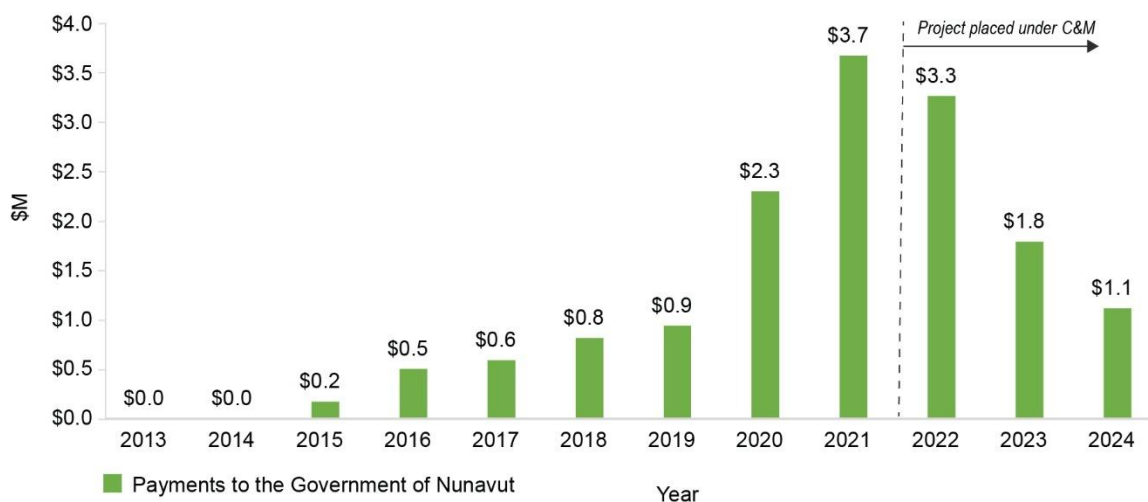
Temporary Closure

There will be a decrease in expenditures resulting in a loss of Project contributions to tax revenues accruing to the federal and territorial governments.

3.2.2 RESULTS

Figure 3.2-1 shows Project payments to the GN from 2018 to 2024. The GN received additional revenue from taxes paid by the Project on the purchase of goods and services, and other indirect and induced activities of the Project.

FIGURE 3.2-1 PAYMENTS TO THE GOVERNMENT OF NUNAVUT (\$M)



Graphics: HB-25ERM-008:2

Note: Payments to GN have been revised from the amounts reported in the previous SEMP Reports based on the most recent information provided by Agnico Eagle.

In 2024, GN directly received \$1.1 million in tax payments from the Project, representing a 38% decrease from \$1.8 million in 2023. Of the \$1.1 million, \$0.74 million was paid in property taxes, \$0.38 million in payroll taxes, and none in fuel taxes to the GN.

3.2.3 INTERPRETATION

The GN directly received \$1.1 million in payments from the Project in 2024, with additional tax benefits received from indirect and induced activities of the Project. The reduction was largely due to the Project being under care and maintenance and not using all property assets.

The mandate of the GN is to serve as a public government for the Nunavut territory and provide representation and services for Nunavummiut. Payments to the GN help support that mandate and promote Inuit's social, economic, and cultural well-being in Nunavut. [By contributing to the GN's revenues—through taxation and maintaining good standing with the territorial government—Agnico Eagle contributes its share towards government programs and services reflecting the ISV *ikajuqtigiinniq* of working together for a common cause.](#)

3.3 GROWTH IN MINING INDUSTRY EXPENDITURES

3.3.1 PREDICTIONS

Construction and Operation

Project expenditures during the Construction and Operation phases have the potential to contribute to the economic growth and development in the LSA and the RSA.

Reclamation and Closure

The closure costs are estimated at \$42.7 million.

Temporary Closure

There will be an overall reduction in Project expenditures.

3.3.2 RESULTS

Project Expenditures

Project expenditures have generally increased with the level of onsite activities from \$81.7 million in 2017 to \$866.4 million in 2019 (Table 3.3-1). In 2020, there was an overall drop in expenditures due to reduced operations at the Project resulting from the COVID-19 pandemic and health-related restrictions; 2020 spending is only available for Q1-Q3. Because Agnico Eagle purchased TMAC in February 2021, financial statements are now prepared by Agnico, and comparable information for 2021 is not available.

TABLE 3.3-1 PROJECT EXPENDITURES (\$M), 2017-2020

	2017	2018	2019	2020 (Q1-Q3)
Cost of Sales				
Production costs	\$56.4	\$118.6	\$138.5	\$92.2
Royalties and selling expenses	\$1.4	\$4.0	\$7.1	\$58.0
Depreciation	\$11.0	\$49.6	\$67.0	\$32.4
Sub-total	\$68.8	\$172.2	\$212.6	\$132.6
Impairment of Property, Plant and Equipment and Goodwill	-	-	\$674.6	-
General and Administrative Costs				
Salaries and wages	\$9.2	\$7.8	\$7.4	\$6.5
Share-base payments	\$3.2	\$6.7	\$5.6	\$1.3
Other corporate	\$3.1	\$2.9	\$4.2	\$3.5
Sub-total	\$15.5	\$17.4	\$17.2	\$11.3
Other Expenses/Losses (net income)	(\$2.6)	\$30.5	(\$38.0)	\$37.5
Total Project Expenditures	\$81.7	\$220.1	\$866.4	\$158.8

Source: TMAC (2019a, 2019b, 2020a, 2021).

In 2021, Agnico Eagle received \$142.4 million in revenue, paid \$95.7 million in OPEX and \$67.6 million in CAPEX. Exploration and corporate costs totaled another \$21.3 million. In 2022, as the Project was placed under care and maintenance, there was no revenue earned by the Project; the Project paid \$5.7 million in OPEX and \$22.1 million in CAPEX. Project care and maintenance expenditures totaled \$39.9 million. Exploration expenditures increased significantly in 2022, totaling \$42.5 million, this being over three times the value in 2021.

In 2023 and 2024, the Project had no operating revenue or OPEX due to the ongoing care and maintenance activities. In 2023, the Project paid \$6.2 million in expansion CAPEX and \$40.8 million in care and maintenance expenditures, while exploration expenditures totaled \$22.1 million. In 2024, the Project paid \$60.7 million in expansion CAPEX, and \$55.3 million in care and maintenance expenditures, \$2.4 million in exploration, while reclamation expenditures totaled \$0.23 million (Table 3.3-2).

TABLE 3.3-2 PROJECT REVENUE AND EXPENDITURES SINCE 2021 (\$000)

Cashflow OPEX and CAPEX	2021	2022	2023	2024
Revenue	\$142,386	-	-	-
Operating Expenditure	\$95,661	\$5,752	-	-
OPEX	\$95,661	\$5,752	-	-
Sustaining Capital Expenditure	\$56,641	-	-	-
Expansion/Growth Expenditure	\$10,986	\$22,075	\$6,181	\$60,746
CAPEX	\$67,626	\$22,075	\$6,181	\$60,746
Exploration Expenditure	\$13,886	\$42,540	\$22,080	\$2,404
Corporate/Others	\$7,439	\$8,253	\$7,885	\$6,378
Care & Maintenance	-	\$39,877	\$40,854	\$55,347
Reclamation	-	-	-	\$227
TOTAL EXPENDITURES	\$184,612	\$118,498	\$77,000	\$125,102

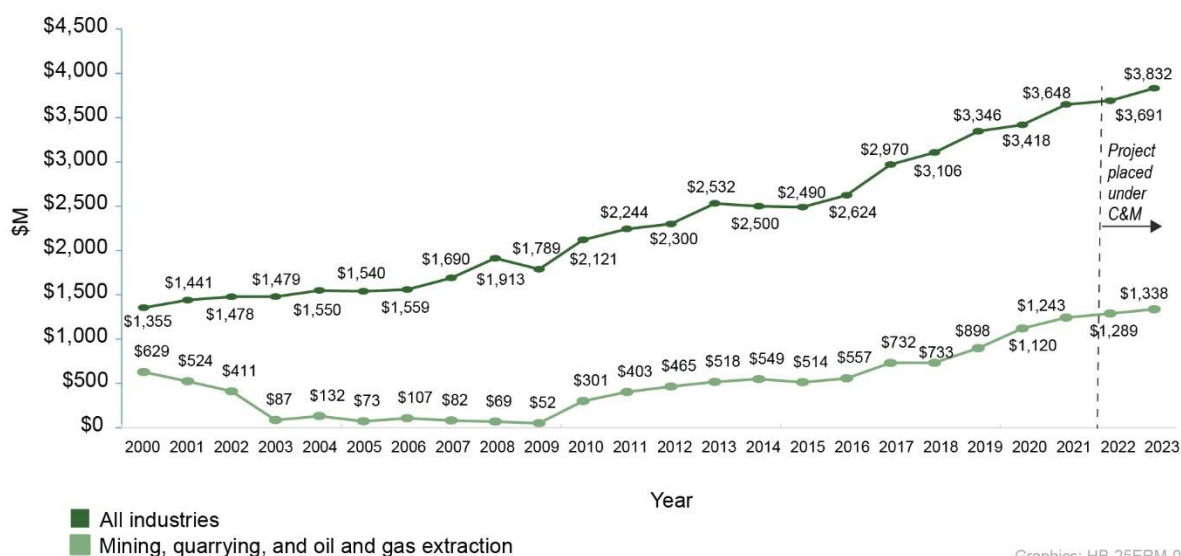
Note:

This format for reporting Project revenue and expenditures will be used in the future iterations of the SEMP Report.

Gross Domestic Product

Figure 3.3-1 shows the value of Nunavut's gross domestic product (GDP), in chained 2017 dollars (i.e., adjusted for inflation), from 2000 to 2023. Nunavut's GDP has been generally trending upwards. In 2023, the latest year for which GDP data is available, mining accounted for approximately \$1,338 million or 35% of total GDP (\$3,832 million). Mining continues to be an important contributor to Nunavut's GDP.

FIGURE 3.3-1 NUNAVUT GROSS DOMESTIC PRODUCT (\$M)



Source: Statistics Canada (2024a)

Notes: Chained dollars take into account fluctuations in relative prices and the composition of output over time. GDP shows chained volume estimates with 2017 as their reference year, meaning that the estimates for each industry and aggregate are obtained from a chained volume index multiplied by the industry's value added in 2017.

3.3.3 INTERPRETATION

The Project continues to contribute to the Nunavut economy. Project expenditures support direct employment opportunities (Section 5.2), procurement of goods and services from businesses (Section 4.3), as well as numerous spinoff opportunities in the Kitikmeot region. While Project expenditures have been generally increasing with the level of onsite activities, in 2020, there was a drop in Project-related expenditures resulting from the COVID-19 pandemic and related reduction in activity and workforce to accommodate the precautionary measures introduced to contain the spread of the disease. In 2022, Project expenditures totaled \$118.5 million, reflecting reduced activity under care and maintenance. In 2023, Project expenditures decreased to \$77.0 million. In 2024, Project expenditures increased to \$125.1 million, surpassing 2022 and 2023 levels, reflecting added focus on ongoing reclamation activities.

3.4 EFFECTS MANAGEMENT AND MITIGATION

Table 3.4-1 lists the programs and measures designed to mitigate and manage potential effects related to economic development.

TABLE 3.4-1 ECONOMIC DEVELOPMENT MANAGEMENT AND MITIGATION MEASURES

Program / Mitigation Measure	Purpose / Description / Outcome
All Phases	
IIBA	The IIBA sets out principles and methods to, among other purposes, maximize Inuit training, employment and business opportunities arising from the operation of the Project, and provide a mechanism through which effective communication and cooperation can take place. Key features of the IIBA include provisions for, among others: setting annual and long-term Inuit Training Targets (ITT); setting annual Inuit Employment Targets (IET); first opportunity to Kitikmeot Inuit residents for employment, followed by non-resident Inuit; establishment and administration of a Training and Education Fund; promotion of Inuit content in procurement, including requirement to engage Kitikmeot Qualified Businesses for certain types of goods and services; and establishment, under certain conditions, of a Business Development Fund.
Agnico Eagle Liaison	The Agnico Eagle Liaison works with the appropriate Agnico Eagle departments to, among other responsibilities, assist Agnico Eagle to maximize Kitikmeot Qualified Business procurement by identifying businesses interested in procurement opportunities, considering opportunities for capacity building and development, and assisting Kitikmeot Qualified Businesses to access available business opportunities.
Community Involvement Plan	Agnico Eagle maintains communications with Kitikmeot communities and shares information to assist in the development of collaborative adaptive management measures, should unanticipated impacts arise and mitigation be required.
Communication	Agnico Eagle communicates the Project's schedule to ensure that local governments, local and regional businesses, and other interested institutions/organizations are aware of Project activities as well as any opportunities that can contribute to business growth in the Kitikmeot region.
Specific to Temporary or Final Closure	
Multi-party Working Group	Establish a multi-party working group to define community goals for the post-mining future, and partner in the planning and implementation of socio-economic transition during closure.

4. CONTRACTING AND BUSINESS EXPENDITURES

4.1 PROCUREMENT EXPENDITURES

4.1.1 PREDICTIONS

Construction and Operation

The provision of business contracts will support economic prosperity and create new economic opportunities.

Reclamation and Closure

While some contracting opportunities will continue, there will be an overall reduction in business opportunities at the Project as a result of production activities coming to an end. Procurement opportunities will cease at the end of the phase.

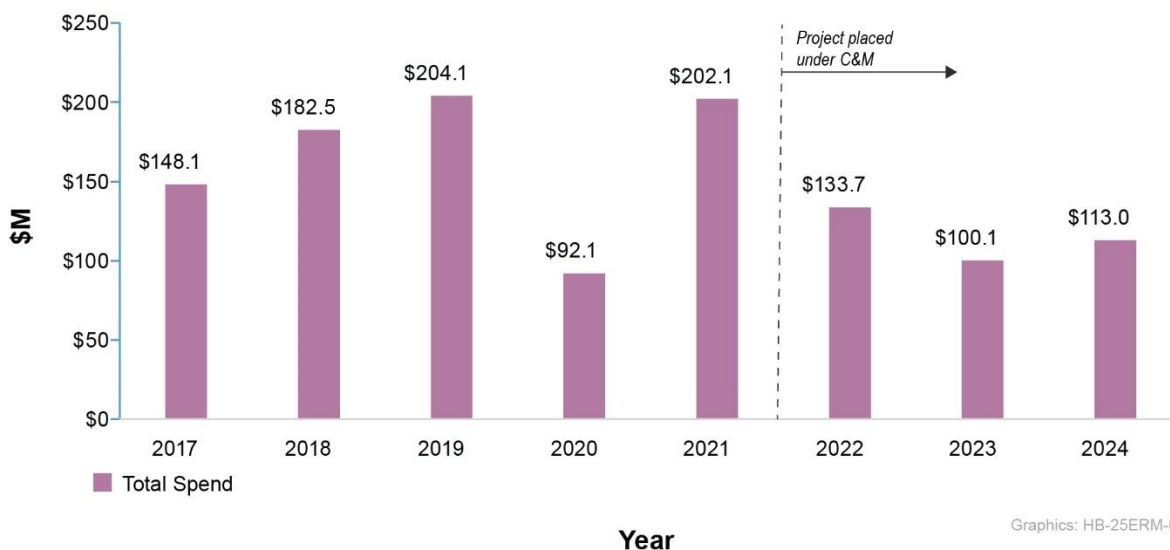
Temporary Closure

While some contracting opportunities will continue, there will be an overall decrease in procurement opportunities because of the decrease in Project expenditures.

4.1.2 RESULTS

Figure 4.1-1 represents the Project's annual spending on contracts with businesses from Nunavut and beyond, as well as other expenditures. Before 2022, and on average, 60% was spent on services, 36% on materials and supplies, and 4% on corporate expenses. Procurement in 2020 was lower compared to previous years due to reductions in operating capacity at the Project in response to the COVID-19 pandemic. While procurement increased in 2021, the Project's total contract spending totaled \$133.7 million in 2022, \$100.1 million in 2023, and \$113.0 million in 2024. In 2024, approximately 80% was spent on services and 20% on materials and supplies.

FIGURE 4.1-1 TOTAL PROJECT SPEND (\$M)



The Project was placed under care and maintenance in 2022, and care and maintenance activities continued in 2023 and 2024. Project-related spending has been generally lower since 2022, with activities redirected from production to site maintenance and exploration.

4.1.3 INTERPRETATION

Project expenditures increased by 13% in 2024 compared to the previous year due to the ongoing need for supplies for care and maintenance, as well as the focus on exploration and reclamation activities. Overall, Project expenditures remain relatively low compared to 2021 due to the continued suspension of mining operations. Project procurement expenditures continue to contribute to the economic prosperity in Nunavut and the rest of Canada but at lesser levels.

4.2 PROCUREMENT FROM NUNAVUT BUSINESSES

4.2.1 PREDICTIONS

Construction and Operation

The provision of business contracts will support economic prosperity and create new economic opportunities.

Reclamation and Closure

It is expected that of the \$42.7 million in closure costs, a portion will be awarded to Kitikmeot Qualified Businesses and other Inuit-owned and Nunavut businesses. While some contracting opportunities will continue, there will be an overall reduction in business opportunities at the Project as a result of production activities coming to an end. Procurement opportunities will cease at the end of the phase.

Temporary Closure

While some contracting opportunities will continue, there will be an overall decrease in procurement opportunities because of the decrease in Project expenditures.

4.2.2 RESULTS

In 2024, related to the Hope Bay Project care and maintenance, exploration and reclamation activities, Agnico Eagle awarded \$71.0 million in contracts to Nunavut-based businesses, representing 63% of the total value of contracts awarded that year. The total Project spending (since 2017) on contracts with Nunavut-based businesses is \$479.7 million (Table 4.2-1).

TABLE 4.2-1 CONTRACTS AWARDED TO NUNAVUT BUSINESSES (\$M)

	2017	2018	2019	2020	2021	2022	2023	2024
Number of Contracts	15	14	19	14	29	32	38	32
Total Value of Contracts	\$49.0	\$68.0	\$91.5	\$44.9	\$65.0	\$51.4	\$38.9	\$71.0
Average Value of Contracts	\$3.3	\$4.9	\$4.8	\$3.2	\$2.2	\$1.6	\$0.4	\$2.2
Median Value of Contracts	\$0.7	\$2.8	\$1.1	\$1.5	\$0.3	\$0.1	\$0.06	\$0.3
Percent of Total	33%	37%	45%	49%	32%	38%	39%	63%

Note: The number of contracts, for consistency with previous years, represents the number of unique firms receiving contracts. The actual total number of contracts is higher than the reported estimate.

4.2.3 INTERPRETATION

Project procurement from Nunavut businesses increased by 83% in 2024 with procurement needs since 2024 redirected from production to site maintenance and exploration. The average contract value also increased from \$0.4M to \$2.2M. The percentage of the total contract value awarded to Nunavut businesses increased in 2024 to 63% (up from 39% in 2023). [The awarding of contracts to Nunavut businesses by Agnico Eagle reflects the ISV *tunnganarniq* by being open and inclusive of Nunavummiut businesses within the Project.](#)

4.3 PROCUREMENT FROM KITIKMEOT BUSINESSES

4.3.1 PREDICTIONS

Construction and Operation

The provision of business contracts to businesses in the LSA and the RSA, will support economic prosperity and create new economic opportunities. New businesses may be created to provide goods and services not presently available in the LSA or the RSA. Also, existing businesses may have the potential to expand or diversify as a result of local Project expenditures.

Reclamation and Closure

While some contracting opportunities will continue, there will be an overall reduction in business opportunities at the Project as a result of production activities coming to an end. Procurement opportunities will cease at the end of the phase.

Temporary Closure

While some contracting opportunities will continue, there will be an overall decrease in procurement opportunities because of the decrease in Project expenditures.

4.3.2 RESULTS

In 2024 – related to the Hope Bay Project care and maintenance, exploration, and reclamation – Agnico Eagle awarded 7 contracts to KQB's with a combined value of \$21.1 million, representing 19% of the total contracts awarded that year (Table 4.3-1). An additional \$908,392 was awarded to 3 non-KQB's.

TABLE 4.3-1 CONTRACTS AWARDED TO KITIKMEOT BUSINESSES (\$M)

	Non-KQB			KQB							
	2017	2023	2024	2017	2018	2019	2020	2021	2022	2023	2024
Number of Contracts	3	8	3	10	14	19	14	19	19	11	7
Total Value of Contracts	\$0.2	\$7.3	\$0.9	\$48.8	\$68.0	\$91.5	\$44.9	\$62.0	\$49.5	\$29.4	\$21.1
Average Value of Contracts	\$0.06	\$0.3	\$0.3	\$4.1	\$4.9	\$4.8	\$3.2	\$3.3	\$2.6	\$0.8	\$3.0
Median Value of Contracts	\$0.04	\$0.02	\$0.08	\$2.1	\$2.8	\$1.1	\$1.5	\$1.3	\$1.1	\$0.7	\$2.3
Percent of Total	0.2%	7%	1%	33%	37%	45%	49%	31%	37%	29%	19%

Note: The number of contracts, for consistency with previous years, represents the number of unique firms receiving contracts. The actual total number of contracts is higher than the reported estimate.

4.3.3 INTERPRETATION

Through the IIBA, Agnico Eagle is committed to engaging KQB's in the development and operation of the Hope Bay Project (KIA & TMAC 2015). KQB's are Inuit-owned firms located in the Kitikmeot region and recognized by the KIA as businesses capable of working for Agnico Eagle. The KIA determines which Kitikmeot businesses are listed on the KQB Registry based in part on Inuit Content Components as outlined in the IIBA, and other factors KIA may determine are consistent with the KQB Engagement Objective. All other Inuit-owned firms or entities not on the registry are counted separately.

To date, the Project has resulted in substantial business revenue for KQB's, totalling \$415.2 million from 2017 to 2024. Non-KQB's benefited from \$163,433 in contracts in 2017, \$7.3 million in 2023, and \$908,392 in 2024; data for other years were incomplete. [The awarding of contracts to Kitikmeot businesses by Agnico Eagle reflects the ISV *tunnganarniq* by being open and inclusive of Kitikmeot-based businesses within the Project.](#)

Since 2017, the KQB firm's share of total contract spend in relation to the Project has been 36%. While there are no specific targets regarding procurement from KQB's, each year, Agnico is required to provide the KIA with an annual contracting forecast, which can help Kitikmeot and Inuit-owned businesses prepare for upcoming opportunities.

In 2024, Agnico Eagle proudly participated in the Kitikmeot Trade Show, a key annual event that brings together businesses, government agencies, regulators, and Inuit organizations from the Kitikmeot region and across Canada. This event continues to serve as an important platform for building partnerships, fostering dialogue, and supporting economic development opportunities within Northern communities. [Agnico Eagle's ongoing engagement with Kitikmeot businesses, organizations, and residents, particularly through forums like the Trade Show to support economic development and stimulate business activity, demonstrates the ISV *inuqatigiitsiarniq* and *pijitsirniq*, reflecting its commitments to building respectful relationships and a service-oriented approach.](#)

To date, no evidence has emerged suggesting that Project procurement activities have strained Kitikmeot business service capacity or limited community access to essential goods and services. On the contrary, the Project has helped stimulate increased business activity within the region. Despite the challenges posed by COVID-19 and the reduction of certain Project activities from 2022 onward, Agnico Eagle has remained engaged with Kitikmeot businesses, organizations, and residents—using forums such as the Kitikmeot Trade Show (including participation in 2023 and 2024) to gather feedback and strengthen procurement strategies. These continued efforts aim to ensure that Agnico Eagle's procurement approach remains responsive and contributes to long-term community benefits. [The continued focus on engaging stakeholders and adapting procurement strategies shows resourcefulness and innovation in maintaining community support and operational integrity, demonstrating ISV *qanuqtuurniq*.](#)

4.4 PROCUREMENT FROM INUIT FIRMS

4.4.1 PREDICTIONS

Construction and Operation

The Project is expected to provide contracting business opportunities to Inuit firms that will help existing businesses grow and expand in capacity. Also, new businesses may be created if there is demand for specific goods or services not already available in the LSA or the RSA.

Reclamation and Closure

While some contracting opportunities will continue, there will be an overall reduction in business opportunities at the Project as a result of production activities coming to an end. Procurement opportunities will cease at the end of the phase.

Temporary Closure

While some contracting opportunities will continue, there will be an overall decrease in procurement opportunities because of the decrease in Project expenditures.

4.4.2 RESULTS

In 2024, during the Hope Bay Project's status of care, maintenance, and exploration, Agnico Eagle awarded \$70.2 million in contracts to 27 Inuit businesses (this included 9 NTI businesses from the Kitikmeot region), representing 62% of the total spending. To compare, in 2023, \$32.6 million was awarded to 28 NTI businesses, including 12 NTI firms from outside the Kitikmeot (Table 4.4-1).

TABLE 4.4-1 CONTRACTS AWARDED TO INUIT BUSINESSES (\$M)

	Inuit Owned							
	2017	2018	2019	2020	2021	2022	2023	2024
Number of Contracts	15	14	19	14	19	27	28	27
Total Value of Contracts	\$50.0	\$68.0	\$91.5	\$44.9	\$62.0	\$51.1	\$32.6	\$70.2
Average Value of Contracts	\$4.1	\$4.9	\$4.8	\$3.2	\$3.3	\$1.9	\$0.5	\$2.5
Median Value of Contracts	\$2.1	\$2.8	\$1.1	\$1.5	\$1.3	\$0.2	\$0.08	\$0.6
Percent of Total	33%	37%	45%	49%	31%	38%	33%	62%

Note: The number of contracts, for consistency with previous years, represents the number of unique firms receiving contracts. The actual total number of contracts is higher than the reported estimate.

4.4.3 INTERPRETATION

Between 2018 to 2020, all purchases in Nunavut were made in the Kitikmeot from Inuit-owned firms. Between 2022 and 2024, contracts were awarded to Kitikmeot and other Nunavut NTI businesses. While the total value of contracts was lower in 2022 and 2023 due to the placement of the Project under care and maintenance and the suspension of mining, in 2024, there was an increase in the total value of contracts awarded. Agnico Eagle's ongoing provision of contracts to Inuit businesses continues to ensure that Inuit receive some benefits from Hope Bay. Agnico Eagle follows the ISV *inuukatigiitsiarniq*—of respecting others, relationships and caring for people—by continuing to award contracts to Inuit businesses during the suspension of mining due to care and maintenance; the ongoing contracts with Inuit businesses show the respect and care that Agnico Eagle has for maintaining these important business relationships. Additionally, by offering contracts to Inuit businesses, Agnico Eagle supports the ISV *Pijitsirniq*—serving and providing for family—enabling Inuit entrepreneurs and workers to contribute to the well-being and economic stability of their communities. Agnico Eagle's commitment to the IIBA supports the continued reversing of historical trends where mining benefits disproportionately flowed south, away from Kitikmeot communities. This commitment directly reinforces the economic base from which Inuit can support and provide for their families.

4.5 BUSINESS DEVELOPMENT

4.5.1 PREDICTIONS

Construction and Operation

Project expenditures can support the creation of new businesses to provide goods and services not presently available in the LSA or the RSA.

Reclamation and Closure

It is expected that businesses previously supplying the Project will have time to adjust their respective capacities or work with other mining developments and exploration companies in the region, although this will be dependent on the economic conditions at the time.

Temporary Closure

All business opportunities will not cease, as ongoing maintenance activities will be required at site, but this will result in a reduced level of ongoing employment and procurement of goods and services by the Madrid-Boston Project. The ability of LSA and RSA businesses to replace the lost business will be dependent on economic conditions at the time and market opportunities with other projects in the region.

4.5.2 RESULTS

Figure 4.5-1 shows the number of registered Inuit firms in the business registry maintained by NTI and the corresponding number of KQB for each community (NTI 2025). Table 4.5-1 shows the detailed registry and KQB data for 2024.

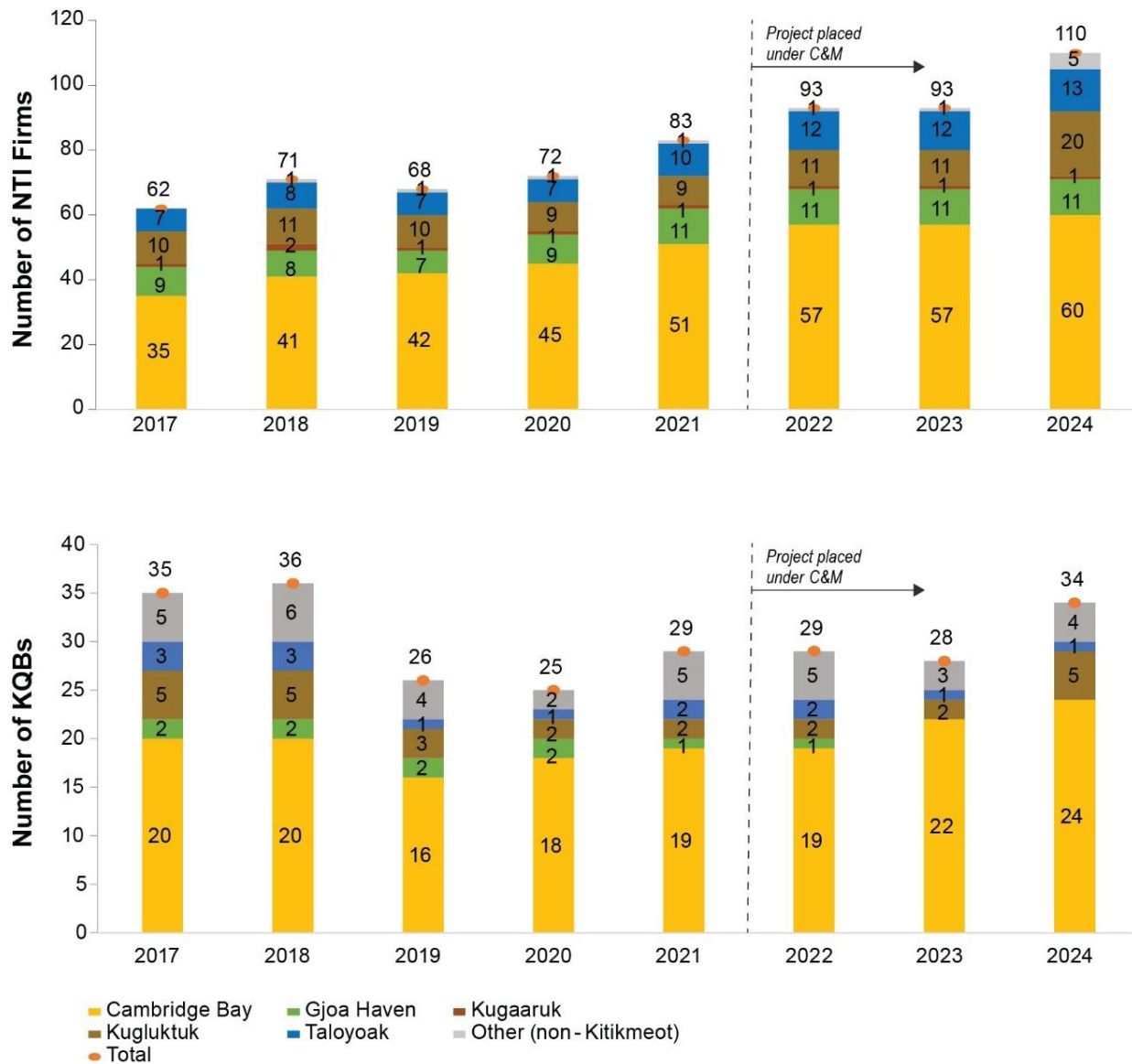
Kitikmeot Qualified Businesses

The number of KQB tends to vary due to new businesses being created, some going out of business, and/or some failing to renew their registration. Given the general contraction of the Canadian economy in 2020 due to the pandemic, as well as reduced and isolated mine operations at Hope Bay, the Project induced Inuit business growth, expansion, and development during that period would not be reasonably expected. In 2021 and in 2022, there were 29 KQB on the Hope Bay list, and 28 KQB in 2023. In 2024, there were 34 KQB, 6 more than in 2023, with growth occurring in Cambridge Bay and Kugluktuk. The community of Kugaaruk, due to the limited business base, did not have any KQB in any of the investigated periods (Figure 4.5-1).

Registered Inuit-Owned Firms in the Kitikmeot

In 2024, 110 NTI-registered Inuit-owned firms were in the Kitikmeot, and 5 more were not located in the Kitikmeot but registered as Kitikmeot or on Agnico Eagle's list as KQB (Table 4.5-1). Between 2023 and 2024, the number of NTI-registered businesses remained unchanged in Taloyoak and Kugaaruk but increased by 3 in Cambridge Bay, 9 in Kugluktuk, and 1 in Gjoa Haven.

FIGURE 4.5-1 NTI REGISTERED INUIT-OWNED FIRMS AND KQBS IN KITIKMEOT



Graphics: HB-22ERM-004:5

Source: NTI (2025).

Note: NTI registry data for 2017 to 2024 based on estimates extracted in March of the following years: 2018, 2019, 2020, 2021, 2022, 2023, 2024, and 2025.

TABLE 4.5-1 PROFILE OF REGISTERED INUIT FIRMS IN THE KITIKMEOT REGION, 2024

Business Name	Summary	Class	KQB
Kitikmeot			
Cambridge Bay			
5140 Nunavut Ltd.	General contracting and retail sales of modular buildings	3	✓
5364 Nunavut Ltd.	Plumbing and heating	1	
5701 Nunavut Ltd.	Trades	3	
5791 Nunavut Ltd.	Construction	3	
923239 NWT Inc.	Holding company	3	
Applecross Nunavut Inc.	Internet support services, web hosting, communication equipment installation, computer, and network cable installation	3	
Arctic Elite Auto Care	Automotive detailing and accessories	3	
Aurizon Investments Ltd.	Real estate investment, residential housing complex and hotel	1	
Aurora Energy Solutions Inc.	Utility construction company, power line construction, maintenance, repair	3	
B & J Fly Fishing Adventures	Fishing camp	3	
BLM-KEL-60 Corp.	Environmental consulting services	1	✓
CanMine Emingak Ltd.	Underground mining and tunneling, underground equipment sales & rental	1	
CBO Kalluk Limited Partnership	Facilities maintenance services	1	
Evaglok, John (Angnanyok Taxi)	Taxi	3	
Geotech Ekutak Ltd.	Drilling – surface and subsurface	1	✓
Hiku Projects	Construction	3	
Hiku Tire & Lube Services	Repair Shop for Vehicles	3	
Ikaluktutiak Co-operative Ltd.	Store, Inns North Hotel and other hotel	2	
Inuk Trinin	Clothing, Jewelry and Accessories	3	
Inukshuk Enterprises Ltd.	Construction, cartage, garage, property management, arcade	1	
Jago Holdings Ltd.	Property management	3	
Jago Services Inc.	Plumbing, heating and electrical	3	✓
Kalgans Dis and Dat Inc.	Convenience/retail/general store; snow clearing, vehicle rentals	1	✓
Kalluq Corporation	General contractor	3	✓
Kalvik Enterprises Incorporated	Construction, renovations, repairs, rentals	1	

Business Name	Summary	Class	KQB
Cambridge Bay (cont'd)			
Kiilliniq Corporation Ltd.	Property management	3	
Kingaunmiut Services Ltd.	Aviation charter, fuel supply, health & safety, logistic, cargo shipping, expediting, aerodrome management, trucking, lodging	1	✓
Kitikmeot Air Ltd.	Fixed wing aircraft charter service	3	✓
Kitikmeot BBE Expediting Ltd.	Expediting and logistics	3	✓
Kitikmeot Blasting Services Ltd.	Provide explosives and explosive related services	1	✓
Kitikmeot Camp Solutions Limited	Camp catering, camp management, camp sales and rental, modular camp structures, potable wastewater treatment plant, and maintenance services	1	✓
Kitikmeot Cementation Mining and Development Ltd.	Underground mine development and training	1	✓
Kitikmeot Cleaning Services	Janitorial cleaning and retail	3	
Kitikmeot Corporation	Real estate development and management; mine development and production services; other	3	✓
Kitikmeot Challenger	Legal, mapping and construction surveys	-	✓
Kitikmeot Environmental Ltd.	Soil remediation and land farming	1	✓
Kitikmeot Expediting Services Ltd.	Expediting, airport ground handling and purchasing services	3	
Kitikmeot Helicopters Ltd.	Helicopter contracting service	1	✓
Kitikmeot Region Properties Inc.	Real estate development	3	
Kitikmeot Tire Mine Service Ltd.	Supply tire and tire services and related products/services	1	✓
Kitikmeot Tugliq Energy Corporation	Renewable energy	2	
Kitnuna Corporation	Trade & services	3	
Knot Even Macrame North	Macrame retail	3	
Manager of Marketing and Business	(not available)	-	✓
Medic North Nunavut Ltd.	Emergency medical services, medical equipment supply	3	✓
Momentum North Ltd.	Camp communications infrastructure and support	1	✓
NNL Kitikmeot Ltd	General contracting, procurement, government contracting, tenders, Inuit employment	3	✓
Nujait Salon	Hair salon	3	

Business Name	Summary	Class	KQB
Cambridge Bay (cont'd)			
Nuna Logistics Limited	Freight hauling, open pit mining, crushing, training services, mine site services & construction, mine site infrastructure rental, mine site remediation	1	
Nuna Pang Contracting Ltd.	Mining, mining exploration, heavy civil developments, construction site services, life of mine maintenance and service contracts and oil and gas industry development	1	
Nuna Scooter	Electric scooter rental	3	
Nuna West Mining Ltd.	Site preparation and infrastructure development, construction management and site earthworks and infrastructure	1	✓
Nunavut Arctic Transportation Company (NATCO)	Marine transportation industry	1	
Nunavut Resources Corporation	Exploration finance, mine-related infrastructure development, regional infrastructure development and financing, investment banking and corporate finance advisory services	3	
Otokiak Corporation	Construction and earthworks	3	✓
Otokiak, Amanda (Wolf Tracks Taxi)	Taxi services/rentals	3	
Panarctic Lightering Corporation	Renewable energy development and services	2	✓
Qillaq Air Inc.	Air transportation services	1	
Qillaq Construction Inc.	Construction and supplier of construction materials, including all trades	3	
Tundra Busters Tourism	Tourism	3	
Umingmak Bed & Breakfast Lodge	Bed and breakfast hotel	3	
Vandenbrink, Clarissa	Gift baskets and event planning	3	
Gjoa Haven			
Aksalik	Design clothing, accessories, such as phone cases, bags, etc.	3	
Arctic Cabs	Taxi services for Gjoa Haven	3	
Arktis Piusitippaa Incorporated	Engineering, professional consulting services	1	
CAP Enterprises Ltd.	Heavy equipment, construction	1	
Cip's Courier	Courier services	3	
Porter, Johnny	Sport hunt & fisheries, guiding, land program, livelihood, seamstress	3	
Porter, Megal and Aglukkaq Sylvia	Hotel accommodations	3	

Business Name	Summary	Class	KQB
Gjoa Haven (cont'd)			
Porter, Stanley	Taxi	3	
Puqignak, Paul	Taxi & Vehicle rentals	3	
Qikiqtaq Co-operative Ltd.	Store, Inns North Hotel and other hotel, POL, Post Office	2	
Wallace Services	Renovations, general construction, vehicle rentals, property management	3	
Kugaaruk			
Koomiut Co-operative Association	Store, Inns North Hotel and other hotel	2	
Kugluktuk			
5296 Nunavut Ltd	General office support services	3	✓
Domco Nunavut Ltd	Soil remediation and land farming	3	✓
Ihumatak Power Systems	Construction, trades & services	3	
Infracon Kitikmeot Ltd.	Civil works/earthwork construction	3	
Ivitaruq Adventures Limited	Civil Works/Earthwork Construction	3	
JMS Supplies Ltd.	Retail sales of building supplies, residential furniture, recreational vehicles, and outdoor equipment	1	
Kalikuq Girl	Inuk fashion	3	
Kikiak Contracting Ltd.	Trade and services	1	
Kitikmeot Savik Inc.	Structural steel supply and installation	3	
Kugluktuk Co-operative Ltd.	Store, cable TV, poll	2	
LenaSseams	Designing, sewing, clothing, printing, and embroidering	3	
Levert Kitikmeot Ltd	Personal recruitment	3	✓
Metuituk, Darlene	Taxi business	3	
Ryfan Kitikmeot Ltd.	Construction and contracting	3	
Scarlet Kitikmeot Ltd	Security Services	3	
Summit Air Kitikmeot Ltd.	Air charter services including rotary wing and fixed wing for cargo and passenger transportation	1	✓
Taps Servicing	Professional cleaning services	3	
Tingmiak Kitikmeot Ltd.	Charter cargo and passenger air service	3	✓
Trentan Kitikmeot LTD.	Freight, expediting/logistics	3	
Tuullik Inuinnaqtun Translations	Inuinnaqtun translations	3	

Business Name	Summary	Class	KQB
Taloyoak			
Aqsaqniq Airways Ltd.	Air charter services	1	
Aqsaqniq Ltd.	Hotel and restaurant, cable, general contracting	3	
Aupila's Initiatives	Goods, selling sewing supplies, lumber	3	
Boothia Ventures Ltd.	Hotel	3	
Chuck's Hauling and Cartage	Moving of mail, cargo, and personal effects	3	
Johnson's Taxi	Taxi service	3	
Lyall Brothers Services	Welding	3	
Lyall Construction Ltd.	Gravel hauling and general contracting	3	
Matrix Kitikmeot Logistics Ltd.	Camps, logistics and aviation management	1	✓
Paleajook Co-operative Ltd.	Retail, Inns North Hotel and other hotel, cable TV, Post Office	2	
Peter Aqqaq	Outfitting for Muskox & Caribou	3	
Tukani Transportation & Services	Truck rental, labour	3	
Ukuqtunnuaq, Johnny	Small engine repair	3	
Other (outside Kitikmeot)			
Arctic Coast Enterprise Ltd.	Property management, leasing of equipment	3	
Nunami Stantec Ltd.*	Environmental science and engineering services	2	✓
Nunavut Eastern Arctic Shipping	Marine transportation	1	
Nunavut Sealink and Supply Inc*	Marine and marine transport services	1	✓
Northern Networks (NNL)	Air Transport, expediting, freight shipping, catering, and housekeeping, earthworks and earthwork construction, surface mining, underground mining, tire services, and heavy equipment maintenance	3	✓
Toromont Arctic Ltd.*	Heavy equipment services and parts, supply of heavy construction equipment and power generation, including sales, service, and rental	1	✓

Source: NTI (2025).

Notes:

Class 1 = 51%-75% Inuit Ownership, Class 2 = 76%-99% Inuit Ownership, Class 3 = 100% Inuit Ownership. KQB also indicates that the business is on Agnico Eagle's KQB list of vendors.

*Owned in partnership with Kitikmeot Corporation.

Continuation of Procurement

Table 4.5-2 provides a list of KQB's that provided services to the Hope Bay Project in 2021 during Project operation, and between 2022 to 2024 when the Project was under care and maintenance. As shown, of the 12 KQB's that provided services in 2021 to Hope Bay, 11 continued to provide services in 2022 when the Project was placed under care and maintenance. In 2023 and in 2024,

11 KQB's continued to provide services. Consequently, most KQB's that provided business services to the Project during its operation continued to do so during the temporary closure, although the types of services procured have varied from year to year.

TABLE 4.5-2 KQB'S PROVIDING SERVICES TO THE HOPE BAY PROJECT

Business Name	2021	2022	2023	2024
Cambridge Bay				
5140 Nunavut Ltd.			✓	
5296 Nunavut Ltd.				
CanMine Emingak Ltd.				
Geotech Ekutak Ltd.	✓	✓	✓	
Jago Services Inc.	✓	✓	✓	✓
Kingaunmiut Services Ltd.				
Kitikmeot Air Ltd.	✓	✓		
Kitikmeot BBE Expediting Ltd.	✓	✓	✓	✓
Kitikmeot Blasting Services Ltd.				
Kitikmeot Camp Solutions Limited	✓	✓	✓	✓
Kitikmeot Cementation Mining and Development Ltd.	✓	✓	✓	✓
Kitikmeot Corporation				
Kitikmeot Environmental Ltd.				
Kitikmeot Helicopters Ltd.				
Kitikmeot Tire Mine Service Ltd.				
Medic North Nunavut Ltd.				
Nuna West Mining Ltd.	✓	✓	✓	✓
Nunavut Resources Corporation				
Otokiak Corporation				
Gjoa Haven				
Arktis Piusitippaa Incorporated				
Kugluktuk				
Summit Air Kitikmeot Ltd.	✓	✓	✓	✓
Tingmiak Kitikmeot Ltd.				
Taloyoak				
Aqsaqniq Airways Ltd.	✓			
Matrix Kitikmeot Logistics Ltd.				

Business Name	2021	2022	2023	2024
Other				
Nunami Stantec Ltd.*	✓	✓	✓	✓
Nunavut Eastern Arctic Shipping	✓	✓	✓	✓
Nunavut Sealink and Supply Inc*				✓
Northern Networks				✓
Toromont Arctic Ltd.*	✓	✓	✓	✓

*Owned in partnership with Kitikmeot Corporation

In 2023, no KQB's provided services to other Agnico Eagle projects / sites. Similar information for 2024 was not available.

4.5.3 INTERPRETATION

The Project is believed to have positively affected Kitikmeot business development. Many businesses in the Kitikmeot region provide mining services and the development of these businesses may have been supported by the Project or by other mining projects and exploration in the region. [Agnico Eagle's inclusiveness towards Kitikmeot businesses and supporting the development of these businesses is representative of the ISV *tunnganarniq* of fostering good spirit by being open, welcoming, and inclusive.](#)

Cambridge Bay typically experiences the most notable business growth and the development of new businesses, which is not exclusively attributed to the Hope Bay Project but also results from increased public government activity and other sources of contracts. Additionally, there are businesses whose descriptions are not explicitly related to mining that provide services to the mining industry, including: medical and safety services, expediting and logistical services, site management, catering, and janitorial services. A number of these businesses have benefitted from business opportunities associated with the Project during operation and continue to provide services during care and maintenance activities. However, the number of businesses on the KQB or NTI list is not solely determined by the opening or closure of businesses; some may fail to re-register with NTI or may no longer meet the KQB eligibility criteria, and thus they are not included in the most recent update.

4.6 EFFECTS MANAGEMENT AND MITIGATION

Table 4.6-1 lists the programs and measures designed to mitigate and manage potential effects related to contracting and business expenditures.

TABLE 4.6-1 CONTRACTING AND BUSINESS EXPENDITURES MANAGEMENT AND MITIGATION MEASURES

Program / Mitigation Measure	Purpose / Description / Outcome
All Phases	
IIBA	The IIBA sets out principles and methods to, among other purposes, maximize Inuit training, employment and business opportunities arising from the operation of the Project, and provide a mechanism through which effective communication and cooperation can take place. Key features of the IIBA include provisions for, among others: promotion of Inuit content in procurement, including requirement to engage Kitikmeot Qualified Businesses for certain types of goods and services; bid preparation training program for Inuit; offering contracts open only to Kitikmeot Qualified Businesses; and establishment of a Business Development Fund to invest in building the capacity for Inuit business development in the Kitikmeot region.
Agnico Eagle Liaison	<p>Agnico Eagle Liaison works with the appropriate Agnico Eagle department to, among other responsibilities, assist Agnico Eagle to maximize Kitikmeot Qualified Business procurement by identifying businesses interested in procurement opportunities, considering opportunities for capacity building and development, and assisting Kitikmeot Qualified Businesses to access available business opportunities.</p> <p>Agnico Eagle will identify Kitikmeot Qualified Businesses as well as other Inuit and non-Inuit businesses in the Kitikmeot region that can support Care and Maintenance and Closure activities to continue to provide some contracting opportunities, and promote awareness of procurement opportunities and contracting forecast related to Care and Maintenance and Closure activities.</p>
Community Involvement Plan	Agnico Eagle maintains communications with Kitikmeot communities and shares information to assist in the development of collaborative adaptive management measures, should unanticipated impacts arise and mitigation be required.
Communication	<p>Agnico Eagle communicates Project's schedule to ensure that local governments, local and regional businesses, and other interested institutions/organizations are aware of Project activities as well as any opportunities that can contribute to business growth in the Kitikmeot region. Agnico Eagle:</p> <ul style="list-style-type: none"> • provides assistance, feedback, information, and lead time to contractors from the Kitikmeot communities on bids and bidding policies; • requires and monitors local content plans on major bids; • waives bond provisions at tender for Inuit owned businesses; • provides annual business opportunities forecast; and • promotes awareness of procurement opportunities within the Kitikmeot region.
Specific to Temporary or Final Closure	
Transition Strategy	Assess the development of a strategy to help transition employment and procurement from opportunities available during operations, to those available during advanced exploration, care, and maintenance, or decommissioning and reclamation.
Entrepreneur Start-up Workshops	Support, in collaboration with local economic development organizations, delivery of entrepreneur start-up workshops in Kitikmeot communities.

5. EMPLOYMENT

5.1 OVERALL EMPLOYMENT

5.1.1 PREDICTIONS

Construction and Operation

The Project will provide direct employment opportunities for workers from across Canada, Nunavut, and the Kitikmeot Region. This can increase the number of employed in the Kitikmeot region and decrease the unemployment rate.

Reclamation and Closure

Although it is currently unknown how many person-years of employment will be created at the Project, it is expected that there will be a substantial drop in employment opportunities compared with Operation. Workers from Operation are expected to be retained for the Reclamation and Closure phase, as there will be a continued reliance on skills related to mining (e.g., heavy equipment operators), environment, and surface operations, among others.

Temporary Closure

Employment at the Project will be substantially reduced but will not cease. Ongoing maintenance activities will be required at site meaning a reduced level of ongoing employment.

5.1.2 RESULTS

Workforce Size

Figure 5.1-1 shows the total and average number of onsite workers for Agnico Eagle and contractors. The total number of workers increased during ramp-up and operation from as many as 598 workers in 2017 and 2018, and up to 760 workers in 2019. In March 2020, operations at the Hope Bay Project were scaled down and the workforce size was reduced to manage the COVID-19 pandemic and to protect its employees and contractors. Similarly, in 2021, pandemic-related measures continued, and the Nunavut-based workforce (direct employees and contractors) was not allowed at the Project to protect Nunavut communities from the spread of COVID-19, resulting in lower employment levels throughout 2021.

The implementation of care and maintenance at the Project in February 2022 continued the lower levels of employment at the Project. With the continuation of care and maintenance in 2023, up to 431 workers were onsite, and as many as 529 in 2024. In addition to the onsite workforce, there are 2 Cambridge Bay office employees.

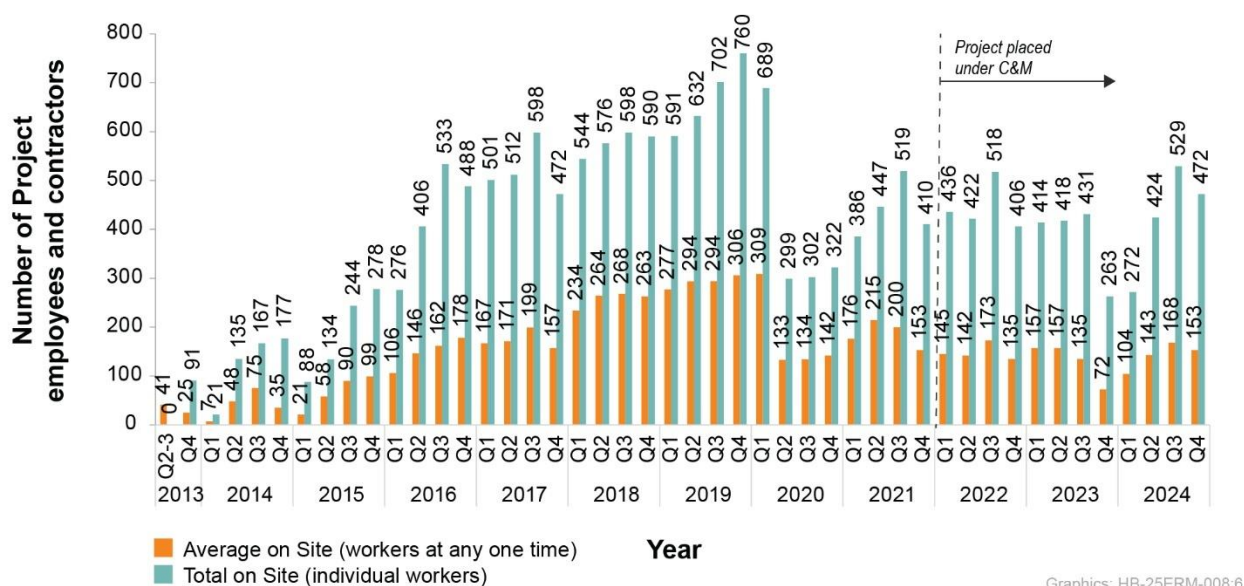
Workforce Effort

From 2014 to 2019, the Project workforce effort trended upward, with a seven-fold increase in the total annual hours worked. Workforce effort was lower in 2020 and 2021 due to the COVID-19

pandemic and related challenges, with further decreases in 2022 and 2023 with the placement of the Project under care and maintenance.

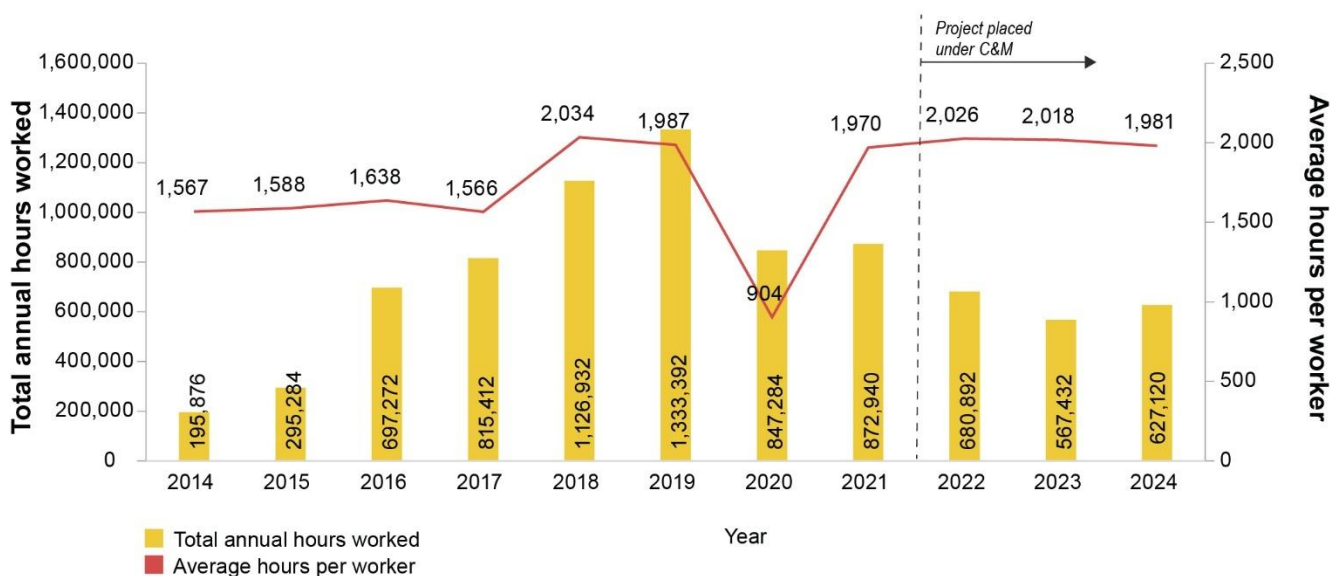
In 2023, the total Project workforce effort was 567,432 hours, with an average of 2,018 hours per worker. In 2024, the total Project workforce effort increased to 627,120 hours with an average effort of 1,981 hours per worker (Figure 5.1-2).

FIGURE 5.1-1 NUMBER OF PROJECT EMPLOYEES AND CONTRACTORS



Graphics: HB-25ERM-008:6

FIGURE 5.1-2 WORKFORCE EFFORT BY PROJECT EMPLOYEES AND CONTRACTORS



Graphics: HB-25ERM-008:7

5.1.3 INTERPRETATION

Project activities started in April 2013 and included site maintenance, environmental compliance monitoring, and exploration work. Relative employment increased in 2014 due to the size of the exploration program and environmental compliance monitoring. In 2015 and 2016, work at the site increased substantially with the focus on a path to production. In 2017, commercial production at the Doris mine commenced. Total employment significantly increased with an increase in onsite activities and production. In 2019, activities at the Boston site, in addition to the Doris North mine operations, took place in September, October, and November, further contributing to the total employment impact.

In 2020 and 2021, there was an overall reduction in workforce size and workforce effort resulting from the COVID-19 pandemic. Starting in March 2020, Hope Bay operations were isolated from Nunavut communities, and Nunavut workers were precluded from travelling to the site due to the infection risk posed by the COVID-19 pandemic. Decreased levels of employment and workforce effort continued in 2022, 2023, and 2024 with the suspension of mining and the placement of the Project under care and maintenance. These lower levels of employment are expected to continue throughout the duration of care and maintenance at the Project.

Although employment levels decreased, Agnico Eagle's decision to protect communities during the COVID-19 pandemic reflected the ISV *inuqatigiitsiarniq* by caring for community members. Agnico Eagle's commitment to maintaining a sufficient workforce during this care and maintenance and exploration period follows the ISV *avatittinnik kamatsiarniq* which relates to respect and care for the land, animals, and the environment. Employment during the care and maintenance ensures that the mine site and equipment do not deteriorate and cause environmental harm.

5.2 INUIT AND KITIKMEOT EMPLOYMENT

5.2.1 PREDICTIONS

Construction and Operation

Agnico Eagle is committed to maximizing Inuit employment at the Project. Agnico Eagle is committed, under the IIBA, to maximizing employment benefits in the LSA and the RSA. IIBA highlights Inuit employment preference, which means that if there are two or more equally matched Inuit and non-Inuit candidates, Agnico Eagle will hire Inuit candidates.

Reclamation and Closure

Although it is currently unknown how many person-years of employment will be created at the Project, it is expected that there will be a substantial drop in employment opportunities compared with Operation. There is potential for the unemployment rate and number of people receiving social assistance to increase; however, the extent to which this will occur is difficult to predict and will be determined by the number of other projects and employment opportunities available in the region at that time and the ability of individuals to transition to other employment. Contributions to building the labour force capacity in the region will cease. However, work-related experience and increased capacity gained throughout the Operation phase will help workers in the Kitikmeot

region obtain new employment. Further, workers from Operation are expected to be retained for the Reclamation and Closure phase, as there will be a continued reliance on skills related to mining (e.g., heavy equipment operators), environment, and surface operations, among others.

Temporary Closure

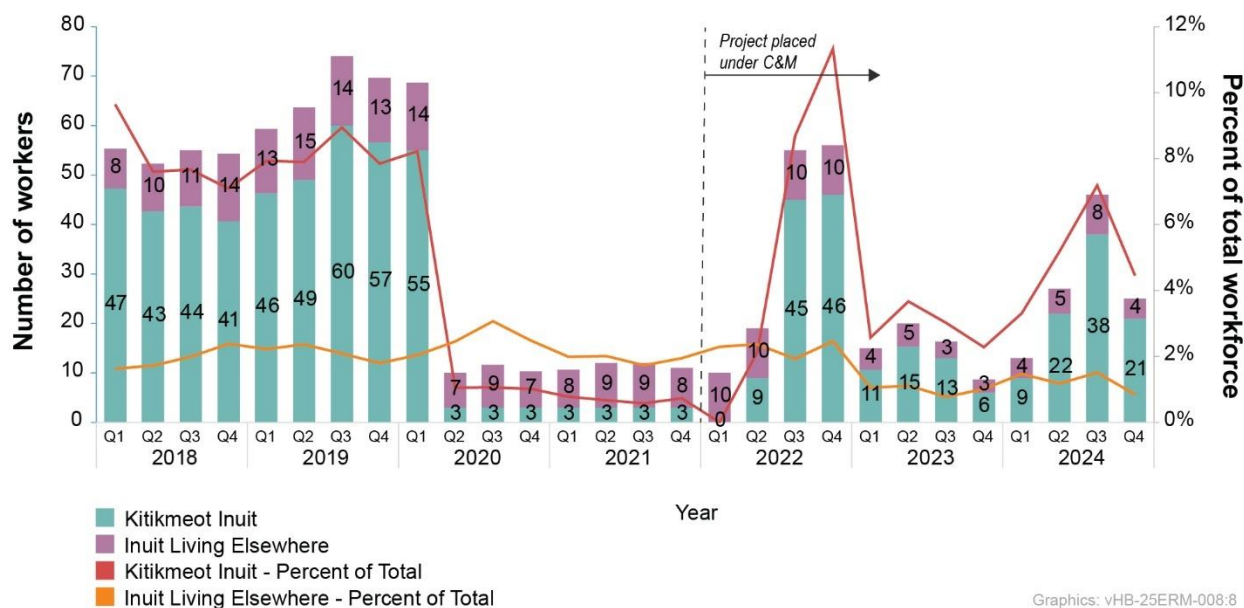
Employment at the Project will be substantially reduced but will not cease. Ongoing maintenance activities will be required at site, meaning a reduced level of ongoing employment. The ability of LSA and RSA workers to find alternative employment will be dependent on the economic conditions at the time and the employment opportunities with other projects in the region.

5.2.2 RESULTS

Workforce Size

The COVID-19 pandemic reduced the number of Inuit workers onsite, both in 2020 and 2021 (Figure 5.2-1). This resulted from the reduced operation at the Project and an isolation policy that precluded Inuit workers from Kitikmeot communities from traveling or working onsite. The isolation policy applied to both direct Agnico Eagle employees and contractors' workforce.

FIGURE 5.2-1 INUIT AND KITIKMEOT EMPLOYMENT (AVERAGE NUMBER OF WORKERS AND PERCENT OF TOTAL WORKFORCE)



Graphics: vHB-25ERM-008:8

Inuit employment increased in Q3 and Q4 of 2022 with the return of the Nunavummiut workforce to Hope Bay in June and July of 2022, growing steadily until the end of 2022. Information for 2023 was only available for Agnico Eagle employees, showing up to 15 Kitikmeot Inuit (5% of the total workforce) and 5 Inuit (1% of the total workforce) from outside of Kitikmeot (Figure 5.2-1). Data for 2024 includes both direct Agnico Eagle employees and contractors and shows up to 38 Kitikmeot Inuit in Q3 of 2024 and up to 8 Inuit from other regions. In total, there were 44 Inuit onsite workers and 2 employees in the Cambridge Bay office in 2024, with 16 of them directly hired by Agnico Eagle.

Workforce Effort

As expected with the reductions due to the COVID-19 pandemic, total workforce effort by Inuit workers was lower in 2020 and 2021 compared to previous years (Figure 5.2-2). Workforce effort by Kitikmeot Inuit increased in 2022, however, it decreased for Kitikmeot Inuit living elsewhere. In 2023, given the availability of data for Agnico Eagle employees only, the workforce effort for Kitikmeot Inuit was 19,104 hours, and 8,016 hours of work for Inuit living elsewhere. In 2023, Hope Bay did not employ Kitikmeot residents who were not Inuit.

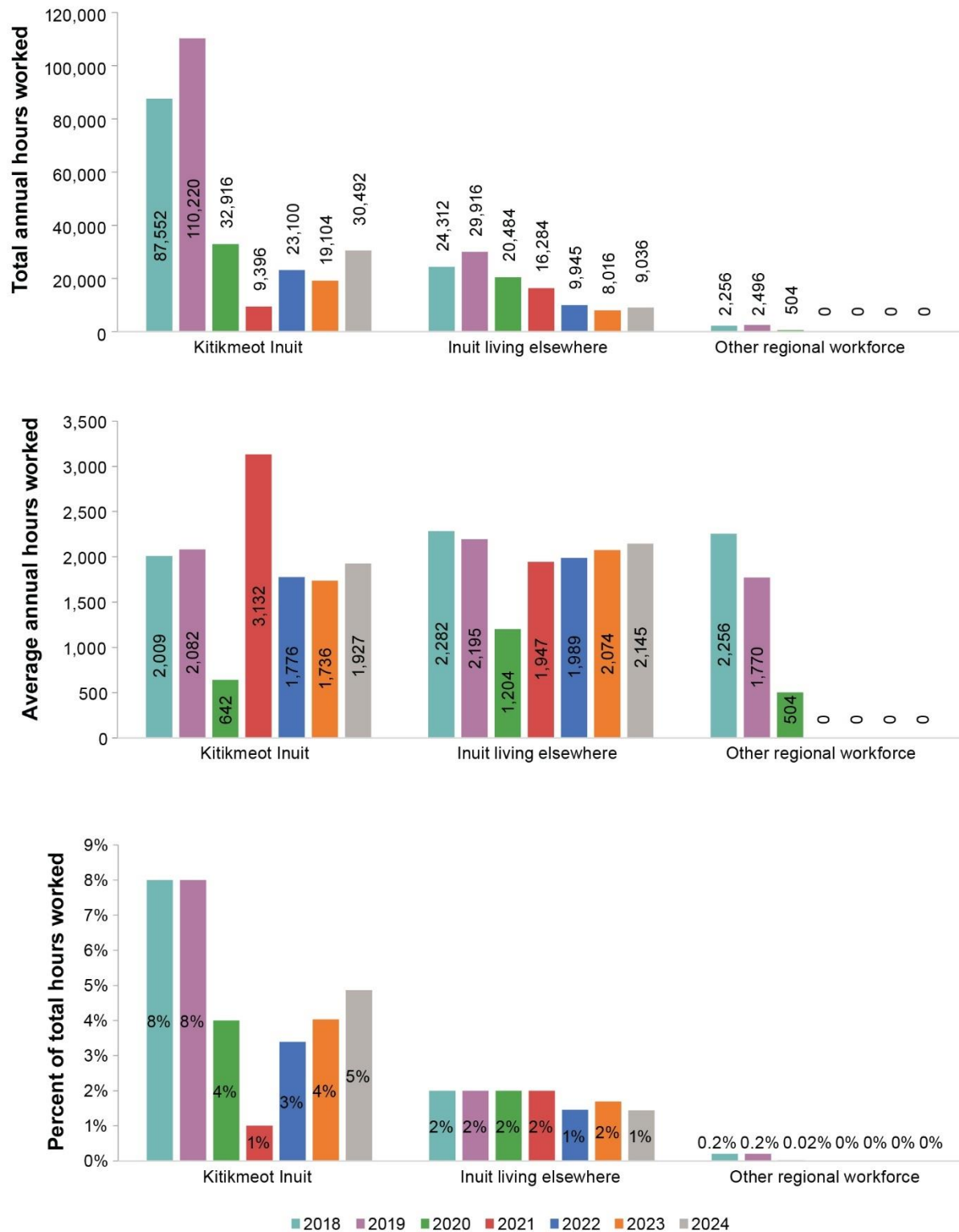
The total Inuit effort (Agnico Eagle and contractors), based on updated data collection methods implemented in 2023, was:

- For March to December 2023, Agnico Eagle and contractors who self-identified as Inuit worked 25,596 hours of effort (4.5% of total effort), or 11.4 FTEs. This data was not available for January and February.
- From January to December 2024, onsite Agnico Eagle and contractors who self-identified as Inuit worked 35,712 hours of effort (5.7% of total effort), or 16.35 FTEs (Figure 5.2-2). Two Inuit employees were also employed in the Cambridge Bay office, for a total onsite and office effort of 39,528 hours.

Kitikmeot Workers by Community

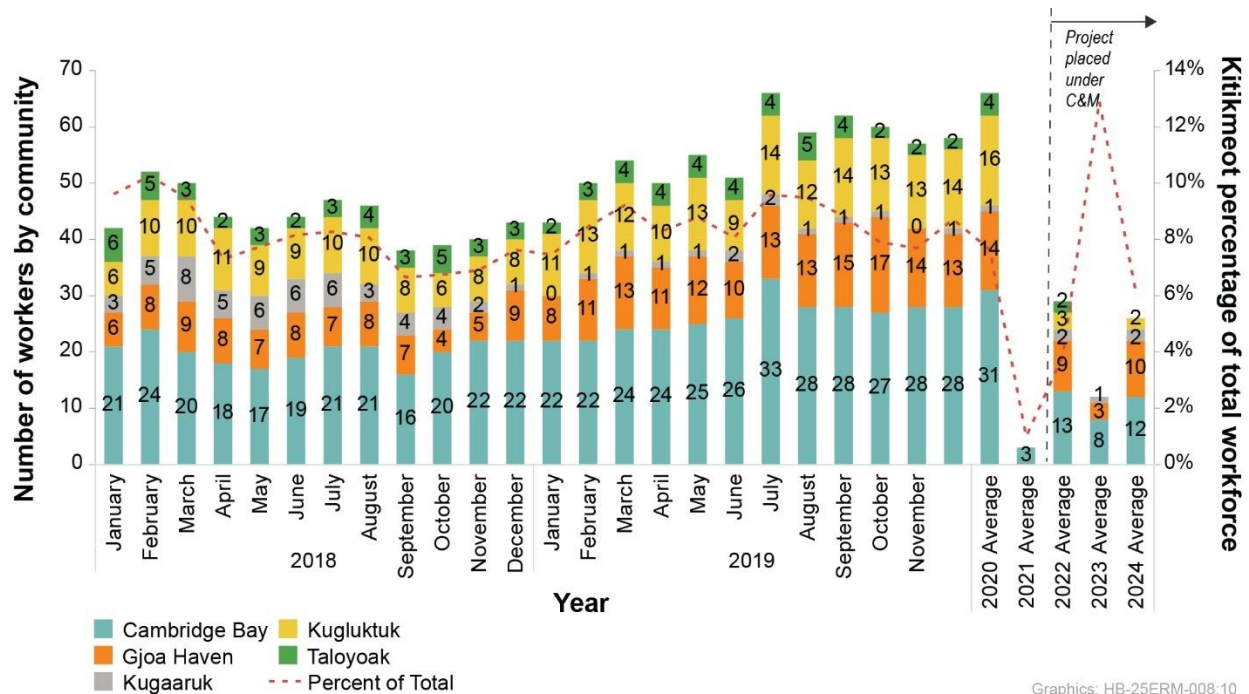
The number of Inuit employees from Kitikmeot communities increased in 2022 compared to 2021, with the return of the Nunavummiut workforce to Hope Bay in June and July of 2022. In 2023, there were 12 Agnico Eagle Inuit employees, most residing in Cambridge Bay. In 2024, the average number of Inuit employees (Agnico Eagle and contractors) was comparable to 2022 levels (Figure 5.2-3). Further, of the 16 unique Inuit employees hired just by Agnico Eagle in 2024, 13 were from the Kitikmeot Region.

FIGURE 5.2-2 PROJECT WORKFORCE EFFORT (EMPLOYEES AND CONTRACTORS)



Graphics: HB-25ERM-008.9

FIGURE 5.2-3 KITIKMEOT WORKERS (NUMBER AND PERCENT OF TOTAL WORKFORCE) BY COMMUNITY



Changes in Employment of Inuit

- Workers who move from operation-specific positions to care and maintenance/closure roles:
 - In 2022, the placement of the Hope Bay Project under care and maintenance allowed two Kitikmeot Inuit to be moved from operation-specific positions to care and maintenance.
 - In 2023, four Kitikmeot Inuit contractors were moved from operation-specific positions to care and maintenance roles.
 - In 2024, no Kitikmeot Inuit contractors were moved from operation-specific positions to care and maintenance roles.
- Workers redeployed to other Agnico Eagle projects/sites:
 - In 2022, two Inuit, residing in Edmonton, who previously worked at Hope Bay, were redeployed to other Agnico Eagle projects (Meliadine and Kirkland Lake).
 - No Kitikmeot Inuit employees were redeployed to other Agnico Eagle Projects in 2023 and 2024.
- New hires from each community:
 - The return of the Nunavummiut workforce to Hope Bay in June and July of 2022 allowed the Hope Bay Project to resume its local hiring practices. Agnico Eagle hired eight Inuit from Cambridge Bay, five from Gjoa Haven, and one from Taloyoak and Kugaaruk, for a total of 15 Inuit employees. Additionally, contractors working for Hope Bay hired 18 Inuit workers.
 - In 2023, there were three new Inuit hires – two Inuit from Cambridge Bay and one Inuit from Kugaaruk. Of the three Inuit employees, one resigned in 2023.

- In 2024, no hiring took place.
- Terminations from each community:
 - In 2022, Agnico Eagle terminated the employment of three Inuit from Cambridge Bay and one from each of Gjoa Haven, Taloyoak, and Kugaaruk. Contractors working for the Hope Bay Project terminated the employment of six Inuit workers.
 - In 2023, three Inuit left employment with Agnico Eagle due to voluntary departures (2) and retirement (1). All three were from Cambridge Bay.
 - In 2024, three Inuit employees resigned. One was from Kugaaruk and two from Cambridge Bay.

5.2.3 INTERPRETATION

The IIBA's IC sets the annual IET. However, because the Hope Bay Project was placed under care and maintenance in February 2022, the IIBA obligations do not apply during that phase; IIBA targets will be set again once commercial production resumes at Hope Bay.

As affirmed by the IIBA, Agnico Eagle is committed to maximizing Inuit employment. Broadly, these commitments include priority to Inuit candidates when Inuit and non-Inuit candidates have similar skills, recognizing Inuit skills and experience equivalencies where appropriate, identifying jobs where formal educational requirements can be adjusted, hiring of Nunavut Inuit living in the Kitikmeot region before other groups, implementing employment policies to engage Inuit who do not have the education normally required for work at the Project, and employing Inuit college and university students as summer students. *By prioritizing Inuit employment, Agnico Eagle contributes to the economic base of communities in the region, enabling Inuit employees to support the well-being of their families and the economic stability of their communities. This reflects the ISV **Pijitsirniq**—serving and providing for family and community—and addresses historical trends of mining benefits flowing predominantly south, rather than benefiting local communities. This commitment strengthens the economic foundation from which Inuit families can support and sustain themselves.*

Since 2020, Agnico Eagle has participated in a regional initiative entitled *Supporting Kitikmeot Inuit Workforce Readiness and Success in the Major Projects Sector*, sponsored by KC and the KIA. The initiative has involved engagement with employers and other regional organizations – GN Department of Family Services, Nunavut Arctic College, Kitikmeot Community Futures Inc., and the Kitikmeot Chamber of Commerce – to understand the conditions that hinder and support Inuit from early education to entering the workforce. This engagement acknowledged several underlying barriers to Inuit employment, including limited access to appropriate housing, health services, childcare, and post-secondary education. The skills required to participate in skilled positions often necessitate travel to the South, which is costly and can be logistically challenging, particularly for families. Similarly, the opportunity to take and pass the trades entrance exams can be a barrier to prospective apprentices, as pre-trades courses and entrance exams are typically conducted in Rankin Inlet, outside of the Kitikmeot region. *Agnico Eagle's participation in this regional initiative is a commitment to the ISVs **piliriqatigiinni** and **ikajuqtigiinni** of working together for a common cause.*

While the placement of the Project under care and maintenance in 2022 prevented the Project from reaching higher levels of workforce effort by Kitikmeot Inuit and Inuit outside of the Kitikmeot and other regional workforce, care and maintenance and exploration activities continuing in 2023 and 2024 allowed the Project to maintain some level of local and regional employment.

Information gathered from outreach to Kitikmeot Hamlets further notes that many Inuit residents are interested in employment outside the community, including employment at the Hope Bay Project, and that increasing the awareness of job opportunities in local communities would help Inuit residents secure jobs (Mayor of Kugluktuk, phone interview, 22 January 2025).

In 2024, the Agnico Eagle team conducted a Kitikmeot Community Tour, visiting Kugluktuk, Kugaaruk, Taloyoak, Gjoa Haven, and Cambridge Bay, where 108 community members were engaged directly. The sessions provided information on potential opportunities with Agnico Eagle, including roles in camp services, construction, heavy equipment operation, and core shed work with the exploration team. The tour provided a valuable space for two-way dialogue, allowing community members to ask questions and explore ways to stay connected for upcoming employment opportunities.

The continued emphasis by Agnico Eagle to hire Kitikmeot Inuit during this phase reflects both ISVs of *tunnganarniq* by fostering good spirit by being inclusive and *pijitsirniq* by serving and providing for community.

5.3 GENDER EQUITY

5.3.1 PREDICTIONS

Construction and Operation

Agnico Eagle is committed to employment equity and increasing the share of women in the workforce; however, in consideration of historical experience of the mining sector, most Project employees are predicted to be male.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

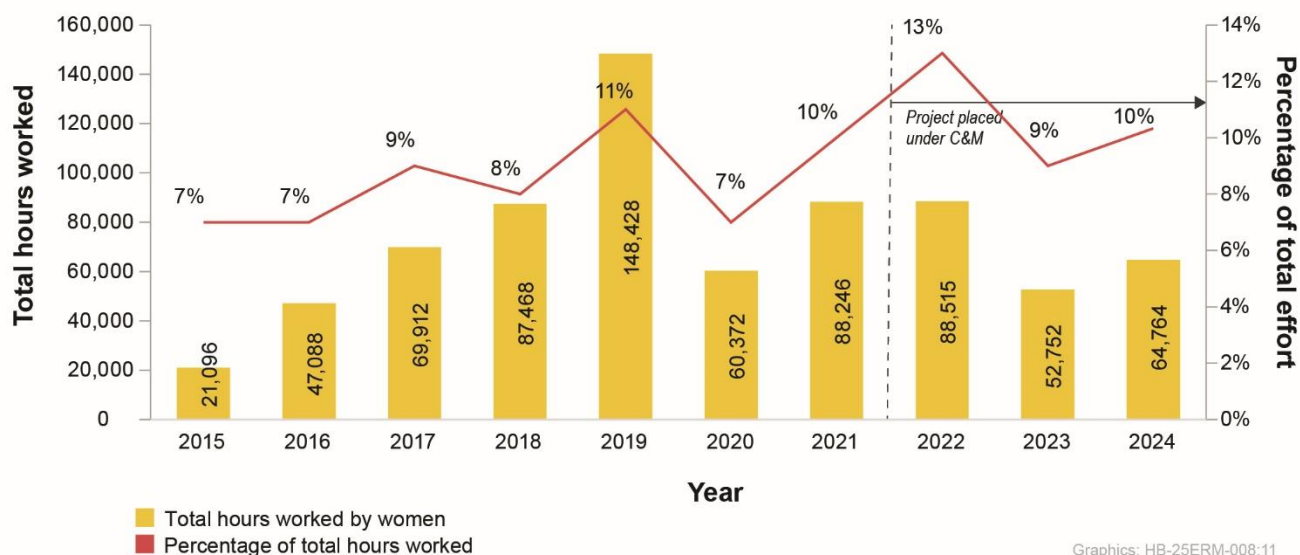
5.3.2 RESULTS

Workforce Effort by Women

The workforce effort by women generally trended upward from 2015 to 2019. In 2020, there was an overall decrease in this indicator due to the reduced operational capacity at the Project. In 2021 and 2022, while the effort by female workers increased, it was below previously recorded highs for this indicator. In 2023, with the continuation of care and maintenance, workforce effort by women reached 52,752 hours of work, representing 9% of the total effort at the Project (this is

based on data from March to December 2023; this information was not available for January and February of 2023 as such it is possible that the effort is underestimated). In 2024, the workforce effort by women increased to 64,764 hours, representing 10% of the total effort at the Project (Figure 5.3-1).

FIGURE 5.3-1 WORKFORCE EFFORT BY WOMEN



Workforce Effort by Inuit Women

Workforce effort by Inuit women has been decreasing from 2019 to 2022. In 2020 and 2021, this lower effort was associated with the COVID-19 pandemic and associated challenges. Nunavummiut workers were allowed to return to the Project only in June of 2022; however, in 2022, there was a continuation in lower workforce effort as a result of care and maintenance activities at the Project. In 2023, the workforce effort by Inuit women increased slightly to 7,356 hours of work, representing 1% of the total Project workforce effort that year (this is based on data from March to December 2023; this information was not available for January and February of 2023 as such it is possible that the effort is underestimated). In 2024, the workforce effort by Inuit women increased to 9,912 hours, representing 2% of the total Project workforce effort (Figure 5.3-2).

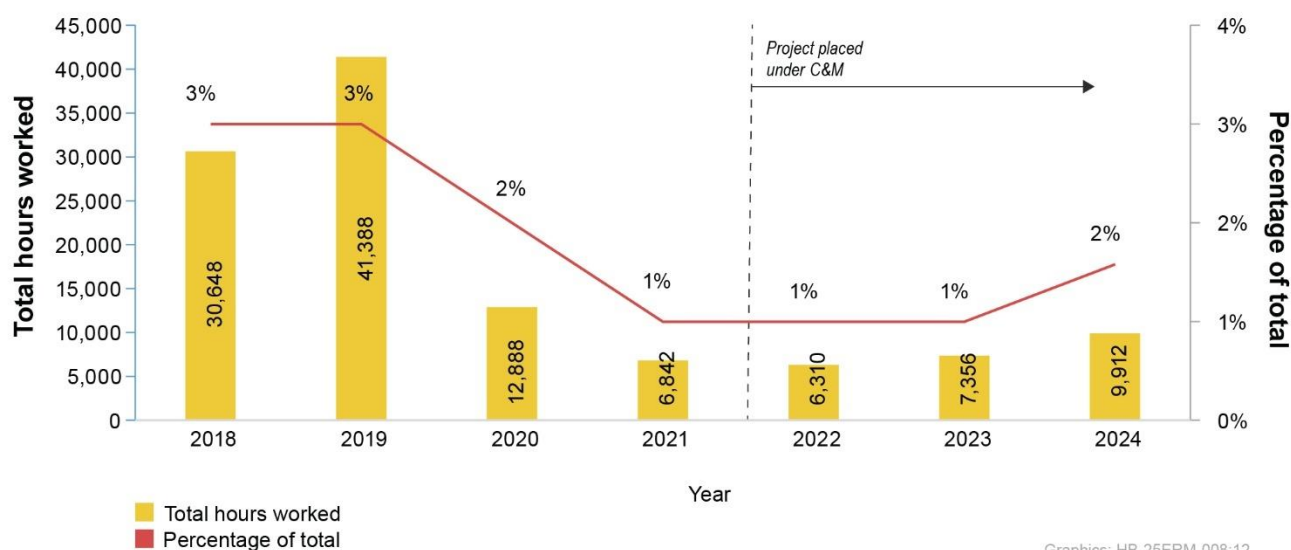
Changes in Employment of Women

In 2022, Agnico Eagle hired one Inuit female employee from Kugaaruk, and contractors working for Hope Bay hired three Nunavummiut females; lower levels of hiring are expected during care and maintenance. Two Nunavummiut female workers resigned from employment with Hope Bay contractors, and one had their employment terminated with Agnico Eagle.

In 2023, Agnico Eagle hired one female Inuit employee, who also resigned in the same year. There were no dismissals of female employees in 2023.

In 2024, no female employees were hired or dismissed, but one female Inuit resigned.

FIGURE 5.3-2 WORKFORCE EFFORT BY INUIT WOMEN



5.3.3 INTERPRETATION

Female participation in Hope Bay employment has been relatively low, representing 10% of the total workforce effort in 2024; workforce effort by Inuit women was at 2%. In Canada, in 2023, women represented 18% of employment in the mining industry (Statistics Canada 2024b). Agnico Eagle expects to have the opportunity to hire more women and increase the number of hours worked by women if the Project resumes operations. There are no specific IIBA IC targets for the employment of women at the Project; general IC targets are also not required or set during care and maintenance activities.

Agnico Eagle has several practices in place to encourage the employment and retention of women. Agnico Eagle supports pre-employment training administered by the KIA, with dedicated spots for female participation. The pre-employment training informs women on the availability of employment opportunities and provides career counselling, job search help, and employment skills workshops. The purpose is to increase the skills, experience, and exposure of prospective female workers to help them prepare for and obtain jobs in mining. [The participation by Agnico Eagle in this pre-employment training program reflects the ISV *piliriqatigiinniq* and *ikajuqtigiinniq* by working together for a common cause. This program also helps support Inuit women through the ISV *pilimmaksarniq* and *pijariuqsarniq*, meaning development of skills through observation, mentoring, practice, and effort.](#)

Agnico Eagle also maintains a strong commitment to a safe and respectful culture at the Project. Through various programs and practices, as well as the provision of regular training, education, and monitoring, Agnico Eagle works to make women feel safe and respected in the workplace to increase the retention of women in various roles at the Project, [reflecting the ISV *tunnganarniq* of fostering good spirit by being open, welcoming, and inclusive.](#) When hiring, Agnico Eagle

ensures that each new employee, in addition to the required skills, has the right demeanour towards other coworkers and values Agnico Eagle's culture of respect and inclusivity.

From 2022 to 2024, because the Project was under care and maintenance, the provision of high school achievement awards that recognize traditional knowledge and academic excellence was paused. In previous years, when these awards were granted, and due to the makeup of high school populations in the Kitikmeot, a high proportion of award winners have been female, and they have had the opportunity to visit the mine site and consider firsthand careers in mining.

5.4 EMPLOYMENT INCOME

5.4.1 PREDICTIONS

Construction and Operation

Through the provision of direct employment opportunities, the Project will increase the personal income of workers in Kitikmeot communities.

Reclamation and Closure

There will be a reduction in income earned by workers resulting from the reduction in employment opportunities. Eventually, income benefits at the Project will cease.

Temporary Closure

There will be a reduction in income earned by workers resulting from the reduction in employment opportunities.

5.4.2 RESULTS

Total Payroll

Figure 5.4-1 summarizes Agnico Eagle payroll for 2015 to 2024 and payroll for all Kitikmeot-based and onsite employees (IIBA and non-IIBA), as well as Inuit employees. Note that this excludes Agnico Eagle payroll for Yellowknife and Toronto-based employees, as well as the payroll of onsite contractors. The total payroll substantially increased with the commencement of Project production in 2017, with continued increases in 2018 and 2019, and a decrease in 2020 and 2021 as a result of reduced operational capacity at the Project due to the COVID-19 pandemic.

The suspension of the Project production contributed to a further decline in payroll from 2022 to 2024. In 2023, total payroll was \$10.7 million, with \$0.8 million paid to Inuit employees. In 2024, payroll continued to be lower but comparable to levels achieved in 2023. The total payroll paid by Agnico Eagle was \$10.4 million in 2024, with \$0.8 million of that paid to Inuit employees.

To date, \$165 million has been paid to direct Project employees (not including contractors).

FIGURE 5.4-1 TOTAL AGNICO EAGLE PAYROLL (KITIKMEOT-BASED AND ONSITE, \$M)



Payroll by Kitikmeot Community

Data by community are not reported for 2013 to 2016 because of the need to protect confidentiality; however, the majority of direct employment income earned in the Kitikmeot communities was by Cambridge Bay residents, followed by Kugluktuk. For 2017 and 2018, data are separately reported for Cambridge Bay, Kugluktuk, the eastern communities (Gjoa Haven, Taloyoak, and Kugaaruk), as well as for Inuit who are not residents of Nunavut (Table 5.4-1). For 2019, income data were only available for all Kitikmeot Inuit (not by community) and other Inuit.

TABLE 5.4-1 TOTAL AGNICO EAGLE PAYROLL FOR INUIT EMPLOYEES BY COMMUNITY

Community	2017	2018	2019	2022	2023	2024
Cambridge Bay	\$748,000	\$763,300	N/A	\$426,510	\$304,330	\$306,153
Kugluktuk	\$220,000	\$273,000	N/A	\$0	\$0	0
Rest of Kitikmeot	\$173,000	\$347,000	\$1,824,897*	\$151,440	\$306,680	\$288,442
Outside Kitikmeot	\$257,000	\$564,000	\$729,416	\$311,424	\$211,405	\$245,220
Total	\$1,398,000	\$1,947,300	\$2,554,313	\$889,374	\$822,415	\$839,815

Notes:

N/A – Data not available.

*Data for the entire Kitikmeot Region.

Information on payroll by community was not available for 2020 and 2021, but Inuit employees received \$1.8 million in 2020 and \$1.7 million in 2021. In 2022 and 2023, the total employment income paid to Inuit employees was lower due to limited onsite activities, mostly focused on care and maintenance, and exploration. In 2023, Kitikmeot Inuit earned \$611,010 in employment income, for a total employment income paid to Inuit employees of \$822,415. In 2024, Kitikmeot Inuit earned

\$594,595 in employment income, and the total paid to all Inuit employees was \$839,815 (Table 5.4-1). To date, \$13.2 million has been paid to Inuit employees at the Hope Bay Project.⁸

5.4.3 INTERPRETATION

The Project makes significant contributions to incomes in the Kitikmeot region. In 2020 and 2021, the total payroll and payroll to Inuit employees decreased due to the reductions in the workforce implemented to control the spread of COVID-19. Further reductions in income in 2022, 2023, and 2024 were associated with the Project being placed under care and maintenance and related workforce reductions. [Contributing to incomes in the Kitikmeot region relates to the ISV *pijitsiqniq* by improving income levels within communities and supporting the ability of employees to provide for their families.](#)

5.5 EMPLOYEE RETENTION

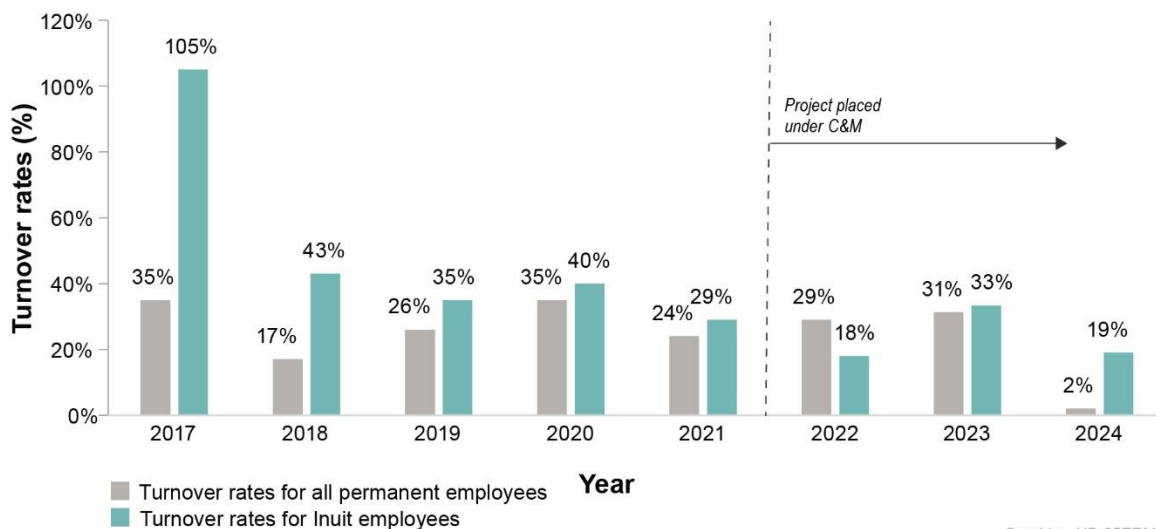
5.5.1 PREDICTIONS

No FEIS-specific prediction.

5.5.2 RESULTS

Employee turnover rate is calculated as the number of permanent employee terminations divided by the number of permanent employees at the end of the period. Turnover rates for 2017 to 2023 are provided in Figure 5.5-1.

FIGURE 5.5-1 TURNOVER RATE FOR ALL EMPLOYEES AND FOR INUIT EMPLOYEES



Graphics: HB-25ERM-008:14

Note: Data includes only Agnico Eagle employees.

⁸ This includes 2015 and 2016 payroll.

The turnover rate for all Project employees in 2023 falls within previously recorded averages. In 2023, the overall turnover rate for permanent employees increased from 29% in 2022 to 31% and from 18% to 33% for Inuit employees. Of the 31% turnover in 2023 for all permanent employees, voluntary turnover was 18%. In 2024, turnover for all employees decreased to 2%—19% for Inuit and 0.8% for non-Inuit employees.

In 2022, terminations resulted from company reorganization and shortage of work related to the placement of the Project under care and maintenance; other reasons included the end of the contract, finding another job, not liking the current job, performance, and individual well-being (e.g., missing family and disability). In 2023, of the three Inuit departures, one termination was due to absenteeism, and two were resignations due to retirement and travel/transportation challenges. In 2024, three Inuit departed employment with Agnico Eagle – two departures were for family reasons, and one was due to not liking the job; two non-Inuit employees also left Project employment with Agnico Eagle.

5.5.3 INTERPRETATION

The turnover rate in the mining industry averages 10%, with 5% representing terminations and layoffs, 3% representing voluntary turnover, and 2% representing retirement (MiHR 2017). However, staff turnover in mining also varies by occupation, being highest in production occupations, followed by technical and trade occupations, but lower in human resources, financial, and support workers (MiHR 2021).

Remote mining operations experience turnover higher than the industry average due to the remote and rotational nature of the work. Challenges in employee retention in the mining industry are not uncommon for remote camps with rotational schedules, being often attributed to the remoteness of the mine, the need for a long commute, and the emotional stress resulting from being away from family and friends.

Turnover rates for Inuit workers have typically been higher at the Hope Bay Project, although some improvements have been seen in recent years, and Agnico Eagle has managed to close the gap between the overall turnover rate and the turnover rate for Inuit. The programs and measures that help to reduce employee turnover rates include:

- Developing career plans for each employee;
- Monitoring compensation rates and offering competitive compensation to retain workers;
- Providing HR services onsite;
- Providing a competitive medical benefit program;
- Engaging with workers when off-shift/offsite;
- Maintaining frequent and effective communications with employees to continue implementation of measures to retain workers in their roles;
- Providing support for social activities while onsite to engage workers after hours;
- Providing IIBA training and a deeper understanding of the operating business; and
- Providing cultural support and cultural orientation undertaken by all staff and offered on continuous basis.

Agnico Eagle's programs and measures to reduce employee turnover relate to two ISVs *pilimmaksarniq* and *piliriqatigiinni* because both the employer and employee are developing together to reduce turnover and both are working together towards improving employee retention.

5.6 WORKER HEALTH AND SAFETY

5.6.1 PREDICTIONS

Construction and Operation

Agnico Eagle will provide first aid facilities and a trained first aid attendant or advanced medical care personnel (ACLS/ATLS), depending on camp loading. A record of all workplace first aid/medical treatments will be maintained.

Reclamation and Closure

Agnico Eagle will provide first aid facilities and a trained first aid attendant or advanced medical care personnel (ACLS/ATLS), depending on camp loading. A record of all workplace first aid/medical treatments will be maintained.

Temporary Closure

Agnico Eagle will provide first aid facilities and a trained first aid attendant or advanced medical care personnel (ACLS/ATLS), depending on camp loading. A record of all workplace first aid/medical treatments will be maintained.

5.6.2 RESULTS

Lost Time Incidents

The number of lost time incidents and the lost workday incident rate are shown in Table 5.6-1. The number of lost time incidents was highest in 2017, with six incidents and the highest incident rate of 97.9. In addition to lost time incidents, there were seven modified workdays in 2017. In 2018 and 2019, there was one lost time incident each year. There were no incidents in 2020 and two incidents in 2021. In 2022, there was one lost time incident at the Project with 4 modified workdays, involving a driller experiencing a partial shoulder dislocation. There were no incidents in 2023. In 2024, there were two incidents reported, one at the Project and one in Exploration. There were 40 workdays lost, 18 at the Project and 22 in Exploration. The Lost Workday Incident Rate in 2024 was 0.6.

TABLE 5.6-1 HOPE BAY PROJECT LOST TIME INCIDENTS

Year	Number of Lost Time Incidences	Total Lost Time (days)	Lost Workday Incident Rate
2014	3	58	59.2
2015	0	0	0.0
2016	1	1	0.3
2017	6	399	97.9

Year	Number of Lost Time Incidences	Total Lost Time (days)	Lost Workday Incident Rate
2018	1	68	12.1
2019	1	1	0.1
2020	0	0	0
2021	2	54	12.4
2022	1	54	0
2023	0	0	0
2024	2	40	0.7

Notes:

Lost work incident rate is the number of lost workday cases times 200,000 divided by hours worked; it returns the number of days lost from work due to work related injury or illness for every 100 workers.

N/A – Data not available.

Utilization of Site Medic

In 2023, per capita utilization of the site medic was higher than in 2022, but lower compared to previously recorded usage, likely due to the placement of the Project under care and maintenance and limited onsite activities. In 2024, per capita utilization of the site medic dropped to 0.8 from 1.4 in 2023, even though the number of incidents increased from 491 to 657. This reflects an increase in the number of workers onsite (Table 5.6-2).

TABLE 5.6-2 HOPE BAY PROJECT INJURIES

	2017	2018	2019	2020	2021	2022	2023	2024
Restricted Work Injury (RWI)	0	3	11	5	N/A	1	0	0
Medical Aid Injury (MAI)	3	2	5	2	N/A	0	3	6
First Aid Injury (FAI)	69	68	60	26	N/A	10	14	35
COVID-19	0	0	0	0	0	55	0	0
Total	72	73	76	33	N/A	66	17	41
Visits to site medic	N/A	N/A	2,109	2,290	N/A	76	491	657
Per capita visits to site medic¹	N/A	N/A	1.46	2.4	2.01	0.15	1.40	0.80

Notes:

N/A – Data not available.

¹ Per the total number of onsite workers.

5.6.3 INTERPRETATION

In 2023, there were no lost time incidents at the site and most visits to the site medic were related to First Aid Injury. Agnico Eagle maintains a highly safety-conscious work environment and a rigorous safety program. Agnico Eagle is committed to avoiding workplace accidents; all lost time incidents are investigated, and corrective actions are identified and implemented. The company promotes a Zero Harm culture, as it believes that all injuries and accidents are preventable.

Agnico Eagle's efforts to reduce incidents and encourage a Zero Harm culture represent the ISV *inuqatigiitsiarniq* by respecting others and caring for people.

5.7 ON-THE-JOB TRAINING

5.7.1 PREDICTIONS

Construction and Operation

Through the provision of employment opportunities, the Project has the potential to change the skills and experience of the territorial and regional labour force and contribute to building labour force capacity. Agnico Eagle will support training opportunities for Inuit. The IIBA specifies that Agnico Eagle may include on-the-job technical training and skills development in a variety of areas including underground mining, surface operations, mill processing, geotechnical and environmental.

Reclamation and Closure

Project-specific training and contributions to building the labour force capacity in the region will cease. However, work-related experience and increased capacity gained throughout the Operation phase will help workers in the Kitikmeot region obtain new employment. Also, many workers from Operation are expected to be retained for the Reclamation and Closure phase, as there will be a continued reliance on skills related to mining (e.g., heavy equipment operators), environment, and surface operations, among others. However, some job descriptions and required skill sets will differ to meet reclamation work needs. This is expected to result in a change in the types of education and training demanded. Some requirements will be met through on-the-job training by Agnico Eagle and, through its working relationships with the KIA and NAC, programming needs will be identified and developed to the extent possible to support the further development of the skills and experience of the regional workforce.

Temporary Closure

There will be an overall decrease in Project-specific training opportunities.

5.7.2 RESULTS

On-the-Job Training Courses

Table 5.7-1 summarizes training hours delivered to Project workers for 2018 through 2024. Information from prior years is not comparable. In 2023, Agnico Eagle offered 92 courses and delivered 478 training sessions and 8,106 hours of training. Additional training was delivered by contractors and included general, health and safety, and job-specific training. In 2024, Agnico Eagle delivered 11,138 hours of training, representing a 37% increase in training over 2023.

TABLE 5.7-1 ON-THE-JOB TRAINING COURSES

Year	Topic Area	Hours of Training Delivered to Project Workers
2018	Job-related training: general orientation, mill and mine orientation, light vehicle, and mobile equipment operation, as well as general training ⁹	7,343
	HR-related training: social media policy, Cultural Awareness Training, Respectful Workplace Policy Presentation, Fitness for Work Policy Presentation, and Niagara Supervisory training	1,218
2019	Not available	Not available
2020	In-house and online training	280.5
	24-hour geology and exploration course delivered to 11 workers	264
2021	General training	1,332
	Health and safety training	5,825
2022	On-the job Training	4,183
	Site orientation and site technical training, and exploration	6,882
	Maintenance, Master's in Business Administration/Master's in Public Policy (MBA/MMP) designation, Alberta Water & Wastewater Operators Association (AWWOA) Level I Certification, First Aid, Workplace Hazardous Materials Information System (WHMIS), Fire Extinguisher, Hazard Awareness, Standard Operating Procedure (SOPs), and Job Hazard Analysis (JHA)	2,131
2023	General training	1,889
	Health and safety training	1,469
	Job-specific training (includes Emergency Response Team training)	4,748
2024	General training	3,283
	Health and safety training	2,168
	Job-specific training	2,668
	ERT/Mine Rescue	3,019

Inuit Participation in On-the-Job Training Courses

Agnico Eagle remains committed to the ongoing training of workers in keeping with their interests to maximize their abilities and opportunities for career development. Table 5.7-2 summarizes training hours delivered to Inuit workers. In 2023, 343 hours of training were delivered to Inuit workers. Additional training was delivered by contractors and included job shadowing and job-specific training. In 2024, 241 hours of training were delivered to Inuit employees, representing 2% of all training that year.

⁹ General training included Lock Out / Tag Out, Confined Space, Fall Arrest, Respirator Care and Use, and similar.

TABLE 5.7-2 ON-THE-JOB TRAINING COURSES DELIVERED TO INUIT WORKERS

Year	Topic Area	Hours of Training Delivered to Inuit Workers
2018	General training	133
	Health and safety training	213.5
	Job-specific training ¹⁰	8,290
	HR-related training that consisted of social media policy, Cultural Awareness Training, Respectful Workplace Policy Presentation, and Fitness for Work Policy Presentation	44
2019	General training and site and mill orientation	158
	Health and safety training	458
	Job-specific training ¹¹	7,754
2020	No on-the-job training delivered to Inuit workers as a result of pandemic induced site isolation	0
2021	Job-specific training such as rigging, rimpull, mine rescue, haul truck, bear awareness and cat skidsteer	120
2022	Ten Inuit cutters received a training of 84 hours each (spread over their first rotation) covering training for all SOP's related to core cutting, QAQC, operation of the saw (companioning experience cutter), movement of core box, etc. Additionally, one Inuit was transitioned to a core technician role and received an additional training of 84 hours on core tecking, X-ray fluorescence (XRF), rock quality designation (RQD), quality log (QL) movement, Skid Steer operation, Ice profiling, Drill inspection	924
	Site operation	338
	"Organic Growth" Training program	756
	Housekeeping	168
	Underground induction and haul truck refresher	108

¹⁰ General training included site and mill orientation. Health and safety training included fall arrest, confine space, chemical awareness, emergency response, first aid, lock out tag out, WHMIS refresher, respirator care and maintenance, mill evacuation, and caustic review. Work-related (specific) training included: batch ILR resin, breaking reagent containing lines, cleaning magnet, conveyor safety, crushing circuit, reagent circuit, sample collection, sodium cyanide mix, site drivers, Kubota light vehicle, pick up, aerial work platform, mine cat, scissor lift, aircraft ground crew, aircraft ramp, tele handler, loaders, skid steer, snow mobile, waste management, fork lift, reach stacker, aircraft de-icing, fuel transfer sealift, and overhead crane.

¹¹ Health and safety training, non-mill related, included fall arrest, confine space, chemical awareness, emergency response, first aid, lock out, tag out, WHMIS refresher, resp. care and maintenance, mill evacuation, caustic review, and bear deterrent. Jobs-specific training, while consisting mostly of mill related training, also included batch ILR resin, breaking reagent containing lines, cleaning magnet, conveyor safety, crushing circuit, reagent circuit, sample collection, sodium cyanide mix, site drivers, light vehicles, heavy equipment, snow mobile, overhead crane, aircraft ground crew, aircraft ramp, aircraft de-icing, waste management, and fuel transfer sealift.

Year	Topic Area	Hours of Training Delivered to Inuit Workers
2023	General training	64.5
	Health and safety training	87.5
	Job-specific training	191
2024	General training	77
	Health and safety training	36
	Job-specific training	5
	ERT/Mine Rescue	123

Note: Table includes some contractor training.

Thirteen Hope Bay employees were redeployed in 2023 to other Agnico Eagle projects (compared to two in 2022); none of those redeployed were Inuit employees. Those 13 employees received 16 hours of civility in the workplace training, 4 hours of avoiding dangerous attachments training, and 2 hours of cybersecurity training. In 2024, no workers were deployed to other Agnico Eagle projects; consequently, no related training was provided.

5.7.3 INTERPRETATION

Much on-the-job training has been provided to Project workers to-date, including Inuit workers. Training is based on operational requirements, job needs, and existing skills. In 2020 and 2021, training efforts were significantly reduced due to the COVID-19 pandemic, and implemented physical distancing measures. In 2022, despite the placement of the Project under care and maintenance, 13,196 hours of training were delivered to Project workers, including 2,294 hours of training delivered to Inuit workers (which represented 17% of total training). In 2023, given that the Project continued to be under care and maintenance, on-the-job training totaled 8,106 hours, with 4% of that delivered to Inuit workers; for 2024, this was 11,138 hours of training, with 2% delivered to Inuit workers.

Through the IIBA, Agnico Eagle is committed to maximizing Inuit training arising from the Hope Bay Project. Training opportunities may include on-the-job technical training and skills development in various areas such as underground mining, surface operations, mill processing, geotechnical, environmental, and onsite trades training. The IIBA commits Agnico Eagle to developing Career Development Plans for all Inuit workers (KIA & TMAC 2015). While the IC of the IIBA sets the annual ITT, no ITT is applicable to care and maintenance activities.

Agnico Eagle's commitment to Inuit training is reflective of the ISVs *pilimmaksarniq* and *pijariuqsarniq* relating to the development of skills through observation, mentoring, practice, and effort.

5.8 APPRENTICESHIPS

5.8.1 PREDICTIONS

No FEIS-specific prediction.

5.8.2 RESULTS

No apprenticeship roles were awarded in 2013, 2014, or 2015. However, the Project supported Geotech Ekutak to deliver their diamond drill-training program. Similarly, no apprenticeships were offered in 2016 or 2017. In 2018, a warehousing apprenticeship was identified for an Inuit workers and efforts were made with the GN and the Government of Alberta to register this applicant. In 2019, there was one apprenticeship in Heavy Duty Mechanics with the Project held by an Inuit worker. Apprenticeship was not offered at the Project in 2020 and in 2021. Given the COVID-19 pandemic and the resulting isolation of Hope Bay from the rest of Nunavut, it would not have been possible to indenture Nunavut residents for public health reasons in 2020 or in 2021. In 2022, 2023 and 2024, no apprenticeship opportunities were available at the Project due to the suspension of Project mining activities.

5.8.3 INTERPRETATION

Two apprenticeship positions have been created thus far at the Project for direct employees – one in 2018 in Warehousing and one in 2019 in Heavy Duty Mechanics. Both apprenticeships were held by Inuit employees. Efforts have been made but hampered due to challenges including registering apprenticeships in other jurisdictions when the apprenticeship is not registered in Nunavut, the COVID-19 pandemic, and the placement of the Project under care and maintenance. [Agnico Eagle's efforts to increase apprenticeships is related to the ISV *qanuqtuurniq* where the company is being innovative and resourceful in its attempts.](#)

5.9 SKILL LEVELS

5.9.1 PREDICTIONS

No FEIS-specific prediction.

5.9.2 RESULTS

Inuit Employees by Job Category

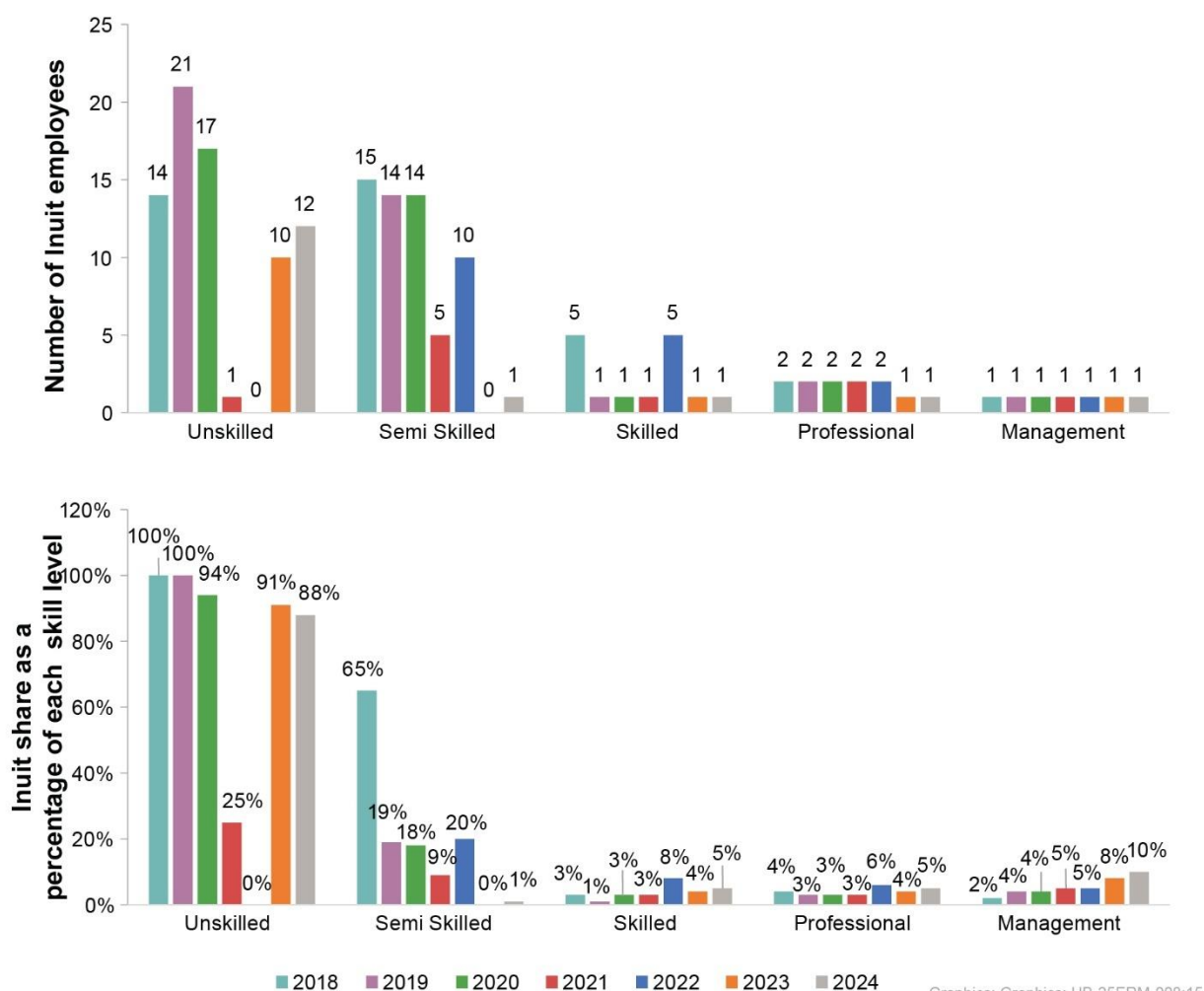
Figure 5.9-1 provides a summary of the skill levels of Inuit directly employed at the Project¹².

From 2018 through to 2020, Inuit employees held a mix of unskilled and semi-skilled positions, while being underrepresented in skilled, professional, and management positions. In September 2020, most Nunavut-based employees were laid off to prevent the spread of COVID-19 to communities. As such, in 2021, there were only 10 Inuit employed at the Project – one in

¹² For Project contractors, Inuit share in 2018 was the following: 45% of employees at Kitikmeot Camp Solutions, 25% of Nuna West employees, 9% at GeoTech, and 5% at Kitikmeot Cementation. Similar data for 2019, and 2020 was not available.

management and two professional positions working in the Cambridge Bay office; one unskilled, five semi-skilled, and one skilled job were filled by Inuit from elsewhere (outside of the Kitikmeot), for a total Inuit share of direct employment of 4%. In 2021, there were also up to five Inuit working at the Project, not directly employed with Agnico Eagle – three in skilled, one in semi-skilled, and one in unskilled job category.

FIGURE 5.9-1 INUIT WORKERS (AGNICO EAGLE) BY CATEGORY



Notes:

Skill levels are consistent with the National Occupation Classification system for skill level classifications A through D, except for the “unskilled” category. The unskilled category serves as a temporary classification as people are hired and trained on the job. Most Inuit employees in the unskilled category are part of Agnico Eagle’s Inuit Trainee Program.

‘Inuit Share’ is the share of all Inuit hired as a percentage of all employees hired. However, it is important to note that some employees departed and the resulting share of active Inuit employees, as a percentage of total employment, might be different. Additionally, the Inuit share of total employment based on the number of workers is typically higher than the share based on the number of hours worked, because employment tenure is typically shorter for Inuit workers compared to non-Inuit workers due to resignations or terminations.

In 2022, with reduced employment effort at the Project related to the placement of the Project under care and maintenance, Agnico Eagle hired 10 Inuit in semi-skilled positions, five skilled, two professional, and one in management, for a total of 18 employees. Inuit employees represented 11% of the total Agnico Eagle employment. Additionally, Contractors hired seven Inuit in skilled roles, seven in semi-skilled roles, and eight in unskilled roles, for a total of 22 contractor employees.

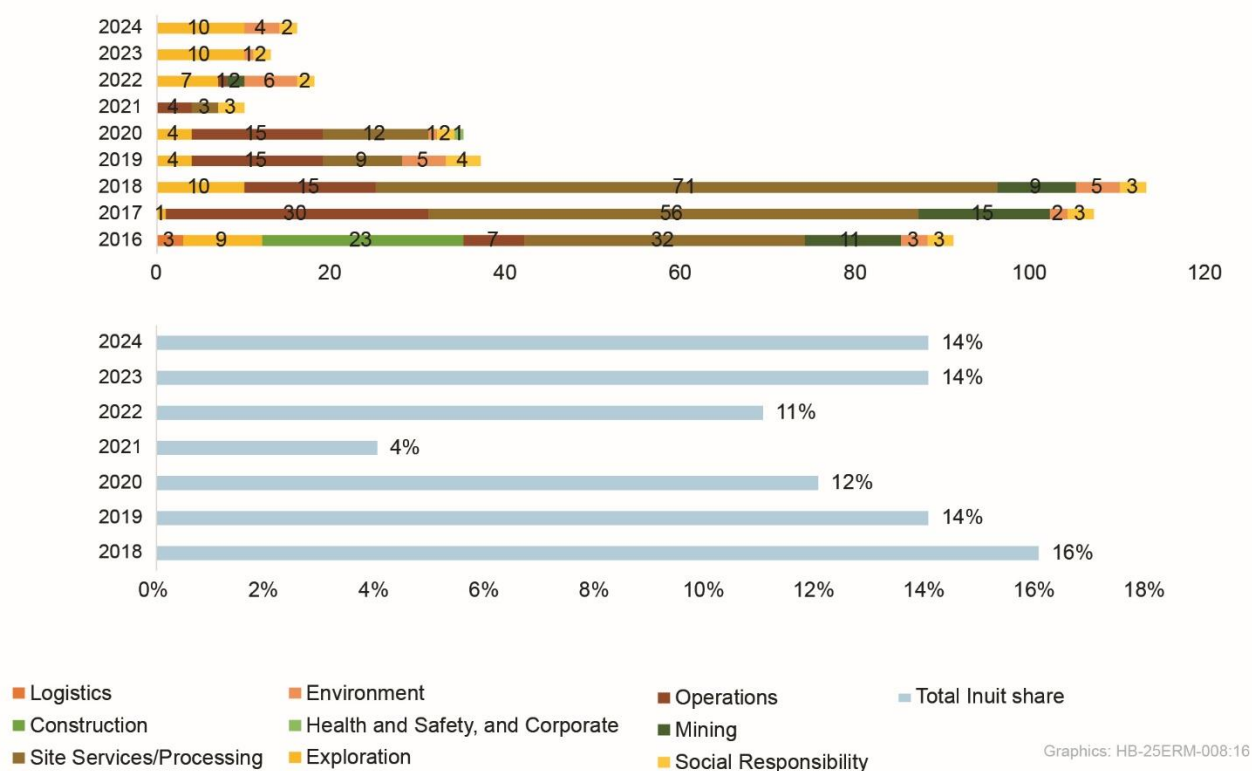
In 2023, 13 Inuit employees worked at the Project with Agnico Eagle—one in management, one in professional, one in skilled, and ten in unskilled positions, for a total Inuit share of direct employment of 14%.

Employed in 2024 by Agnico Eagle, one Inuit employee worked in each of the semi-skilled, skilled, professional, and management roles, and 12 Inuit worked in unskilled roles, for a total of 16 direct Inuit employees or 14% of total effort (Figure 5.9-1). In addition, Inuit employed by contractors held one position in a professional role, two in semi-skilled, seven in skilled, and 26 in unskilled roles.

Inuit Employees by Department

The number of Inuit employees in each job category is shown in Figure 5.9-2; data from 2016 through to 2018 shows employment of direct employees and contractors; however, after that time, only information on direct employees was available. Inuit share by job category is provided for 2020 and 2021.

FIGURE 5.9-2 INUIT WORKERS (AGNICO EAGLE) BY DEPARTMENT, NUMBER AND AS A PERCENTAGE OF TOTAL WORKFORCE



Graphics: HB-25ERM-008:16

Note: Includes active and inactive employees. Information on Inuit share by Department is inconsistently available for the investigated period and thus only the total share is reported on the figure.

In 2020, most Inuit directly hired by the Project worked in site operations and site services/plant processing. In 2021, three Inuit worked in social responsibility, three in site services/plant processing, and four in operations.

In 2022, Inuit hired by Agnico Eagle worked in exploration, environment, social responsibility, mining, and operations. In addition, Inuit hired by contractors worked as operators, drivers, or helpers in construction.

In 2023, ten Inuit hired by Agnico Eagle worked in exploration, two in social responsibility, and one in the environment. Similarly, in 2024, ten Inuit hired by Agnico Eagle continued to work in exploration, two in social responsibility, and four in the environment (Figure 5.9-2). Additionally, in 2024, Inuit workers hired by contractors worked in construction (17), Project evaluation/site services (16), environment (2), and exploration (1); one was a visitor.

Skill Levels for Retained or Redeployed Inuit Employees

In 2022, Inuit employees who retained jobs while moving from operations to care and maintenance and continued exploration activities included mostly those in management, professional, skilled, and semi-skilled levels. Further, several Agnico Eagle employees who had previously worked during Hope Bay operations were redeployed to other Agnico Eagle projects when the Hope Bay Project was placed under care and maintenance. Approximately 80% of employees redeployed to Meadowbank, Meliadine, and Detour were in skilled trades; another 20% were professionals.

In 2023 and 2024, there was no movement of employees from operations to care and maintenance, as the Project was already in care and maintenance. Thirteen Hope Bay employees were redeployed in 2023 to other Agnico Eagle projects (compared to two in 2022); however, these redeployments did not include Inuit employees. In 2024, no employees were redeployed to other Agnico Eagle projects.

5.9.3 INTERPRETATION

In general, Inuit employees hold a mix of unskilled, semi-skilled, and skilled positions while being underrepresented in professional and management positions. This is consistent with predictions for this indicator. By department, Inuit employees worked most frequently in exploration and environmental, consistent with the care and maintenance, and exploration activities at the Project since 2022.

The range of duties performed by Inuit reflects the labour force experience, the availability of training programs within the region, on-the-job training, and Project needs. Agnico Eagle expects this to evolve as Inuit obtain relevant knowledge, skills, and experience to increasingly participate in the diverse employment opportunities available at the Project and as the Project increases onsite activities and returns to production.

Through the IIBA commitments, Agnico Eagle is also committed to enhancing training and education opportunities for Kitikmeot Inuit, including ensuring career development plans are in place for all Inuit employees, encouraging Inuit to advance to managerial positions through training and skills development, and encouraging Inuit to achieve the education and qualifications needed for employment and advancement at the Project.

Agnico Eagle's commitment to training and education for Inuit employees is a commitment to the ISV *pilimmaksarniq* by supporting an employee's opportunities to develop their skills through observation, mentoring, practice, and effort.

5.10 RETENTION OF SKILLED WORKERS IN COMMUNITY ROLES

5.10.1 PREDICTIONS

Construction and Operation

Competition for local labour may result in the shortage of skilled workers, such as those at Skill Level A, B and C, and workers leaving their current jobs to find Project-related employment in hopes of earning higher wages. Competition for local labour could take place during the Construction phase and at the beginning of the Operation phase when hiring takes place to fill the remaining available positions. Project jobs could put strain on employers in the LSA and the RSA, as they would be competing with Project wages.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

5.10.2 RESULTS

No previous Hamlet employees had worked for the Project in 2013 or 2014. In 2015 and 2016, there were a number of onsite contract staff with extensive heavy equipment experience, some of whom have worked for the Hamlets of Kugluktuk and Cambridge Bay on a casual basis. It is possible that some onsite contract staff may have previously been employed as drivers for Hamlet water and sewer services. No known previous Hamlet employees were working for the Project in 2017. From 2013 through 2017, data on other local and regional businesses and their ability to retain workers were not collected.

Four Inuit workers hired at the Project in 2018 were previously in casual or on-call roles, mainly in the Water and Sewer Departments at Hamlets. The common explanation for leaving community employment for employment at the mine was that they were underemployed (not getting enough work hours).

In 2019, of 35 Inuit recruited:

- Twelve Inuit hires were employed in different roles at the time of being hired to fill roles at the Project – three worked for local coop retail, while nine worked in roles within local Hamlets, and
- Two Inuit hires were enrolled in Nunavut Arctic College programming (i.e., Adult Basic Education).

In early 2020, two Inuit were recruited from Kitikmeot communities but never worked due to work stoppage resulting from the COVID-19 pandemic. Most employees from Kitikmeot communities who were put on leave in March 2020 were laid off in September 2020. Those employed with the Project sought jobs with community and regional employers; as such, it is believed that community and regional employers benefited from the availability of these skilled workers during that period.

In 2021, due to continued challenges associated with the COVID-19 pandemic, no residents were hired from Kitikmeot communities, and thus, no skilled workers left community roles for work at the Project; three Kitikmeot Inuit continued to work from the Cambridge Bay office.

In 2022, three Kitikmeot residents left temporary positions in community roles (with the GN and Hamlets) to obtain employment with Agnico Eagle at the Hope Bay Project. One Hope Bay employee left to work in Yellowknife.

In 2023, two Kitikmeot residents left their community employment to work at the Hope Bay Project. No Hope Bay employees resigned in 2023 to work in the community.

In 2024, no workers left their community employment for employment at the mine, and no Project workers left their Project employment for employment in the community.

5.10.3 INTERPRETATION

Overall, the Project has positively impacted employment in the Kitikmeot communities. While over time, some businesses and the Hamlets have lost workers to employment at the Project, most Kitikmeot hires on the Project were previously unemployed, and Agnico Eagle has not recently heard of community concerns about the Project taking workers. Agnico Eagle regularly engages with and collects feedback from Kitikmeot communities to monitor this issue. Feedback collected from previous Hamlet workers indicates that they were typically in casual positions with their Hamlet – on an “as and when work is available” basis that limited how much they could work, thus lacking job security. For example, such casual positions involved being on-call to drive a water truck if extra shifts were needed at some time, or the permanent Hamlet driver was sick or on leave. Being hired by Agnico Eagle increased the number of individuals who could work and brought them into permanent positions with greater benefits. In general, it is rare for Agnico Eagle to hire a person who already has a full-time permanent job with Hamlet. [Agnico Eagle’s consideration for not diminishing community capacity, while also providing stable employment for underemployed Inuit within communities, is representative of the ISV *pijitsirniq* by serving and providing for the community.](#)

5.11 EFFECTS MANAGEMENT AND MITIGATION

Table 5.11-1 lists the programs and measures designed to mitigate and manage potential effects related to employment.

TABLE 5.11-1 EMPLOYMENT MANAGEMENT AND MITIGATION MEASURES

Program/ Mitigation Measure	Purpose/Description/Outcome
All Phases	
IIBA	The IIBA sets out principles and methods to, among other purposes, maximize Inuit training, employment and business opportunities arising from the operation of the Project, and provide a mechanism through which effective communication and cooperation can take place. Key features of the IIBA related to employment include provisions for, among others: setting annual IET; and first opportunity to resident Kitikmeot Inuit for employment, followed by non-resident Inuit.
Human Resources Plan	The Human Resources Plan supports the provisions of the IIBA and, more broadly, provides a framework for human resources management at the Hope Bay Project which ensures that the needs of all Agnico Eagle personnel are addressed throughout the life of the Project. The Plan addresses human resources, Inuit employment, education and orientation and employee wellness. In conjunction with the IIBA, specific measures include, among others: to build cultural awareness and enforce harassment policies; promote awareness of employment opportunities within Kitikmeot communities; collaborate with training institutions; develop and implement a recruitment strategy; career development plans for Inuit employees; collaborate and partner with relevant agencies and contractors to ensure skill requirements are being met; and collaborate with education and training providers to develop training programs geared toward the long-term employment of women in non-traditional occupations. The plan also includes human resource provisions for temporary or final closure.
Community Involvement Plan	Agnico Eagle maintains communications with Kitikmeot communities and shares information to assist in the development of collaborative adaptive management measures, should unanticipated impacts arise and mitigation be required. Agnico Eagle also hosts a community information and career awareness session in all Kitikmeot communities at least annually. Information is provided to communities on: labour needs of the Project; skills, behaviours and qualifications required for employment at the Project; available training opportunities and educational support programs; and career opportunities in related fields.
Health and Safety Management Plan	The purpose of this plan is to detail the Health Safety and Loss Prevention (HSLP) policies and systems adopted by Agnico Eagle and to provide the framework for their implementation. The Agnico Eagle Management Team is committed to providing a healthy and safe working environment for all personnel. The objectives are: to have all personnel appropriately trained, responsible and accountable for safety management; to incorporate industry best practice for health and safety standards in the engineering, design and processes implemented at all workplaces; to comply with all relevant standards and codes of practice, and regulatory requirements; and to provide effective training, efficient communication and continuous review of occupational health and safety practices.
Communication with GN	Agnico Eagle provides the GN updated information regarding the labour force needs of the Project.
Specific to Temporary or Final Closure	
Workforce Transition Strategy	The Human Resource Plan also addresses the development of a Workforce Transition Strategy upon temporary or final closure. The strategy addresses measures designed to mitigate negative effects of closure on communities in the event of temporary or final closure. This can include support for training and career development opportunities prior to closure, assistance for employees to identify opportunities for career succession planning and employment, identification of skills acquired during employment with the Project and match the identified skills to similar positions available at Reclamation and Closure / Temporary Closure, and assistance for Kitikmeot employees in identifying ongoing employment and training opportunities that require existing or complementary skills, including assisting workers in identifying available external resources.

Program/ Mitigation Measure	Purpose/Description/Outcome
Specific to Temporary or Final Closure (<i>cont'd</i>)	
Redeployment Plan	Introduction of Agnico Eagle Redeployment Plan (which acts as the Workforce Transition Strategy) that involves identifying and offering alternative jobs whenever possible at other Agnico Eagle sites for affected production workers. Through this plan, Agnico Eagle remained committed to finding alternate working options for its employees. The introduction of this plan since the suspension of production at the Doris Mine, and ongoing Care and Maintenance phase (in progress to 2024), resulted in 73% of affected Hope Bay Project workers being retained by Agnico Eagle to work on other sites. Note that most of the retained employees were from Southern communities as COVID-19 restrictions prevented Nunavut-based employees from working onsite; several of these redeployed workers were Nunavummiut living in southern Canada.
Skill and Qualification Assessments	Work with other regional industries and organizations (e.g., through the regional Labour Demand Analysis) to gain an understanding of what skills and qualifications are lacking and identify opportunities for Project employees (current and recent e.g., those employed by Agnico Eagle between 2019 to 2022) to attain those skills and qualifications to facilitate employee transition to other industries. Provide information on local and regional resources for impacted workers to access re-training and other supports.
Identification of Alternative Employment Opportunities	In collaboration with community organizations, develop a program to help employees (current and recent e.g., those employed by Agnico Eagle between 2019 to 2022) identify and secure new employment with other mining projects or with businesses available in the Kitikmeot Region.
Employment Transition Support	Agnico Eagle, with support from community organizations, to provide one-on-one support to employees (current and recent e.g., those employed by Agnico Eagle between 2019 to 2022) to develop resumes and skills profiles to allow for an easier job transition.
Support for Training and Education Programs	Explore support for training and education programs beyond mining industry to be delivered in Kitikmeot communities, for example in information technology or renewable energy industries, to support skill development of regional workforce to help workforce transition to other industries and support development of regional business base.

6. EDUCATION AND TRAINING

6.1 AVAILABILITY OF POST SECONDARY EDUCATION

6.1.1 PREDICTIONS

Construction and Operation

Employment opportunities created by the Project are expected to increase the demand for education and training programs by Kitikmeot residents. Individuals in the labour force are expected to seek out local education and training so that they better qualify for direct employment opportunities with the Project. Increased demand will result in an increased utilization of the existing programming offered in the Kitikmeot region and elsewhere (e.g., trades schooling in Rankin Inlet) and support a demand-driven development of programs available to residents. The increased demand for education and training may result in a greater utilization, availability, and diversity of training programs and is not anticipated to affect education infrastructure or administration. Demand for education and training programs is expected to be greatest before and during the Construction phase as local residents prepare to obtain long-term employment during the Operation phase of the Project.

Reclamation and Closure

There is expected to be a decrease in the demand for education and training associated with the Project within the Kitikmeot region corresponding to the decrease in employment opportunities compared to Operation. Some workers from Operation are expected to be retained for the Reclamation and Closure phase, as there will be a continued reliance on skills related to mining (e.g., heavy equipment operators), environment, and surface operations, among others. However, some job descriptions and required skill sets will differ to meet reclamation work needs. This is expected to result in a change in the types of education and training demanded. Some requirements will be met through on-the-job training by Agnico Eagle and through its working relationships with the KIA and NAC programming needs will be identified and developed to the extent possible to support the further development of the skills and experience of the regional workforce.

Temporary Closure

No FEIS-specific prediction.

6.1.2 RESULTS

In the Kitikmeot region, post-secondary education is offered by the NAC, with a regional campus in Cambridge Bay. NAC is responsible for all college programming and provides programs in all Kitikmeot communities through Community Learning Centres, as it is the only post-secondary institution in Nunavut (MacClean's Inc. 2024). The NAC offers apprenticeships, trades, and adult basic education programs. One of the NAC's key programs is its two-year Environmental Technology Program (ETP), which equips students with skills for in-demand careers such as fish and wildlife conservation, environmental protection, and resource development and management (MacClean's Inc. 2024). However, as of the 2024/25 school year, the ETP was only offered at the Iqaluit campus (NAC 2024a).

In the 2024/25 school year, the Kitikmeot NAC campus did not offer any mining-related courses or pre-trades in the region. The regional Cambridge Bay campus in the Kitikmeot offers education related to social work, culinary arts, office administration, and teacher education. The regional NAC campuses in Iqaluit and Rankin Inlet provide a variety of additional programs, including the ETP program, Professional Driver Training, Skilled Trades Worker Program, Electrician, Oil Heat System Technician, Inuit Studies, and Management Studies. The NAC did not offer closure and reclamation programs/courses or post-closure monitoring programs/courses in the 2024/25 school year (NAC 2024a).

In previous years, related courses available at the Kitikmeot NAC campus included:

- Adult Basic Education – Essential Skills through NAC’s Community and Distance Learning Division was provided in all five Kitikmeot communities in 2023/24 (NAC 2023a).
- The Getting Ready for Employment and Training Program (GREAT) was offered in Cambridge Bay in the 2023/24 school year (NAC 2023b).
- Mining-related courses and pre-trades were not available in the region in 2022/23 (NAC 2022a).
- Pre-trades were offered in Taloyoak in 2021/22 (NAC 2021).
- Pre-trades courses were offered in Kugaaruk, and a Heavy Equipment Operator course was offered in Cambridge Bay in 2020/21 (NAC 2020a).

The ETP at NAC celebrated its 35th anniversary in 2022 with uninterrupted delivery (NAC 2022b). In 2022, the ETP had nine (9) graduates in 2022 (NAC 2022c), 14 graduates in 2023, and 10 graduates in 2024 (NAC pers. comm. 2025). The ETP, skilled trades, and apprenticeship courses remain available at the Iqaluit NAC campus (year 1 and year 2) (NAC pers. comm. 2025).

6.1.3 INTERPRETATION

In the 2024/25 school year, mining-related or trade-related programs were not offered in the Kitikmeot. However, there have been a number of short-term mine-related training offerings elsewhere in Nunavut. When Hope Bay was operational, there was a significant need for training in the region to support the top three job types typically available during the Project’s operation: underground mining, heavy equipment operation, and mill processing. These training needs were communicated to the GN and community stakeholders as key focus areas. With the Project remaining under care and maintenance, this demand has decreased. However, future changes to operational activities could potentially renew the need for targeted training in similar areas, depending on the scope and scale of resumed operations.

6.2 PARTICIPATION IN POST SECONDARY EDUCATION

6.2.1 PREDICTIONS

Construction and Operation

Employment opportunities created by the Project are expected to increase the demand for education and training programs by Kitikmeot residents.

Reclamation and Closure

There is expected to be a decrease in the demand for education and training associated with the Project within the Kitikmeot region corresponding to the decrease in employment opportunities compared to Operation. Some workers from Operation are expected to be retained for the Reclamation and Closure phase, as there will be a continued reliance on skills related to mining (e.g., heavy equipment operators), environment, and surface operations, among others. However, some job descriptions and required skill sets will differ to meet reclamation work needs. This is expected to result in a change in the types of education and training demanded. Some requirements will be met through on-the-job training by Agnico Eagle and through its working relationships with the KIA and NAC programming needs will be identified and developed to the extent possible to support the further development of the skills and experience of the regional workforce.

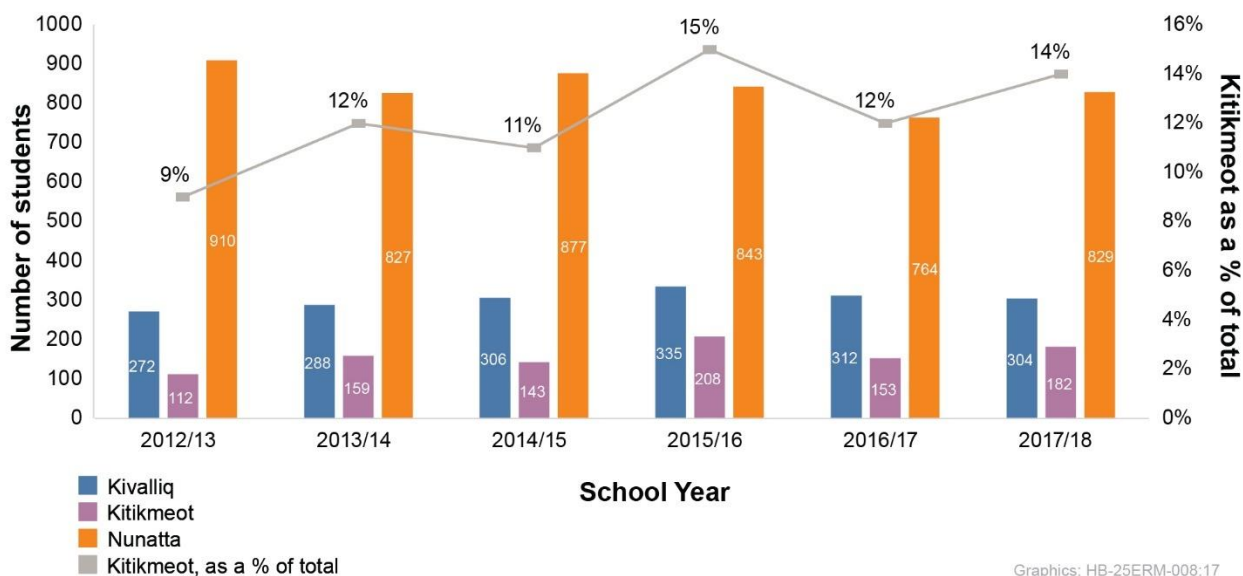
Temporary Closure

No FEIS-specific prediction.

6.2.2 RESULTS

Enrollment in the NAC Kitikmeot campus for school years 2012/13 to 2017/18 is provided in Figure 6.2-1. Since then, comparable enrollment data has not been available.

FIGURE 6.2-1 ENROLLMENT AT THE NAC BY CAMPUS



Source: NAC (2018).

For the 2019/20 school year¹³, enrollment data is available by community (not by campus as reported in previous years)¹⁴ and informs that there were 744 students enrolled at the NAC (91% Inuit), of which 92 (or 12% of total) were from Kitikmeot communities (NAC 2020b). This suggests a substantial drop in overall enrollment (of 43%) compared to 2017/18. Further, while the Kitikmeot population comprises about 18% of the Nunavut population (Statistics Canada 2023a), enrollment from Kitikmeot communities was only 12% of total enrollment¹⁵. In the 2022/23 school year, 51 students were enrolled from the Kitikmeot communities (Table 6.2-1), compared to 92 students in the 2019/20 school year (the year with most recent comparable data) (NAC pers. comm. 2024b).

TABLE 6.2-1 ENROLLMENT BY KITIKMEOT COMMUNITY, 2019/20 AND 2022/23

Community	2019/20	2022/23
Cambridge Bay	58	40
Gjoa Haven	18	4
Kugaaruk	8	1
Kugluktuk	3	0
Taloyoak	5	6
Kitikmeot region	92	51

Source: NAC (pers. comm. 2024b).

Table 6.2-1 shows enrollment by community for the Kitikmeot region based on the most recent data. Enrollment in NAC programs is dominated by female students, with 81% of the total 744 students in 2019/20 being female (NAC 2020b).

Historically, courses in credit programs had the highest enrollment at NAC. In 2018, 53% of students were enrolled in credit programs, 15% in career development, 10% in Sanatuliqsarvik (trades), 9% in each – academic and university partnership, and 4% in personal development (Figure 6.2-2). Enrollment data for 2018/19 is not available as NAC switched to the Nunavut-wide Student Information System (SIS) in 2019 to capture, among other things, grades, and enrollment; as such, there is no verified student attendance for that year (NAC 2019).

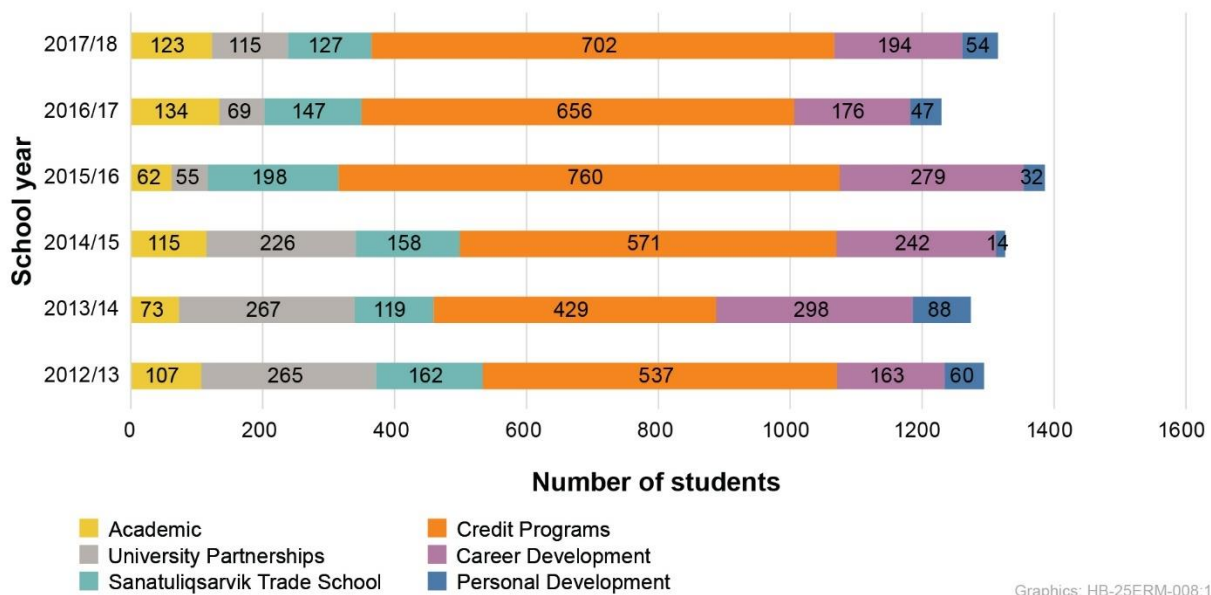
For 2019/20, enrollment data per program included 415 students enrolled in base-funded programs, 199 students enrolled in third-party funded programs, and 130 in combined programs (Figure 6.2-3).

¹³ Data for 2018/19 school year is not available.

¹⁴ It is unclear whether enrollment by campus would be comparable to enrollment by community from the relevant region.

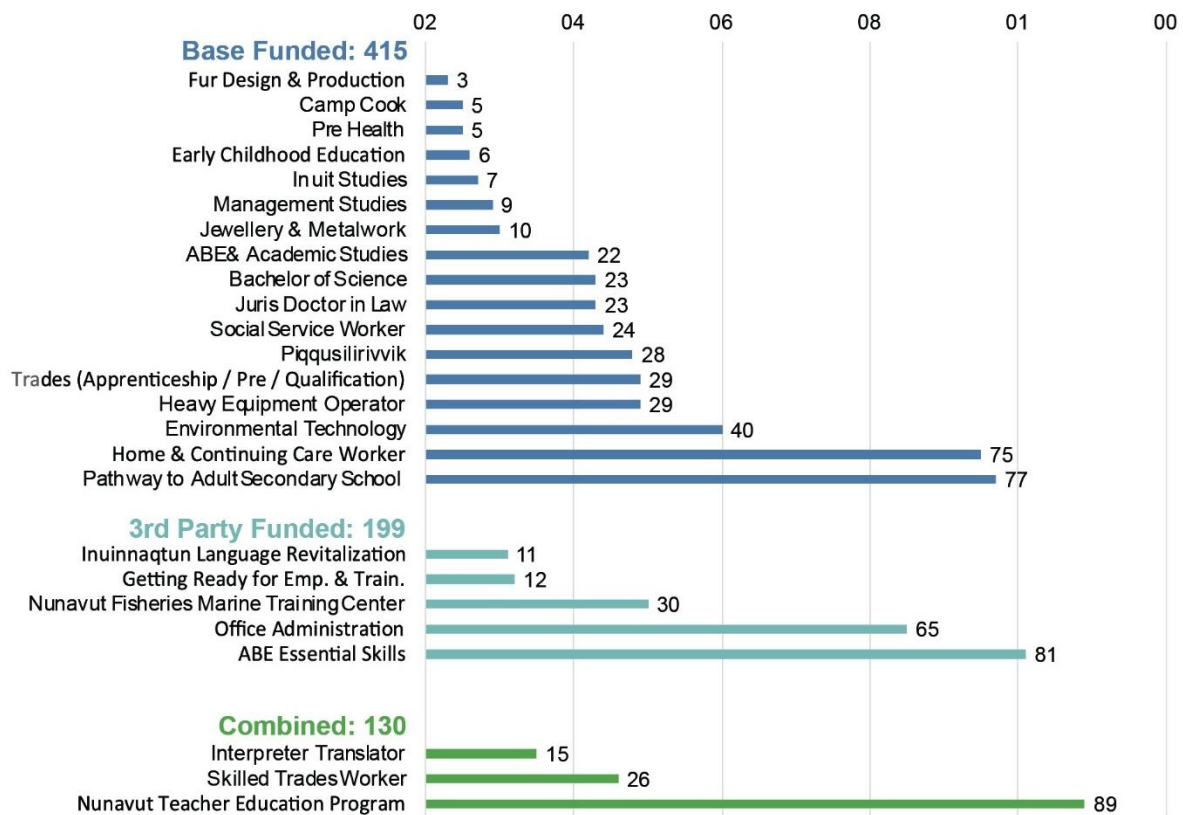
¹⁵ Non-community specific Pass Program includes students from multiple communities. In the 2019/20 school year the Pass Program had 77 students, however, it is unclear from which communities students were participating in that program, and thus it is possible that the regional total for the Kitikmeot was higher than the 92 students.

FIGURE 6.2-2 ENROLLMENT BY NAC PROGRAM



Source: NAC (2018).

FIGURE 6.2-3 STUDENT ENROLLMENT PER PROGRAM, NAC 2019/20



Source: NAC (2020a).

At the time of writing this report, complete NAC enrollment information was not available for school years 2020/21 and 2021/22. For the 2022/23 school year, students from the Kitikmeot region were enrolled in Social Service Worker, Adult Basic Education (ABE) Essential Skills, Nunavut Teacher Education Program (NTEP), Pre-Health and Getting Ready for Employment and Training programs (NAC pers. comm. 2024b). Information for 2023/24 and 2024/25 was not available at the time of writing this report.

6.2.3 INTERPRETATION

Post-secondary enrollment in the Kitikmeot is influenced by a number of factors, of which third-party funding is considered most relevant as 20% of all programs at NAC are third-party funded (NAC 2020b). For 2022/23, all third-party programs for the Community and Distance Learning division were funded through CanNor and the Department of Family Services, with funding in previous years also provided by the KivIA and KIA (NAC 2022c).

NAC campuses were closed in the spring of 2020 due to the COVID-19 pandemic (NAC 2020c). Programs not conducive to online or blended learning (e.g., trades and apprenticeships) that required significant interaction between the student and the instructor, and students and materials were most impacted. Some programs were delivered to students via packs sent to students, online offerings, and programming utilizing local resources. In the 2020/21 school year, the majority of NAC's programs continued, however, with a smaller class intake to ensure physical distancing within classrooms and facilities. In the 2022/23 school year, 51 students from Kitikmeot communities were enrolled at the NAC; information for 2023/24 and 2024/25 was not available at the time of writing this report. The lack of current education statistics makes it challenging to determine whether there was an improvement in NAC enrollment as a result of the Project.

In 2020, KIA began delivering the federal Inuit Post-Secondary Education Program to ensure that Inuit students have the same opportunities for success as other students in Canada (ITK 2020). The Program, designed through engagement coordinated by Inuit Tapiriit Kanatami (ITK) in collaboration with Inuit Treaty Organizations, is developed to close the post-secondary education attainment gap between Inuit students and non-Indigenous students in Canada through strategic support. The Program focuses on student financial support, various programs and services, community engagement, and national coordination to support Inuit students wanting to attend college or university. Given this additional support, it is likely that there will be an increase in Kitikmeot Inuit attending college and university, including in southern Canada.

Future iterations of this report will likely broaden data reporting for this indicator beyond NAC to provide a more accurate sense of Inuit engagement in post-secondary education.

6.3 INVESTMENT IN EDUCATION

6.3.1 PREDICTIONS

Construction and Operation

The Project is expected to support an increase in funding resources available to the NAC and others in the longer term as governments work to enhance the capabilities of local educational institutions.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

6.3.2 RESULTS

Investment in school-based initiatives in 2018 included:

- Career Awareness Sessions hosted in each Kitikmeot High School – \$45,000.
- High School Awards (cash prizes, plaques, and air charter site for recipients) – \$29,500.
- Mining Matters events delivered in three out of five Kitikmeot High Schools – \$11,000.

In 2019, financing support of \$8,000 was planned for each Kitikmeot community (totaling \$40,000) for the delivery of the Mining Matters program. However, this was unspent as scheduling sessions in schools in each community was challenging.

In 2020 and 2021, due to school closures and uncertainty resulting from the COVID-19 pandemic, it was not possible to make investments in school-based programs such as Career Awareness Sessions, provide High School Achievement Awards, or deliver Mining Matters programming.

Investments in school-based initiatives in 2022 were also limited as schools across Nunavut gradually re-opened on a case-by-case basis until completely returning to in-person learning in the fall. The one activity that took place in 2022 was a two-week Smart-ICE Training held at the Cambridge Bay office.

In September 2023, Agnico Eagle donated one week of Cambridge Bay office use to Smart-ICE—Sea Ice Monitoring and Information Inc. to deliver training to local Inuit on measuring and reporting sea ice thickness in the Cambridge Bay area.

In 2024, a \$100,000 Training and Education Fund was made available to the KIA.

6.3.3 INTERPRETATION

In 2018 and 2019, the Project contributed \$125,500 to school-based initiatives. Similar investments were not possible in 2020 or 2021 due to pandemic-related challenges, nor in 2022 as the Project was put under care and maintenance, earning no revenue available for investment. However, despite this, the Hope Bay Cambridge Bay office was made available in 2022 and in 2023 to host the Smart-ICE training. In 2024, \$100,000 was made available to the KIA to support training and education.

Through the IIBA commitments, Agnico Eagle is committed to sponsoring competitions and awards to encourage students to complete high school, pursue post-secondary education, and study areas important to the mining industry, such as science, technology, mathematics, and professional services.

Agnico Eagle's support of school-based initiatives and encouragement of students represent a commitment to both ISVs *pijitsirniq* and *pilimmaksarniq*. For *pijitsirniq*, Agnico Eagle is supporting education initiatives. For *pilimmaksarniq*, Agnico Eagle is supporting students in continuing education to develop skills.

Information shared at the 2022 Kitikmeot Socio-Economic Monitoring Committee Meeting, held in Cambridge Bay in March 2024, suggested focusing efforts on career planning at the high school level and supporting programs that can help students transition from high school to post-secondary education or the workforce. Sponsorship for initiatives such as shipping container conversion into housing training for youth was also mentioned as a potentially beneficial investment opportunity in education.

6.4 UNDERSTANDING OF EMPLOYMENT OPPORTUNITIES

6.4.1 PREDICTIONS

Construction and Operation

Agnico Eagle will host a community information and career awareness session in all Kitikmeot communities at least annually to encourage Inuit to attain the skills and education qualifications necessary to take advantage of employment opportunities.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

6.4.2 RESULTS

The first annual Community Information Tour was hosted in October and November 2017 in each of the five Kitikmeot communities. Information was provided to communities on labour needs of the Project; skills, behaviours, and qualifications required for employment at the Project; available training opportunities and educational support programs; and career opportunities in related fields (e.g., science, technology, and professional services).

In 2018, five Community Information Sessions and five High School Information Sessions were hosted, with sponsorship provided for 10 student awards (ten awards that included five academic and five IQ Principles).

In 2019, there were:

- Five Career Awareness Sessions (one in each Kitikmeot community);
- Two high school-specific career awareness presentations (one in Kugluktuk and one in Cambridge Bay);
- Ten High School Achievement Awards (two in each Kitikmeot community);
- One Cross-Cultural and Life at Camp presentation to Diamond Driller training class in Cambridge Bay (attended by 10 students); and
- One site visit tour to high school students (attended by 13 students).

Due to the COVID-19 pandemic, community information and career awareness sessions were cancelled in 2020 and 2021. Similarly, students were not sponsored in 2020 or 2021.

In 2022, similar activities were cancelled as the Project was placed under care and maintenance.

Similar activities were not implemented in 2023 and 2024 as the site remained under care and maintenance. Initiatives and engagements related to community and student outreach events were placed under Schedule D (Training and Education opportunities) of the Project. IIBA obligations related to school and student sponsorships are also on hold, as outlined under Schedule D.

6.4.3 INTERPRETATION

There was an overall suspension of involvement in community and student outreach events in the past three years due to pandemic-related challenges in 2020-2021 and a temporary suspension of the Project activities since 2022. [Agnico Eagle's career awareness activities, while the Project is operational, relate to the ISV *pilimmaksarniq* by motivating students and community members to acquire the necessary skills and knowledge for a successful career at the mine.](#)

6.5 HIGH-SCHOOL PARTICIPATION

6.5.1 PREDICTIONS

Construction and Operation

With the increase in employment opportunities available to Kitikmeot residents, there is expected to be a further re-enforcement of the direct link between education and employment, and a positive change in school enrollment (an increase in school enrollment).

Reclamation and Closure

By Reclamation and Closure, it is expected that the Madrid-Boston Project will have had long-term positive effects on the perceptions of the value of formal education in relation to employment. Although the number of jobs available during this phase will be substantially lower than during Operation, a positive perception is expected to persist as many workers continue to be employed by the Project and employment and training shifts focus to those skills required for Reclamation and Closure. Also, when laid off mine workers have the skills to transition to other employment, the perception that education and training coupled with work experience having long lasting positive effects will be enhanced.

Temporary Closure

No FEIS-specific prediction.

6.5.2 RESULTS

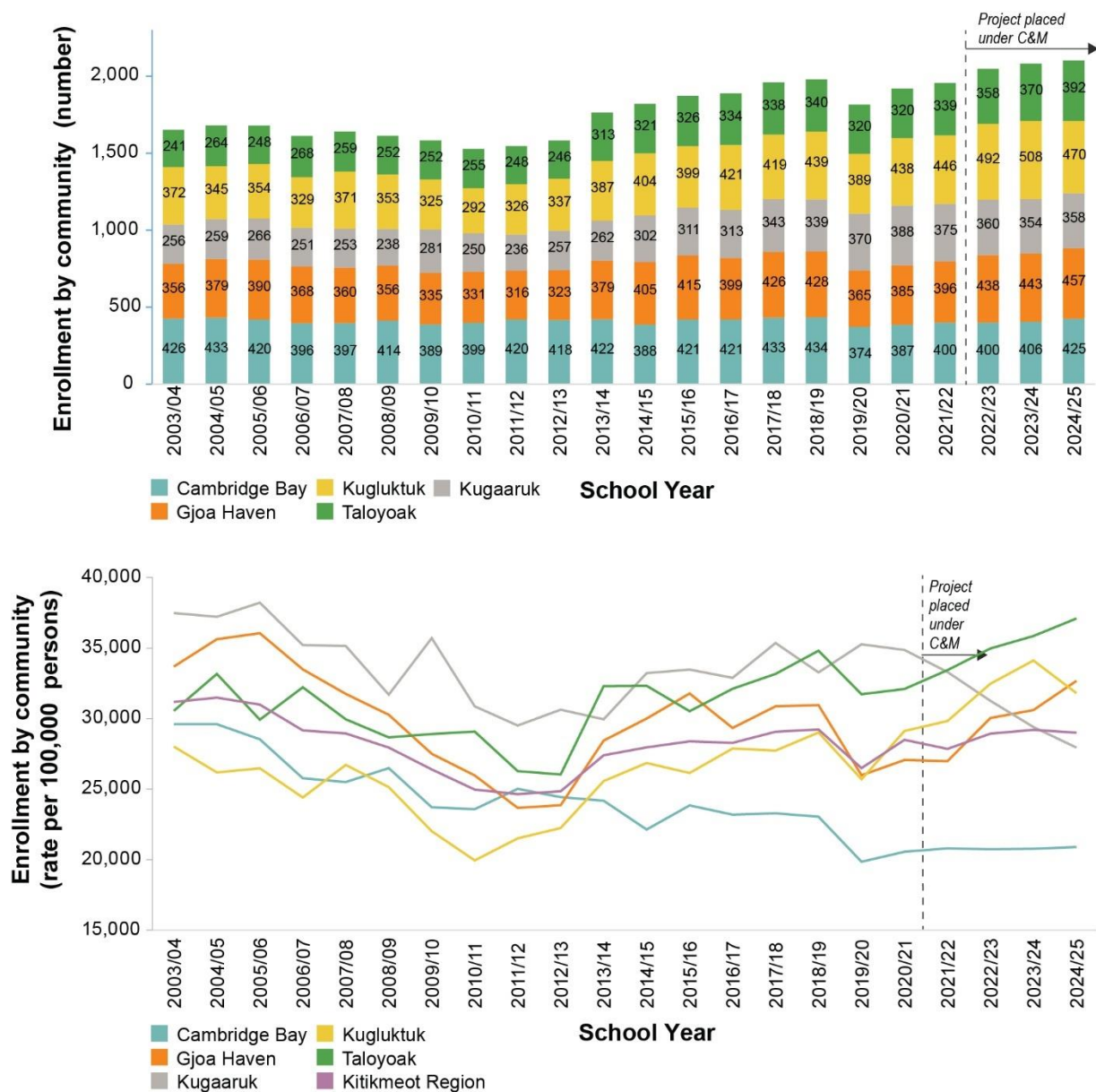
Public School Enrollment

Public school enrollment represents the number of full- and part-time students registered in school as of September 30 and includes all elementary and secondary schools in Nunavut and all students enrolled in Kindergarten through Grade 12. Enrollment by community shows an overall upward trend from 2010/11 to 2018/19, reaching 1,980 students in 2018/19. However, the number of students enrolled in public schools in the Kitikmeot region decreased by 8% in 2019/20 over the previous year, represented by a decrease in all communities except for Kugaaruk, potentially being attributed to the COVID-19 pandemic-related challenges. An upward trend in enrollment continued from 2020/21 to 2024/25 in Cambridge Bay, Gjoa Haven, and Taloyoak, with some variability for Kugaaruk and Kugluktuk. In 2024/25, enrollment in the Kitikmeot reached 2,102 students (Figure 6.5-1).

The enrollment rate, measured as enrollment counts per 100,000 persons, followed closely the trends in enrollment headcounts. Higher enrollment rates have been reported in Kugaaruk and Taloyoak, with the lowest rates in Cambridge Bay since 2013/14 (Figure 6.5-1). An upward trend in enrollment rate occurred for Gjoa Haven and Kugluktuk from 2020/21 to 2024/25 while a downward trend occurred for Kugaaruk during the same period.

Data on high school enrollment is available at the regional level for 2003 to 2024 (Figure 6.5-2) with the exception of 2015 and 2021. High school enrollment fluctuated year over year since 2003, with an overall upward trend, reaching the highest enrollment of 735 students in 2023, up by 25% from the previous year. In 2024, total high school enrollment was 676, down by 8% from 2023.

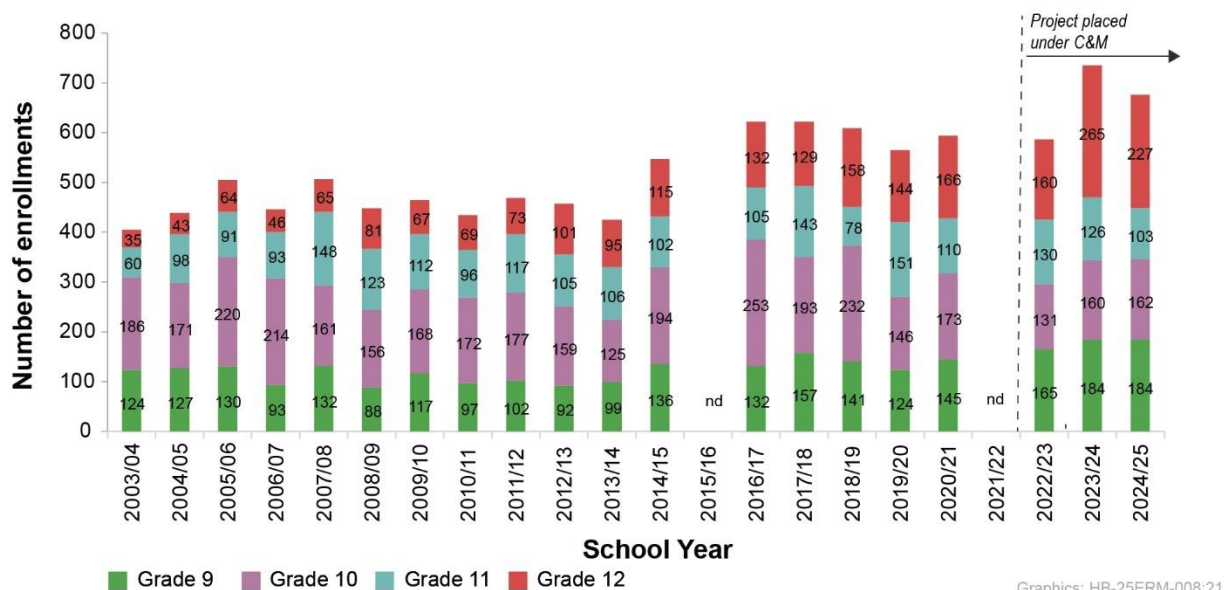
FIGURE 6.5-1 PUBLIC SCHOOL ENROLLMENT BY COMMUNITY (TOTAL AND RATE PER 100,000 PERSONS)



Graphics: HB-25ERM-008:20

Source: GN (2020a; pers. comm. 2023, 2025b); Keeling (2024).

FIGURE 6.5-2 KITIKMEOT PUBLIC SCHOOL ENROLLMENT BY GRADE



Source: GN (2018a; pers. comm. 2025b).

Notes:

nd – Data not available.

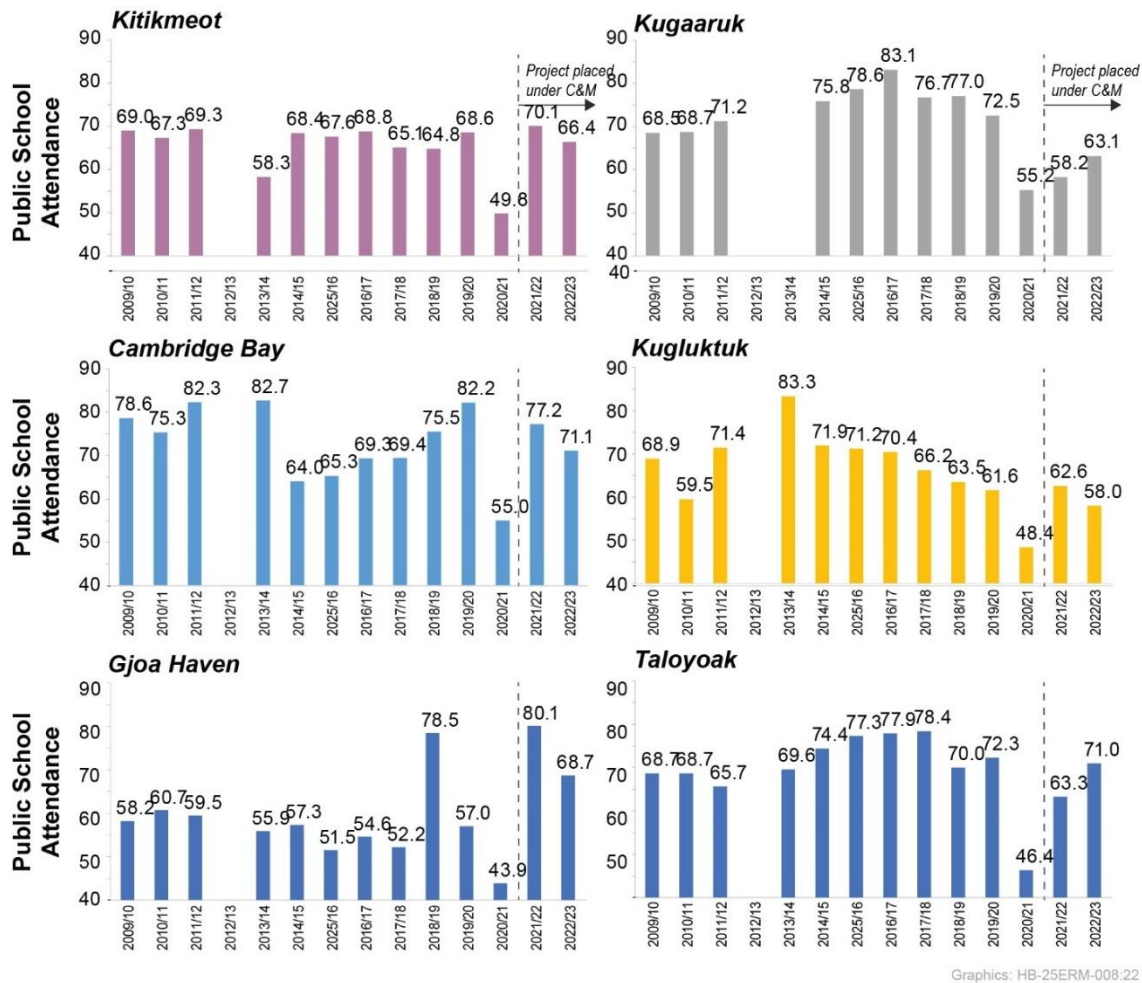
Public School Attendance and Truancy Rates

The public school attendance rate represents the percentage of total school days for which students attended school. This is calculated by the number of days students are marked present or late, divided by the total number of scheduled school days. Overall, on average, between 2013/14 and 2019/20, the public school attendance rate for the Kitikmeot region was 65.9. In 2020/21, the attendance rate in the Kitikmeot region dropped to 49.8. However, the rates increased thereafter, with the Kitikmeot region recording the highest public school attendance rate of 70.1 in 2021/22.

In 2022/23, the average attendance in the Kitikmeot was 66.4, while it was 71.1 in Cambridge Bay, 71.0 in Taloyoak, 68.7 in Gjoa Haven, 63.1 in Kugaaruk, and 58.0 in Kugluktuk (Figure 6.5-3); to compare, the average attendance in Nunavut from August 2023 to January 2024 was 71.7% (Keeling 2024). This suggests that the Kitikmeot region, on average, and all Kitikmeot communities fall below the territorial attendance rate. Attendance data were not available for 2024.

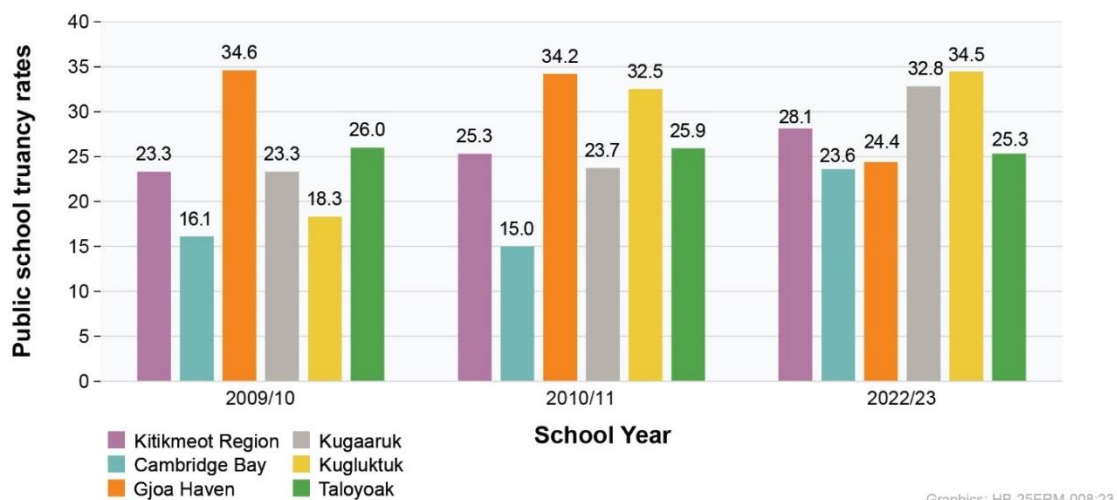
The public school truancy rate represents the percentage of total school days for which students had unexcused absences from school. Most recent updates on public school truancy rates are available for the 2022/2023 school year. However, there is a lack of available education statistics on truancy rates for the period of 2011/2012 to 2021/2022 (11 years). Compared to the 2010/2011 school year, in 2022/2023, the truancy rate increased in Cambridge Bay, Kugaaruk, and Kugluktuk but decreased in the remaining communities. The average truancy rate for the Kitikmeot increased from 25.3 in the 2010/11 school year to 28.1 in the 2022/23 school year. Truancy rates were not available for 2024 (Figure 6.5-4).

FIGURE 6.5-3 PUBLIC SCHOOL ATTENDANCE RATES



Source: GN (2015; pers. comm. 2024)

FIGURE 6.5-4 PUBLIC SCHOOL TRUANCY RATES



Source: GN (2012; pers. comm. 2024).

6.5.3 INTERPRETATION

While a direct causal relationship cannot be stated, an increase in employment opportunities available to Kitikmeot residents as a result of the Project coincided with a positive change in public school enrollment (observed as higher enrollment from 2016/17 to 2021/210). However, while a higher number of enrolled students of 1,980 was recorded in 2018/19 when the Project was under operation, enrollment reached 2,102 students in 2023/24 when the Project was under care and maintenance. As such, enrollment numbers can be expected to rise and fall, with changes likely attributed to complex and interconnected socio-economic factors.

The COVID-19 pandemic impacted public school attendance across the region, resulting in a notable drop in the school attendance rate in 2020/21. In 2021/22, attendance rates increased in all communities, which was likely attributed to the ease of COVID-19 measures. In 2022/23, public school attendance rates declined in Cambridge Bay, Gjoa Haven, and Kugluktuk but improved for Kugaaruk and Taloyoak.

In March 2024, the KitSEMC Meeting was held in Cambridge Bay to discuss the socio-economic monitoring results for the 2022 reporting year. At the meetings, the GN Department of Education delivered a presentation on primary and secondary education in the Kitikmeot region, with topics covering education statistics, educational opportunities, and challenges. At the meetings, school attendance was described as “very low”, and housing challenges were named as the contributing factor most likely to negatively impact school attendance. Housing issues such as the housing shortage discussed in Section 8.1, the high cost of housing, and overcrowding were noted as known factors that impact school attendance.

6.6 HIGH SCHOOL COMPLETION

6.6.1 PREDICTIONS

Construction and Operation

With the increase in employment opportunities available to Kitikmeot residents, there is expected to be a further re-enforcement of the direct link between education and employment, and a positive change in school completion (increase in the number of high school graduates).

Reclamation and Closure

By Reclamation and Closure, it is expected that the Madrid-Boston Project will have had long-term positive effects on the perceptions of the value of formal education in relation to employment. Although the number of jobs available during this phase will be substantially lower than during Operation, a positive perception is expected to persist as many workers continue to be employed by the Project and employment and training shifts focus to those skills required for Reclamation and Closure. Also, when laid off mine workers have the skills to transition to other employment, the perception that education and training coupled with work experience having long lasting positive effects will be enhanced.

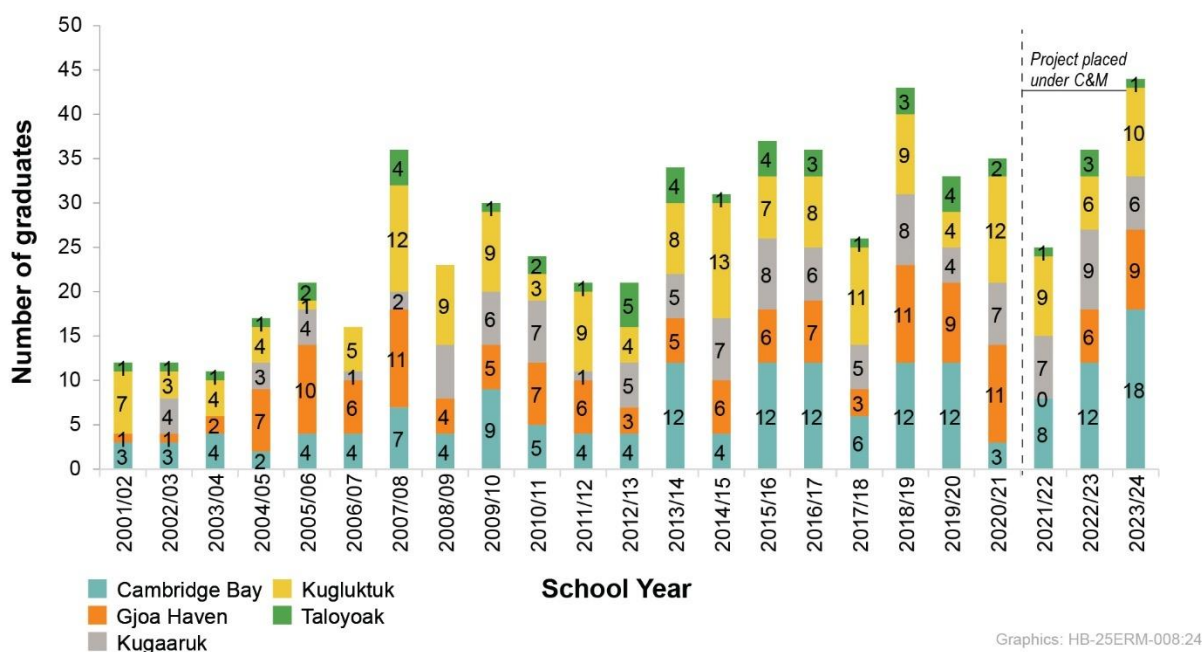
Temporary Closure

No FEIS-specific prediction.

6.6.2 RESULTS

The number of secondary school graduates is summarized by community from 2001/02 to 2023/24 (Figure 6.6-1). The number of graduates includes students who completed secondary school but excludes those who completed equivalency or upgrading programs. The data show that the total number of graduates in the Kitikmeot region fluctuated year over year, overall recording over 30 graduates from 2013/14 to 2023/24, except for 2017/18 and 2021/22, when the number of graduates dropped to 26 and 25, respectively (GN 2020b; pers. comm. 2025b). The highest number of secondary school graduates, 44, was recorded in 2023/24. In 2023/24, the number of graduates increased in all communities, except Kugaaruk and Taloyoak, reaching a total of 6 and 1 graduates, respectively (GN, pers. comm. 2025b).

FIGURE 6.6-1 SECONDARY SCHOOL GRADUATES BY COMMUNITY



Source: GN (2020b; pers. comm. 2024; pers. comm. 2025b).

6.6.3 INTERPRETATION

While the higher number of graduates since 2013/14 coincided with the increase in employment opportunities available to Kitikmeot residents as a result of the Project, it is challenging to assess a direct causation between high school graduations and Project activities. Changes in the number of graduates can be attributed to multiple factors, such as a higher number of children in that particular age group or accounting for children whose graduation was postponed the year before.

6.7 EFFECTS MANAGEMENT AND MITIGATION

Table 6.7-1 lists the programs and measures designed to mitigate and manage potential effects related to education and training.

TABLE 6.7-1 EDUCATION AND TRAINING MANAGEMENT AND MITIGATION MEASURES

Program/ Mitigation Measure	Purpose/Description/Outcome
All Phases	
IIBA	<p>The IIBA sets out principles and methods to, among other purposes, maximize Inuit training, employment and business opportunities arising from the operation of the Project, and provide a mechanism through which effective communication and cooperation can take place. Key features of the IIBA related to education and training include provisions for, among others: setting of annual and long-term training targets (including apprenticeships) that are achievable by Agnico Eagle using commercially reasonable efforts; creating, maintaining and annually updating a list of relevant education and training opportunities for Inuit; annually evaluating and reporting on the ITT achievements, Inuit training and recruitment plans, improving compliance with ITT, and funded activities (among others); and establishment and administration of a Training and Education Fund.</p>
Human Resources Plan	<p>The Human Resources Plan supports the provisions of the IIBA and, more broadly, provides a framework for human resources management at the Hope Bay Project which ensures that the needs of all Agnico Eagle personnel are addressed throughout the life of the Project. The Plan addresses human resources, Inuit employment, education and orientation and employee wellness. In conjunction with the IIBA, specific measures include, among others: to build cultural awareness and enforce harassment policies; promote awareness of employment opportunities within Kitikmeot communities; collaborate with training institutions; develop and implement a recruitment strategy; career development plans for Inuit employees; collaborate and partner with relevant agencies and contractors to ensure skill requirements are being met; and collaborate with education and training providers to develop training programs geared toward the long-term employment of women in non-traditional occupations.</p> <p>Agnico Eagle communicates with the Department of Education headquarters staff on any planned initiatives relating to youth employment, and other programs that may relate to education, in order to identify common points of interest and action that would help integrate the Proponent's activities into the existing education program, and communication and delivery plans.</p> <p>The plan also includes human resource provisions for temporary or final closure.</p>
Community Involvement Plan	<p>Agnico Eagle hosts a community information and career awareness session in all Kitikmeot communities at least annually. Information is provided to communities on: labour needs of the Project; skills, behaviours and qualifications required for employment at the Project; available training opportunities and educational support programs; and career opportunities in related fields. Agnico Eagle continues to engage GN representatives of relevant departments and agencies on training development and career awareness information. Agnico Eagle also sponsors competitions and achievement awards at the secondary school level in fields relevant to or related to mining sector careers.</p>

7. POPULATION DEMOGRAPHICS

7.1 POPULATION STABILITY

7.1.1 PREDICTIONS

Construction and Operation

The population increase within the Kitikmeot region is expected to be driven by natural population increase (high birth rate). Due to the Project, there is expected to be a negligible or small increase of in-migration to the Kitikmeot region or between communities within the Kitikmeot primarily because of two factors:

- The agreement under the IIBA to maintain multiple points of hire across the Kitikmeot region and to transport workers from their home community (i.e., moving to a community closer to the Hope Bay Project like Cambridge Bay has no locational advantage); and
- The fly-in/fly-out nature of the operation, meaning that non-Kitikmeot employees have no advantage by moving to the Kitikmeot region.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

7.1.2 RESULTS

Population of Kitikmeot Communities

Figure 7.1-1 shows population estimates and the annual percentage change by community and for the Kitikmeot region from 2001 to 2024 (Statistics Canada 2025).¹⁶ Based on population estimates, the population in the Kitikmeot region and communities generally trended upward from 2001 to 2024, with an average annual population growth of 1% to 3%, reaching 7,249 residents in 2024.¹⁷

The 2021 Census of Population informs that, from 2016 to 2021, the population in the Kitikmeot decreased to 6,458 people, or by 1.3% (Statistics Canada 2023a).¹⁸ According to the 2021 Census of Population, population by community was as follows (% in brackets show the 2016-2021 change in population):

- Cambridge Bay: 1,760 (-0.3%).
- Gjoa Haven: 1,349 (1.9%).

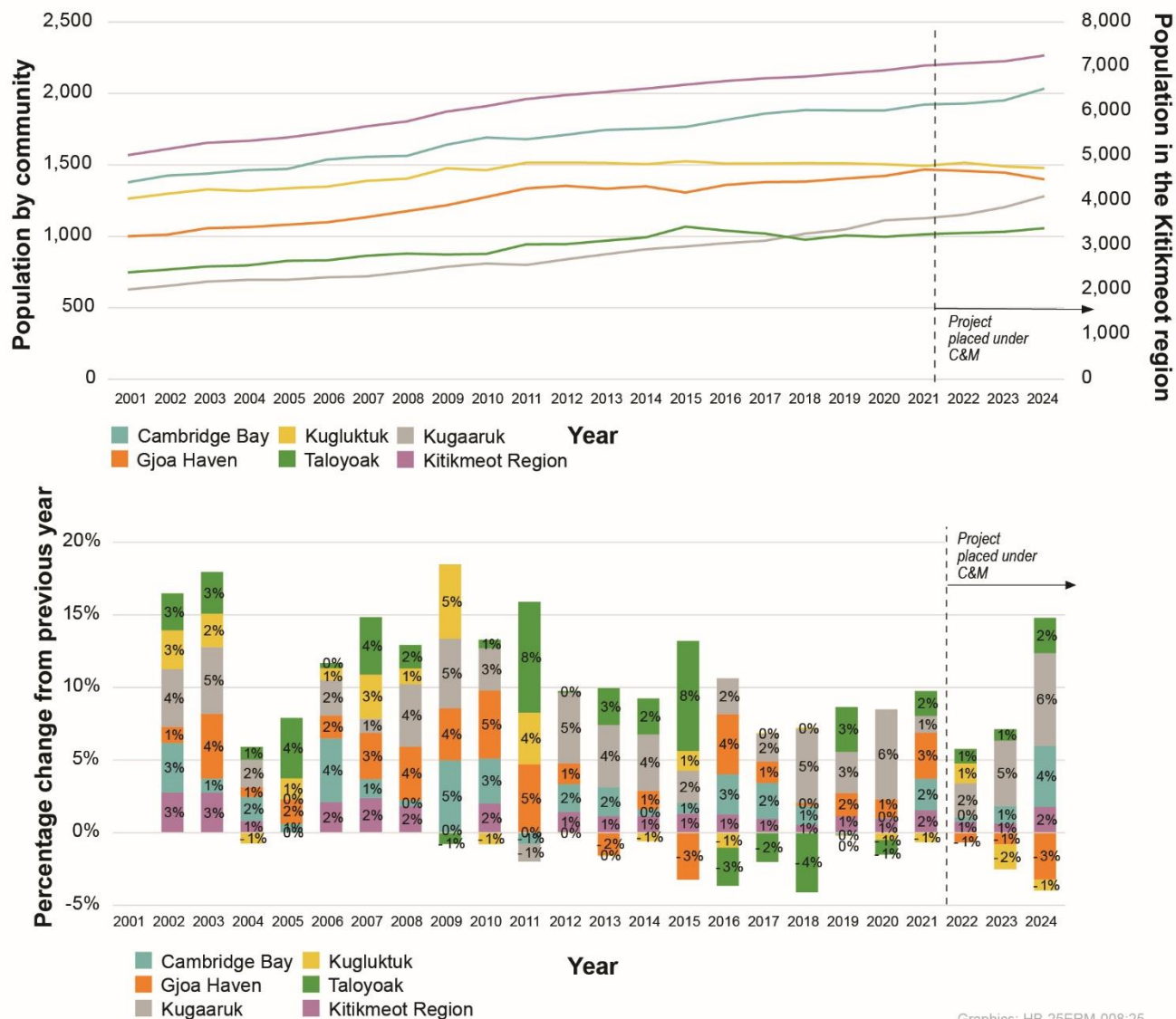
¹⁶ The most recent population estimates, released by the GN in 2024, were updated for 2023 and prior years. As a result, Figure 7.1-1 in this report may display data that differs from previous iterations of this annual report.

¹⁷ Kitikmeot population is based on the population of the following communities: Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak, Kitikmeot Unorganized (NO), Bathurst Inlet (SET), Umingmaktok (SET).

¹⁸ Statistics Canada released population estimates from the 2021 Census in February of 2022 then updated in November 2023. After cross-referencing the updated population estimates prepared by the GN with the 2021 Census population counts, it is noted that GN population estimates for 2021 do not align with the 2021 Census.

- Kugaaruk: 1,033 (10.7%).
- Kugluktuk: 1,382 (-7.3%).
- Taloyoak: 934 (-9.2%).

FIGURE 7.1-1 POPULATION BY COMMUNITY AND IN THE KITIKMEOT REGION (ESTIMATE AND PERCENTAGE CHANGE FROM PREVIOUS YEAR)



Graphics: HB-25ERM-008:25

Source: Statistics Canada (2025).

Nunavut's population is projected to grow based on various low-to-high projection scenarios prepared for 2024 to 2048. The lowest increase is projected to be 18%, reaching 48,200 in 2048, and the highest at 43%, with an estimated total population of 58,100 in 2048 (from 40,673 thousand in 2023) (Statistics Canada 2024c).

On average, Nunavut has more out-migrants than in-migrants.¹⁹ For 2001/02 to 2023/24, the number of interprovincial in-migrants exceeded the number of out-migrants in 2001/02, 2010/11, and 2012/13, with a notable out-migration trend in the remaining years. In other words, the number of residents moving out of Nunavut to live in another province or territory was higher than the number of residents moving into Nunavut, except for those three years (Statistics Canada 2024d).

In 2023/24, net interprovincial migration for Nunavut was -245, compared to the peak of -386 the year before and the second highest net migration of -290 in 2007/08 (Statistics Canada 2024e).

Births and deaths data between 2001/02 and 2023/24 indicate that Nunavut, on average, has five live births for each death; this statistic is specifically four live births for each death for 2023/24 (Statistics Canada 2024e). The high birth-to-death ratio supports natural population growth in the region and Nunavut, as net migration is primarily negative, with more individuals moving out rather than into the territory.

Migration of Employees

In 2018, two direct employees moved from Cambridge Bay to Edmonton. Although no direct employees moved to the Kitikmeot from elsewhere, two employees moved within the region in 2018: one employee hired in Cambridge Bay returned home to the community of Taloyoak, and one employee moved from Kugluktuk to Cambridge Bay.

In 2019, four direct employees changed their place of residence. One employee moved from Kugluktuk to Cambridge Bay, one moved from Kugluktuk to Edmonton, one from Arviat to Edmonton, and one from Cambridge Bay to Edmonton (and then subsequently returned to Cambridge Bay).

In 2020, two direct employees changed their place of residence – one employee moved to Cambridge Bay and another to Alberta.

In 2021, two Kitikmeot Inuit hired by contractors relocated from Kugluktuk and Gjoa Haven to Edmonton in order to retain Hope Bay employment during the pandemic, as Kitikmeot-based workers were precluded from working at the Project to prevent the spread of COVID-19 to communities.

In 2022, one employee moved from Kugluktuk to Cambridge Bay when he started working at Hope Bay. No employees moved from the South to Cambridge Bay or Kugluktuk. One Project employee moved from Edmonton to Gjoa Haven, while two moved from Kugluktuk, one to Edmonton and one to Yellowknife. In total, two Kitikmeot-based employees were redeployed from Hope Bay to other Agnico Eagle projects.

In 2023, one employee moved from Gjoa Haven to Iqaluit. No employees moved from the South to Cambridge Bay or Kugluktuk. Further, no Kitikmeot employees were hired by other Agnico Eagle Projects requiring transportation or reallocation.

In 2024, no direct employees relocated to or from a Kitikmeot community, and none of the Kitikmeot residents were hired by other Agnico Eagle projects.

¹⁹ Out-migrants refer to residents moving out of Nunavut to live in another province or territory within Canada. In-migrants refer to residents moving into Nunavut from other provinces or territories.

7.1.3 INTERPRETATION

Total population, along with other demographic indicators, is a key element of any socio-economic monitoring program. Population statistics and projections are used to assess the need for housing, education, and government services (e.g., health care and social services), so that resources can be allocated according to the pace of population change. In general, an increase in population of the Kitikmeot region means an increase in the demand for infrastructure and services.

Population growth results from a number of factors, including natural population changes (net births and deaths) and migration. In the Kitikmeot region, growth is driven by a relatively high birth-to-death ratio, and in recent years, more notable in and out migration. While more variable at the community level, regional population increases were modest since 2013 at 1% to 2% per year, remaining on par with the territorial (1% - 2%) and national (1% - 3%) trends (Statistics Canada 2024f). However, the most recent 2021 Census of Population suggests an overall decrease in the population level in the Kitikmeot. Nunavut's most recent population projections also suggest a growing population forward to 2048 (Statistics Canada 2024c).

Considering the above, the Project does not appear to be a driver for population growth.

The findings above show the importance of having accurate numbers for planning community needs, in line with *inuqatigiitsiarniq* by being considerate of community well-being.

7.2 EFFECTS MANAGEMENT AND MITIGATION

Table 7.2-1 lists measures designed to mitigate and manage potential effects related to changes in population.

TABLE 7.2-1 POPULATION STABILITY MANAGEMENT AND MITIGATION MEASURES

Program/ Mitigation Measure	Purpose/Description/Outcome
All Phases	
Fly-in/fly-out rotation	Project workers are accommodated at site in camps while on rotation. Agnico Eagle provides air transportation for all Kitikmeot residents, Inuit and non-Inuit, from their home community to site if employed by the Project, in order to avoid in-migration to these communities.
Engagement and communications	Engage with Kitikmeot communities (e.g., through open houses) to discuss Project schedules and activities and community expectations, and collaboratively strategize for future activities.

8. COMMUNITY INFRASTRUCTURE AND PUBLIC SERVICES

8.1 HOUSING AVAILABILITY

8.1.1 PREDICTIONS

Construction and Operation

There is a shortage of housing in Kitikmeot communities due to a high natural population growth rate, limited available housing stock, and a backlog of new home development. Although it is not expected that Kitikmeot communities will experience population influx-induced demand for housing, changes in income due to Project-related employment among Kitikmeot residents can impact housing rent costs for those living in public housing and, potentially, result in a change in demand for other housing types (e.g., those with employment income may opt for private rental homes). The impact is not expected to be negative as the NHC now has numerous policies in place to ensure there is a gradual transition for any public housing tenant who obtains employment. Housing demand will likely remain constant in the near term but may change slowly over time in step with career progression or advancement.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

8.1.2 RESULTS

Housing Need by Community

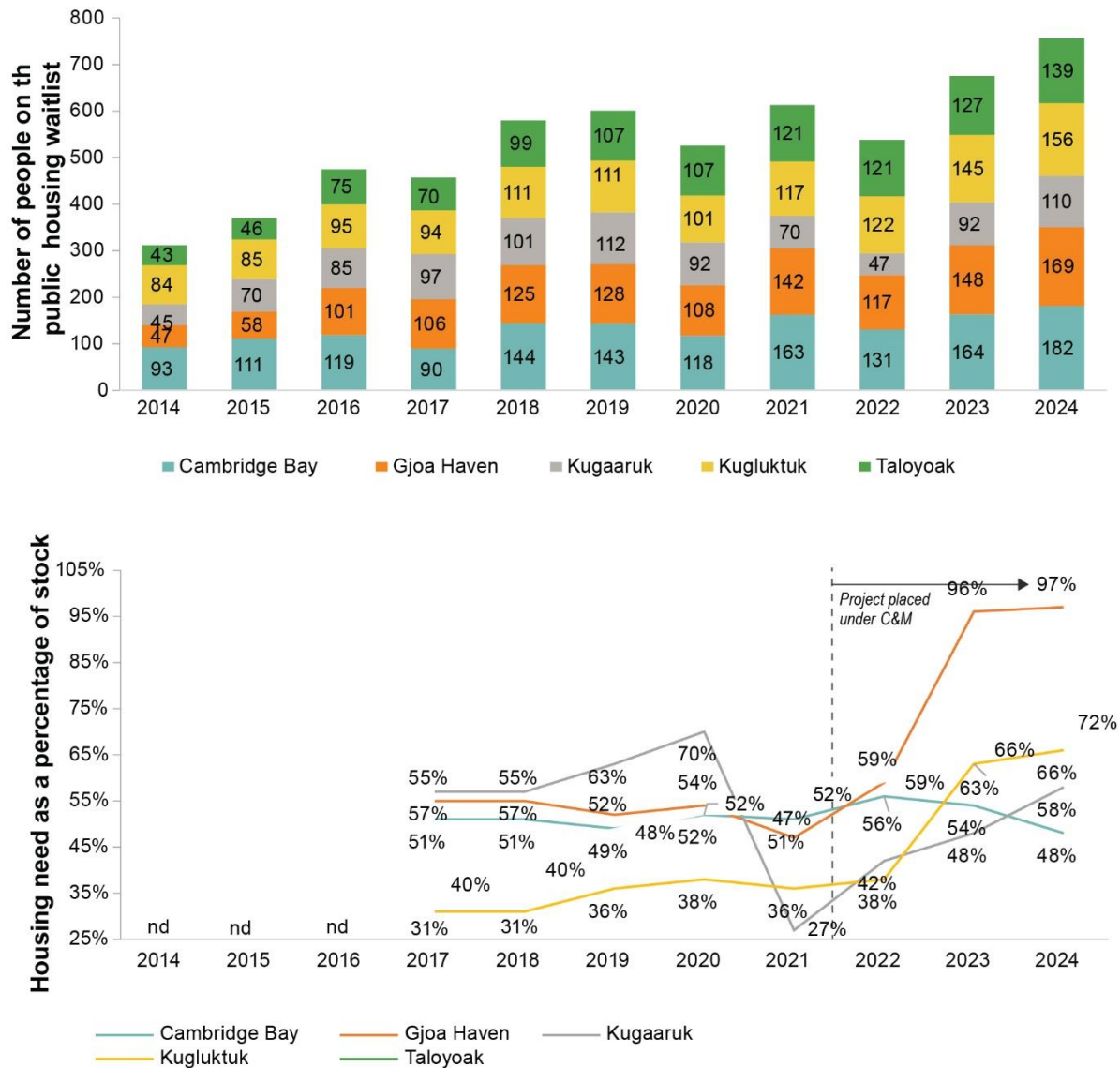
The public housing program provides subsidized housing to tenants based on their income and ability to pay rent (NHC 2019). The rent for public housing is assessed based on income brackets of the total gross income of primary tenants. Figure 8.1-1 shows the number of people on the public housing waitlist in the Kitikmeot region.

In 2024, the number of people on the public housing waitlist increased in all communities, reaching 756 people on the waitlist, compared to 676 in 2023 (Figure 8.1-1, NHC pers. comm. 2024b). In response to the increasing housing need, 10 and 5 new public housing units were constructed and completed in 2022/2023 in Kugaaruk and Kugluktuk, respectively (NHC 2024a, p. 20). In 2023, 12, 20, and 20 new public housing units have been allocated to start construction in Cambridge Bay, Gjoa Haven, and Taloyoak, respectively. In 2024, 6 and 8 new public housing units were also allocated to start construction in Kugaaruk and Kugluktuk, respectively (NHC 2024a, p. 20).

Waitlist as a percentage of available housing represents the need or demand for public housing in each community. In 2024, housing needs increased in all Kitikmeot communities, except for Cambridge Bay, which decreased from 54% in 2023 to 48% in 2024. Gjoa Haven experienced a notable increase compared to previous years, reaching 96% in 2023 and 97% in 2024, from 59% in 2022. Kugluktuk also experienced a notable increase compared to previous years, reaching 63% in

2023 and 66% in 2024, up from 38% in 2022 (Figure 8.1-1). Demand for public housing remains an issue in the Kitikmeot, with all communities rated as having critical²⁰ housing needs (NHC 2024c).

FIGURE 8.1-1 NUMBER OF PEOPLE ON THE PUBLIC HOUSING WAITLIST – TOTAL AND AS A PERCENTAGE OF AVAILABLE PUBLIC HOUSING STOCK



Graphics: HB-25ERM-008:26

Source: NHC (2023; pers. comm. 2024b; 2024c)

²⁰ As set by the NHC, communities with a housing need above 40% as a percentage of available stock have a critical need for public housing.

Approved Home Ownership Assistance Applications by Community

The Nunavut Down Payment Assistance Program (NDAP) assists Nunavummiut in achieving homeownership, supporting the purchase of an existing home or the construction of a new one. The program makes financial contributions to help clients meet a down payment of 10% of the total house cost (the client contributes 2.5% while NHC contributes the remaining 7.5% to a maximum of \$80,000), an increase of \$50,000 over the former down payment program. NDAP is offered as a forgivable second mortgage over a 10-year period; there is no forgiveness in the first five years (NHC 2024c).

The number of approved NDAP applications was as follows²¹ (NHC 2023; pers. comm. 2024b; 2024c):

- 2014/15: total of 5 approvals for the Kitikmeot.
- 2015/16: Cambridge Bay (5), Kugluktuk (1).
- 2016/17: Cambridge Bay (8), Gjoa Haven (1), Kugluktuk (2).
- 2017/18: Cambridge Bay (1), Gjoa Haven (2).
- 2018/19: no approvals.
- 2019/20: Cambridge Bay (3).
- 2020/21: Cambridge Bay (2), Kugluktuk (1).
- 2021/22: Cambridge Bay (1), Gjoa Haven (1).
- 2022/23: Cambridge Bay (1), Kugluktuk (2).
- 2023/24: Cambridge Bay (2).

8.1.3 INTERPRETATION

The number of people on the waitlist can increase with the growing population, the declining condition of available housing stock, and varying socioeconomic challenges. In some cases, those who live in the most chronically under-housed communities do not place their names on the waitlist or remove their names from the waitlist, as the waitlist is very long.

It is notable that the overall success of NDAP, a program to assist Nunavummiut residents in achieving homeownership, has been low, as illustrated by few approved NDAP applications each year in the Kitikmeot region (i.e., approximately three per year since 2017/18, with two in 2023/24 for Cambridge Bay) (NHC 2024c). As of 2021, almost half of the households in Nunavut (49%) were unable to affordably secure any market options (rental units or purchase of a condo/house) (CMHC 2023). In 2022, NHC announced a territory-wide plan, also known as Nunavut 3000, to support the development of 3,000 new housing units²² by 2030, with 140 units planned for Cambridge Bay, 110 for Gjoa Haven, 35 for Kugaaruk, 75 for Kugluktuk, and 65 for Taloyoak (NHC 2024c). Further, homeownership is becoming increasingly unaffordable to new buyers, given the rise in

²¹ NHC fiscal years are from April 1 to March 31.

²² New housing units refer to four housing segments: transitional, public, affordable, and market. Public housing units are those delivered through NHC's existing procurement process and partnership agreements with Inuit organizations. Transitional, affordable, and market housing units are those that will be delivered through new NHC programs designed for non-profits, community organizations, and private sector companies (NHC 2024b).

average monthly mortgage payments in Nunavut since 2013²³ (CMHC 2023). Housing shortage and high housing cost/housing unaffordability were also noted as notable community concerns at the 2022 KitSEMC Meeting held in Cambridge Bay in March 2024.

While the number of people waiting for public housing has generally increased, Project-induced immigration to the Kitikmeot has been negligible. As such, it is unlikely that the Project affected the demand for public housing. Similarly, a positive impact of Project employment on the number of NDAP approvals is not evident. [The Project, by having minimal impact on the demand for public housing, aligns with the ISV *pijitsirniq*, which emphasizes serving and providing for the community and family, demonstrating a commitment to the well-being and support of the local population without exacerbating existing pressures on public housing resources.](#)

8.2 HOUSING STATUS

8.2.1 PREDICTIONS

Construction and Operation

A change in employment status carries implications for income supports: those living in public housing will experience a gradual decrease in rental subsidy as their employment status changes and income level increases. This gradual transition is designed to support wealth accumulation and greater financial independence and will not exceed what is defined as the manageable cost of housing by CMHC (e.g., one-third of income). Kitikmeot residents who work at the Project will be able to accumulate wealth and seek alternative housing arrangements (i.e., leave public housing and rent private housing or purchase/build a house).

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

8.2.2 RESULTS

The housing status of Project employees is to be determined with the help of a housing survey to be developed with NHC, GN, and KitSEMC and administered to Nunavummiut employees. The required survey has not yet been developed. Consequently, data for this indicator is not available.

8.2.3 INTERPRETATION

The housing survey has not been developed. NHC is leading the housing survey initiative. The Project has made several attempts to engage with NHC on the status of survey development, but has not had a response to date. Agnico Eagle remains committed to administering a housing status survey to its Nunavummiut employees, should one be developed. [Agnico Eagle's commitment to facilitate employee participation in the Nunavut Housing Survey, in collaboration](#)

²³ Average growth in monthly mortgage payments in Nunavut from 2013 to 2022 was 2.0% (CMHC 2023).

with NHC, exemplifies the ISV *piliriqatigiinniq*, which emphasizes the importance of working together for the common good and fostering a spirit of community cooperation.

8.3 PROJECT USE OF EMERGENCY SERVICES

8.3.1 PREDICTIONS

Construction and Operation

Due to the fly-in/fly-out nature of the operation and the predicted negligible impact on in-migration to LSA and RSA communities, changes to demand for local services are expected to be minimal as any changes will be influenced primarily by existing Kitikmeot region residents in ways that are similar to continuing trends. Firefighting equipment will be provided and maintained for the Project site. Personnel will be trained in first aid and Fire Warden Duties. Agnico Eagle will provide first aid facilities and a trained first aid attendant or advanced medical care personnel, depending on camp loading.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

8.3.2 RESULTS

Medical aid was not required in 2013 or 2015. In 2014, one Project worker required medical aid. In 2016, two workers were seen at the health centre in Cambridge Bay for minor injuries due to separate incidences of “slips, trips, and falls.” One worker returned to work the same day, and another resulted in one day of lost time. In 2017, one direct employee required emergency medical attention, and extended recovery time was required; this was due to an illness that was not work-related. In 2018 and 2019, the Project did not use GN emergency health services. In 2020, emergency health services were utilized three times as part of the GN COVID-19 Rapid Response team. The Project did not use emergency medical services in 2021 and 2022. In 2023, the Project utilized emergency health services four times, and all of them were work-related. In 2024, emergency health services were utilized five times and were all work-related.

8.3.3 INTERPRETATION

Agnico Eagle monitors health and safety performance and adjusts activities to avoid injuries and other incidents. Overall, the number of incidents remains very low, and the Project has not resulted in increased demand for healthcare services in Kitikmeot communities because of Project-related emergencies. Agnico Eagle’s dedication to ensuring the safety and wellness of its employees exemplifies the ISV *inuugatigiitsiarniq* principle, highlighting the importance of respect and care for all people, which is integral to fostering a healthy and secure working environment.

8.4 DEMAND FOR HEALTH AND SOCIAL SERVICES

8.4.1 PREDICTIONS

Construction and Operation

The Project is not expected to directly result in changes to health care demand, because:

- Project employees who are not Kitikmeot residents will continue to access health services in their home communities and will not interact with communities in the Kitikmeot region (i.e., will not be using health services in local Kitikmeot communities);
- Project employees who are Kitikmeot residents will have access to health care services while at site, potentially reducing the annual number of health care visits in the region; and
- Demand for health care services may be indirectly affected by the Project should additional support be required for those employees who engage in substance use.

Through the provision of employment and income, the Project has the potential to modestly reduce the number of people who require social assistance. However, the need for social assistance is likely to fluctuate as Project employment levels and individual employment patterns fluctuate.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

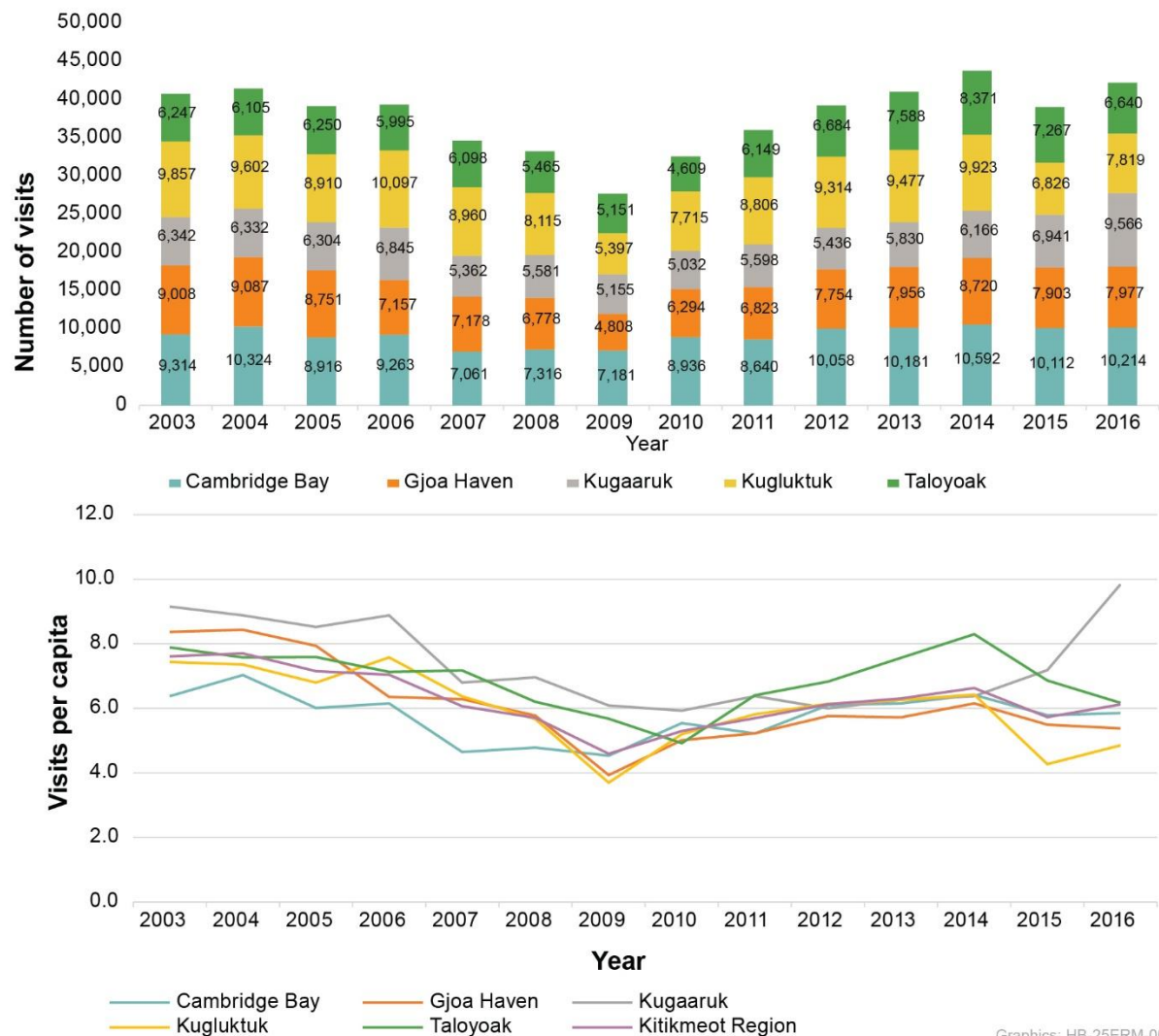
No FEIS-specific prediction.

8.4.2 RESULTS

Visits to Health Centres

The number of community health centre visits by community and for the Kitikmeot region shows notable year-to-year variation over the investigated period (Figure 8.4-1). Kitikmeot saw a general drop in the number of health centre visits leading up to and including 2009, followed by an increase in 2010 through 2014. In 2015, the number of health centre visits dropped to 39,049 across the Kitikmeot region, increasing in 2016 by 8% to 42,216 (GN 2018b).

On a per capita basis, there was an overall decrease in health centre visits between 2003 and 2009 within the Kitikmeot region (i.e., from 7.6 to 4.6 visits per person annually; Figure 8.4-1). While the rate of visits in the Kitikmeot region has since increased (6.3 visits per person in 2013, 6.6 in 2014, 5.7 in 2015, and 6.1 in 2016), this level of demand is low compared to the per capita rates experienced earlier in the past decade (e.g., 7.6 and 7.7 annual visits per person in 2003 and 2004, respectively); it is also relatively low in relation to other parts of Nunavut. Cambridge Bay, Gjoa Haven, and Kugluktuk have typically had lower rates of health centre visits, while Taloyoak and Kugaaruk have had higher rates (2003 to 2016; Figure 8.4-1).

FIGURE 8.4-1 HEALTH CENTRE VISITS BY COMMUNITY AND REGION (TOTAL AND PER CAPITA)

Source: GN (2018b).

At the time of writing, data for 2017 to 2024 were not available.

Social Assistance Caseload

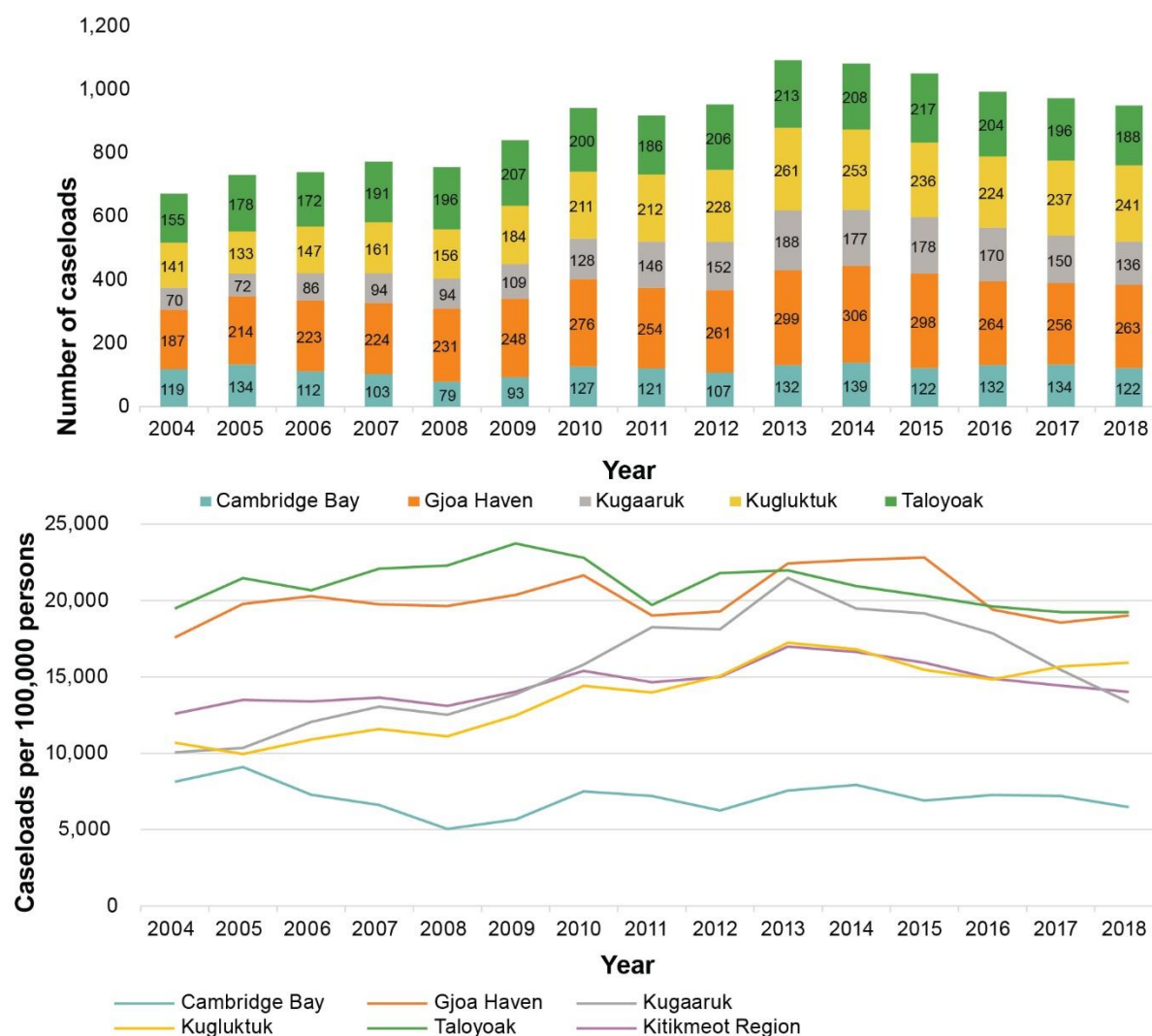
The number of social assistance cases represents the number of households receiving social assistance or income support. Social assistance data (monthly average) are available from 2004 to 2018 (GN 2019a). In the Kitikmeot region, the number of social assistance cases trended upward from a low of 672 cases in 2004 to a high of 1,093 in 2013, thereafter gradually decreasing to 950 cases in 2018. Data by community are provided in Figure 8.4-2.

The rate of social assistance caseloads (per 100,000 persons) highlights the difference in caseloads in Cambridge Bay compared to other Kitikmeot communities and the regional trend. The rate of social assistance caseloads varied on an annual basis, being generally lowest in Cambridge Bay and highest in Taloyoak (Figure 8.4-2). Since 2013, there has been a general

decrease in the rate of social assistance caseloads in the Kitikmeot, with a small increase in 2016 in Cambridge Bay. In 2018, the per capita caseload decreased in Cambridge Bay, Kugaaruk, and Taloyoak and increased in Kugluktuk and Gjoa Haven.

Information for 2019 to 2024 was not available at the time of writing this report.

FIGURE 8.4-2 SOCIAL ASSISTANCE AVERAGE MONTHLY CASELOAD BY COMMUNITY (TOTAL AND PER 100,000 PERSONS)



Graphics: HB-25ERM-008:28

Source: GN (2019a)

8.4.3 INTERPRETATION

While the number of visits to health centres (and the per capita rate) generally increased since 2010 (with a small dip in 2015), the number of visits to health centres from 2012 to 2016 was similar to the level of demand experienced in the past decade, when the region had a smaller population.

Visits to health centres are typically determined by a number of diverse factors, many of which are

not related to the Project. The Project also has a number of measures to ensure that there is no impact on local services. For example, Project workers have access to first aid facilities and medical personnel while onsite. Additionally, Project employees who are not Kitikmeot residents are expected to continue to access health services in their home communities. Only emergencies flown to Cambridge Bay would utilize medical services for those workers who are not Kitikmeot residents.

With respect to social assistance, there has been a general decrease in the number of social assistance caseloads (and rate) since 2013, indicating that the need for social assistance decreased across Kitikmeot communities. While it is possible that Project-related employment and income, as well as associated spinoff opportunities benefiting Kitikmeot residents, reduced the need for social assistance, causation cannot be determined with reasonable certainty. The need for social assistance will likely fluctuate as Project employment levels and individual employment patterns change.

The lack of current social assistance statistics from the GN Department of Family Services and health service utilization statistics from the GN Department of Health is impeding this program's ability to test this prediction.

The stabilization of health centre visits and the decrease in social assistance caseloads in the Kitikmeot region reflect the ISV of *piliriqatigiinniq*, relating to community well-being and self-reliance amidst the Project's changing status.

8.5 DEMAND FOR POLICE SERVICES

8.5.1 PREDICTIONS

Construction and Operation

Changes in population, employment, access to substances, and other complex factors can contribute to the number of police calls received in each community on an annual basis.

As employees and their families have access to income, there is potential for an increase in demand for police services related to substance use (e.g., domestic violence) in Kitikmeot communities.

However, it is expected that the majority of employees will experience positive benefits of increased income and not engage in high-risk behaviours or potentially criminal activities.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

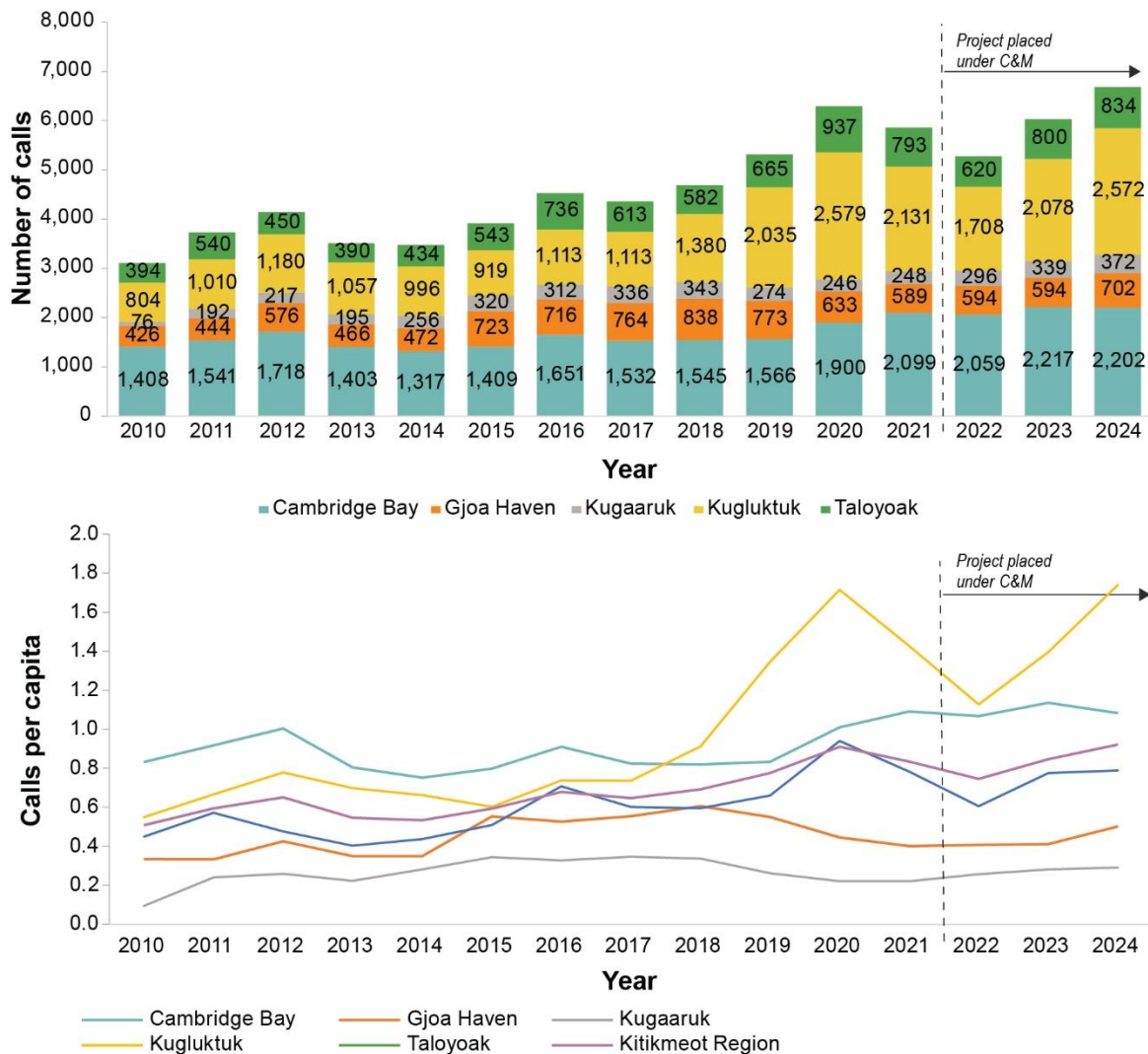
8.5.2 RESULTS

Police Calls

Data on the number of police calls are available for the period of 2010 to 2024. The demand for police services generally trended upward in the Kitikmeot region from 2010 through 2020, with varying community trends (Figure 8.5-1). Between 2020 and 2022, police calls in the Kitikmeot

region decreased by 19%. In 2024, there were 6,682 calls in the Kitikmeot region, representing an 11% increase from 6,028 calls in 2023. This increase is mainly attributed to the higher number of calls in Kugluktuk (+24%), Gjoa Haven (+18%), Kugaaruk (+10%), and Taloyoak (+4%) while the number of calls decreased slightly (-1%) in Cambridge Bay (RCMP pers. comm. 2025).

FIGURE 8.5-1 POLICE CALLS FOR SERVICE (TOTAL AND PER CAPITA)



Graphics: HB-25ERM-008.29

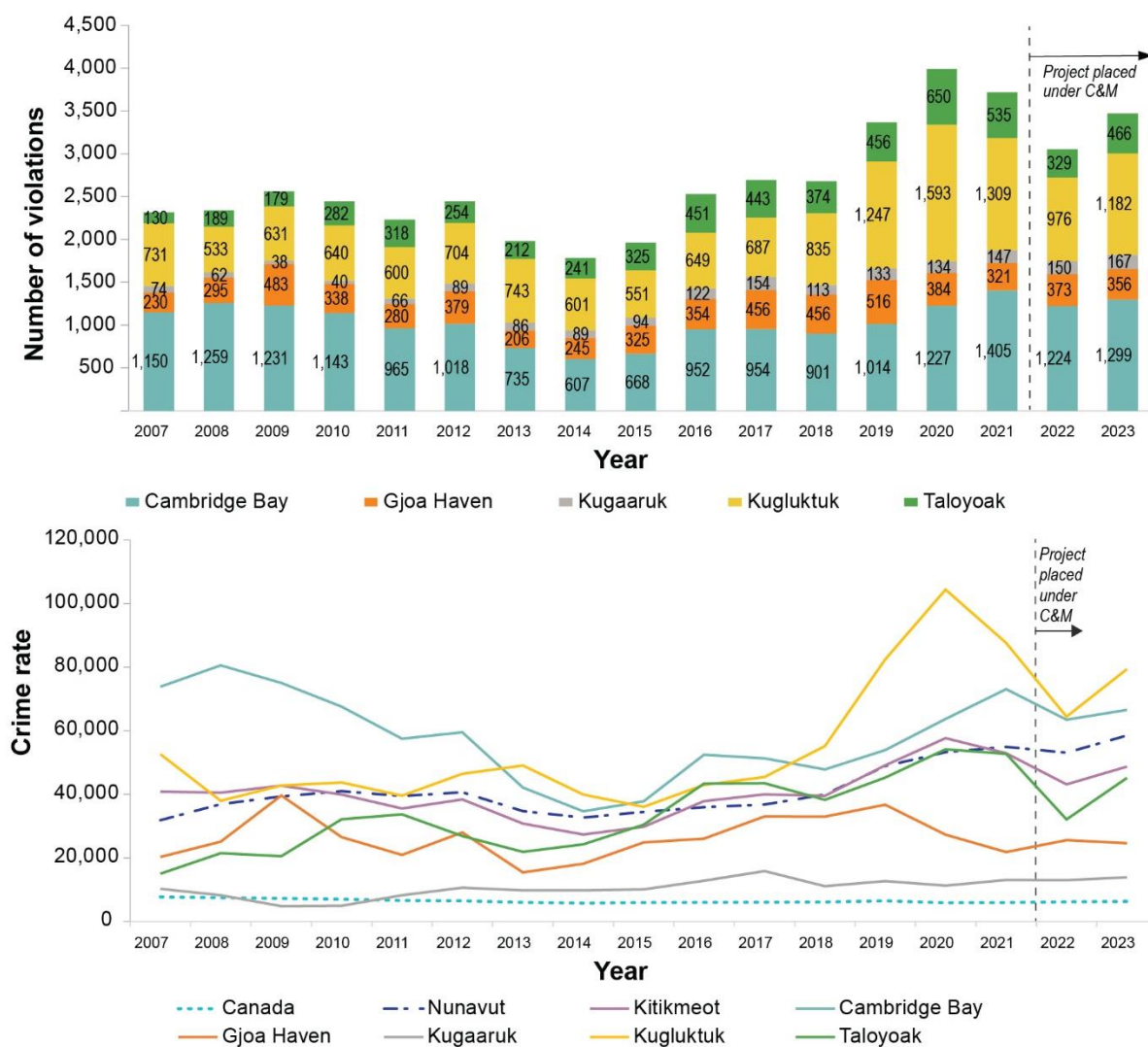
Source: RCMP (pers. comm. 2025).

On a per capita basis and before 2018, the number of police calls was generally higher in Cambridge Bay, although remaining at <1 call per capita. From 2019 to 2024, the per capita police calls were consistently higher in Kugluktuk (>1 call per capita), peaking at 1.7 calls per capita in 2020 and 2024. In 2020, the per capita police calls also increased in Cambridge Bay (1.0 calls per capita) and Taloyoak (0.9 calls per capita), raising the regional average to 0.9. In 2021 and 2022, the per capita police calls generally decreased or remained steady, with the Kitikmeot region averaging 0.7 calls, and generally increasing again in 2023 and 2024, averaging 0.8 (Figure 8.5-1).

Criminal Code Violations (including traffic)

The total number of criminal code violations and the crime rate (violations per 100,000 people) are summarized for all Kitikmeot communities and the region as a whole from 2007 through 2023 (the most recent year for these statistics was available; Figure 8.5-2). Between 2007 and 2012, criminal code violations in the Kitikmeot region remained relatively stable at an average of about 2,400 violations per year, decreasing to below 2,000 violations in 2013 through 2015, although the number of violations varied year to year for each community. From 2016 to 2020, there has been a general increase in violations in most Kitikmeot communities. This trend shifted in 2021, with a 7% decrease in violations, followed by a further 18% decrease in 2022. In 2023, the number of violations in Kitikmeot communities increased by 14% (Statistics Canada 2024g).

FIGURE 8.5-2 CRIMINAL CODE VIOLATIONS FOR THE KITIKMEOT REGION AND BY COMMUNITY (TOTAL NUMBER AND PER 100,000 PERSONS)



Graphics: HB-25ERM-008:30

Source: Statistics Canada (2024g).

In 2023, the crime rate decreased in Gjoa Haven and increased in all other communities, with Taloyoak having the highest increase of 42%. Kitikmeot had a 14% increase in overall crime rate and a 14% increase in criminal violations in 2023. Kugaaruk continues to have the lowest number of criminal code violations and the lowest crime rate of all Kitikmeot communities (Figure 8.5-2).

Information on criminal code violations for 2024 was not available at the time of writing this report.

8.5.3 INTERPRETATION

A correlation between changes in Project-related employment and income, and changes in the demand for police services and crime in the Kitikmeot is not evident. In 2021 and 2022, there has been a slight decline in police calls and crime rates after a sharp increase in 2020. However, in 2023, police calls increased over the previous years, surpassing the number of calls in 2021 and 2022. In 2024, police calls increased and surpassed the demand from previous years. Per capita, police calls have remained higher in Kugluktuk and Cambridge Bay in the last four years, while being more variable in other Kitikmeot communities. While the general crime rate in the Kitikmeot is on par with the crime rate in Nunavut, both are substantially higher than the average crime rate for Canada.

The change in the number of police calls by community and the overall crime rate can result from many interacting and complex factors, such as changes in population size, changes in employment and income levels (due to the Hope Bay Project or other projects in the communities), substance availability, the relationship between the residents and the RCMP, and the availability and use of community services.

The COVID-19 pandemic contributed to higher crime rates, as shown by the notable increase in the number of calls for service and the overall increase in the crime rate in 2020. This notable increase in crime rate in 2020 was also mentioned at the 2022 KitSEMC Meeting held in Cambridge Bay in March 2024, where crime in the communities was described as very high during that period, and the extent of it and the struggle of communities during that period not being comprehensively captured by the available statistics. While the number of calls for service increased in 2024, surpassing previous demand, the reason for the higher demand is unknown.

The Project's careful attention to these statistics, even without a clear link to changes in the Project and crime, shows respect for the values of working together *piliriqatigiinniq*, and looking out for each other *pijitsirniq*, important to the Inuit way of life as communities navigate these complexities together.

8.6 EFFECTS MANAGEMENT AND MITIGATION

Table 8.6-1 lists the programs and measures designed to mitigate and manage potential effects related to community infrastructure and public services.

TABLE 8.6-1 INFRASTRUCTURE AND PUBLIC SERVICES MANAGEMENT AND MITIGATION MEASURES

Program/Mitigation Measure	Purpose/Description/Outcome
All Phases	
Health and Safety Management Plan	The purpose of this plan is to detail the Health Safety and Loss Prevention (HSLP) policies and systems adopted by Agnico Eagle and to provide the framework for their implementation. The Agnico Eagle Management Team is committed to providing a healthy and safe working environment for all personnel. The objectives are: to have all personnel appropriately trained, responsible and accountable for safety management; to incorporate industry best practice for health and safety standards in the engineering, design and processes implemented at all workplaces; to comply with all relevant standards and codes of practice, and regulatory requirements; and to provide effective training, efficient communication and continuous review of occupational health and safety practices.
Employee and Family Assistance Program (EFAP)	The EFAP provides Inuit employees and their families with services to assist them with dealing with personal problems, family matters, mental health, substance use and gambling.
Fly-in/fly-out rotation	Project workers are accommodated at site in camps while on rotation. Agnico Eagle provides air transportation for all Kitikmeot residents, Inuit and non-Inuit, from their home community to site if employed by the Project, in order to avoid in-migration to these communities.
Family communications	While onsite, employees have access to communications facilities to allow communication with spouses and families.
Community Involvement Plan	Agnico Eagle maintains communications with service providers within the Kitikmeot communities and shares information to assist in the development of collaborative adaptive management measures, should unanticipated impacts arise and mitigation be required.
Alcohol and Drug Policy	The Alcohol and Drug Policy restricts the possession and use of alcohol and drugs at the Hope Bay Project, including provisions for site access and enforcement.
Agnico Eagle Liaison	The Agnico Eagle Liaison assists in identifying and developing wellness initiatives for the workforce, and aids in identifying wellness needs of employees, as appropriate.

9. INDIVIDUAL AND COMMUNITY HEALTH AND WELLNESS

9.1 WORK-LIFE BALANCE

9.1.1 PREDICTIONS

Construction and Operation

Due to the fly-in/fly-out nature of the Project and workers being away from home while on shift (typically a two-week on/ two-week off rotation), the Project has the potential to affect family stability [...]. The potential for one or more household members to be away from the family for an extended period may be disruptive to family life, particularly as Inuit culture places high value on close relationships with extended family members. Also, as a result of the primarily male workforce, it is expected that Project employment will result in an increased burden on women in the household. This has implications for children and childcare, spousal relationships, and gender roles. It also has the potential to adversely affect the mental and physical health of individuals.

Employee and Family Assistance Program (EFAP) will provide Inuit employees and their families with services to assist them with dealing with personal problems, family matters, mental health, substance use and gambling.

Reclamation and Closure

Both positive and negative changes in family stability may occur during this transition. Potential negative implications include increased stress associated with decreased employment income and any associated negative behaviours that may arise. Potential positive implications include the ability to reconnect with family members, be more present and active in family life, and leverage the experience at the mine for other opportunities. Madrid-Boston employees will have work experiences to share and will have modelled employment behaviours to their family members. Following Reclamation and Closure, employment experience is expected to transfer to other opportunities that continue to support family members.

Temporary Closure

No FEIS-specific prediction.

9.1.2 RESULTS

Ability of Inuit Workers to Balance Employment and Family, Traditional Lifestyle

The ability of Inuit workers to balance employment and family and traditional lifestyle is measured by tracking turnover statistics and Inuit workers who report resignation due to homesickness, family commitments, incompatibility with traditional lifestyle, and/or emotional stress factors. Turnover data for Inuit workers are provided in Section 5.5.2.

Regarding resignations, in 2018, ten Inuit left direct Project employment, with five jobs terminated and five leaving voluntarily. Of those who left voluntarily, two left for other community employment, one due to dissatisfaction with work hours, and two resigned due to family commitments or conflicts with their lifestyle and rotational work.

In 2019, 12 Inuit left direct Project employment, of those:

- Four were seasonal hires with contracts that ended;
- Two were terminated due to work performance;
- Two were terminated due to missing work rotations;
- Three resigned due to family commitments; and
- One resigned, seeking promotion to another job.

Of the Inuit employees who left direct Project employment in 2020, one resigned, two were dismissed with cause, and 24 were dismissed without cause, of which 22 were related to COVID-19 pandemic challenges.

In 2021, two Inuit left employment with the Project. One termination was due to job abandonment, and the cause of the second termination was unknown at the time of writing this report.

Four Inuit left direct Project employment in 2022. One was dismissed with cause, two resigned due to either finding another job or dissatisfaction with the job, and one termination was related to a company reorganization.

In 2023, two Inuit resigned from Project employment. One resignation was due to retirement, and the other resulted from transportation-related challenges.

In 2024, three Inuit resigned from direct Project employment. Two resignations were family reasons, and one was because of disliking the job.

Utilization of the Employee and Family Assistance Program (EFAP)

The frequency and reasons behind the utilization of EFAP can provide further insight into the ability of Inuit employees to maintain work-life balance. The Project implemented an EFAP in 2014 for permanent, full-time employees and has continued to provide it. EFAP is not available to contractors, although suppliers working on the Project may offer a similar program to their employees.

The direct employee count was too low in 2014, 2015, and 2016 to report and ensure adequate privacy of information on usage under the EFAP. The data, therefore, have been suppressed to protect confidentiality; however, the program was accessed by employees in those years.

EFAP is available to a larger number of workers during the operations phase as the number of permanent, full-time direct Project employees substantially increased. For 2017, the first year of operation, utilization of the EFAP was low – a total of 1.5 persons (standardized measure) accessed the service.

Between October 2017 and September 2018, there were 14 new counselling and life-smart coaching cases.

Information for 2019 is not available. In 2020, there were 17 EFAP cases, nine of which were accessed by Project employees and the remaining by dependents or spouses. In 2021 and 2022, it was not possible to track Hope Bay's specific use of the EFAP, as the program was integrated into the overall use of Nunavut.

In 2023, Agnico Eagle developed and implemented a site-specific EFAP for Hope Bay employees; however, no Project employees accessed the program that year, and no direct employees accessed EFAP in 2024.

9.1.3 INTERPRETATION

As stated in Section 5.5.2, turnover rates for Inuit workers at the Project tend to be higher than those for the overall Agnico Eagle / direct workforce and the Canadian mining industry. In 2024, resignations were due to family reasons and not liking the job. Outreach to local hamlets revealed a potential perception that Project workers from Kitikmeot communities do not get sufficient support while onsite and resign from their jobs due to homesickness (Mayor of Kugluktuk, phone interview, 22 January 2025).

An EFAP continues to be available to Project employees and their families to deal with personal challenges, although the utilization of the program remains minimal.

To improve the retention of Inuit in Project roles, and as outlined in the IIBA, Agnico is committed to giving priority to vacation requests from Inuit employees who plan on doing traditional activities during their leave, supporting Inuit employees to be in contact with their families by phone or computer, providing cultural and cross-cultural training to all employees, as well as providing on-the-job training and career advancement opportunities.

To uphold ISV Piliriqatigiinni / Ikajuqtigiinni – working together for a common cause, Agnico will continue to work with Kitikmeot communities to understand what additional supports are needed for workers onsite.

9.2 HOUSEHOLD FINANCIAL MANAGEMENT

9.2.1 PREDICTIONS

Construction and Operation

Increased income has potential to increase the standard of living, and decrease challenges associated with providing financially for the family. Agnico Eagle will reach out to third parties to deliver financial management programs such as financial literacy, financial planning and personal budgeting as identified in the Human Resources Plan.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

9.2.2 RESULTS

In 2018, Atuqtuarvik's Corporation Chartered Professional Accountants (CPA) offered financial literacy training to Cambridge Bay workers on a pilot basis. However, the training had no attendees. Between 2019 and 2022, no courses were offered due to a lack of interest, pandemic-related closures and restrictions, and /or a reduction in Project-related activities.

In 2023 and 2024, no financial management training was provided to workers. However, EFAP with Sunlife was available to all employees online or via phone. Agnico Eagle will consider other program delivery options to increase interest and participation in financial literacy training again in the future.

9.2.3 INTERPRETATION

Agnico Eagle employees or contractors did not attend financial literacy training offered to Cambridge Bay workers, and the training was abandoned in 2019 due to a lack of interest. Agnico Eagle will consider other program delivery options to increase interest and participation in financial literacy training again in the future. [Agnico Eagle's initiative to provide financial literacy training represents a commitment to the ISV *pilimmaksarniq*, emphasizing the importance of skill development and knowledge sharing.](#)

9.3 SPENDING DECISIONS AND LIFESTYLE CHOICES

9.3.1 PREDICTIONS

Construction and Operation

Project employment and associated increase in personal income has the potential to result in a more frequent purchase of alcoholic beverages in the Kitikmeot communities. Agnico Eagle has a zero tolerance on their premises for the unlawful manufacture, distribution, dispensation, possession or use of illegal drugs and/or possession of or use of alcohol.

Increased income has the potential to increase criminal behaviour, impaired driving violations, drug violations, domestic violence, and gambling activity levels in Kitikmeot communities. Changes to family spending are typically expected to occur primarily during the period of transition to Project employment, followed by adjustment or stabilization as the new circumstances (employment and income) become the norm.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

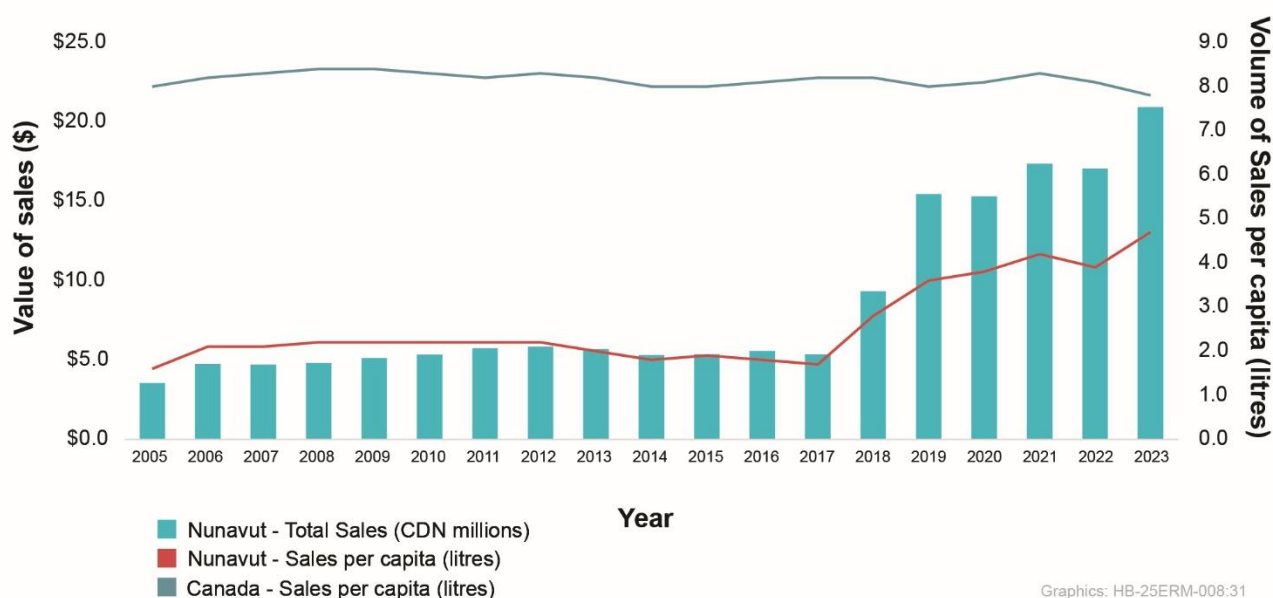
No FEIS-specific prediction.

9.3.2 RESULTS

Sale of Alcoholic Beverages

Data on the sale of alcoholic beverages for Nunavut were retrieved from Statistics Canada; information is not available at a regional level. Total sales for Nunavut and per capita sales (for inhabitants of 15 years of age and over) for Nunavut and Canada are shown in Figure 9.3-1 (Statistics Canada 2024g). Sales of alcoholic beverages remained relatively flat from 2005 to 2017 at below \$6.0 million per year. In 2019, the sales increased to \$15.4 million, at least in part attributed to the opening of the first beer and wine store in Iqaluit in 2017 (CBC News 2019). The second store opened in Rankin Inlet in December 2021 (Burnett 2021). The 2% decrease in 2022 sales over the previous year indicates that while the Rankin Store improved the accessibility to alcohol, it is estimated that the overall impact on sales was minimal.

FIGURE 9.3-1 SALE OF ALCOHOLIC BEVERAGES IN NUNAVUT



Source: Statistics Canada (2024g).

In 2023, total sales in Nunavut increased by 23%, reaching the highest level since 2005 (Statistics Canada 2024g). Information on the sale of alcoholic beverages for 2024 was not available at the time of writing this report.

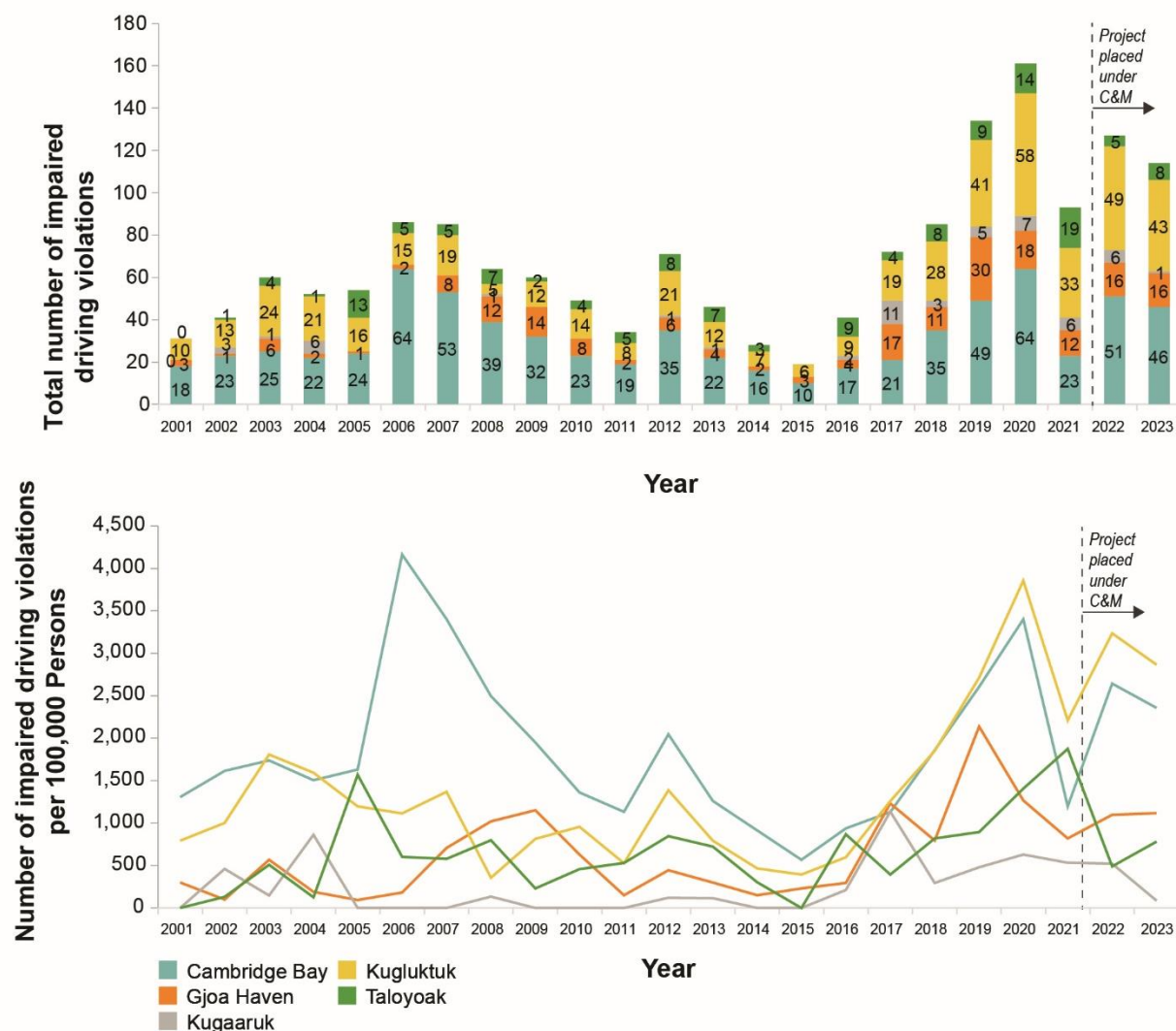
In response to community concerns about alcohol overconsumption (Howitt 2022), Elections Nunavut held a liquor plebiscite in Kugluktuk on May 16, 2022, following a local petition. A total of 287 residents voted, representing a 38% turnout, with 66% in favour of implementing a restricted alcohol system (Elections Nunavut 2024). Currently, Kugluktuk operates under a restricted quantities system. Within the Kitikmeot region, alcohol regulations vary: Gjoa Haven and Kugaaruk follow a prohibition system, while Cambridge Bay and Taloyoak have unrestricted systems, each with distinct regulations (Nunavut Liquor and Cannabis Board 2024).

Outreach to hamlets revealed a potential perception that some mine workers may lack experience in managing the income earned through mining employment. While this concern is not directly tied to the Project, mining-related job opportunities in the region appear to influence both the sale and subsequent consumption of alcohol (Mayor of Kugluktuk, phone interview, 22 January 2025).

Criminal Violations: Impaired Driving

The number of impaired driving violations in each community fluctuated over time (Figure 9.3-2). While violations generally decreased in 2013, 2014 and 2015, they have trended upward in the Kitikmeot from 2016 to 2020. This trend was mostly driven by higher impaired driving violations in Cambridge Bay and Kugluktuk. In 2021, the number of impaired driving violations decreased in most communities except for Taloyoak, which recorded the highest number since 2001.

FIGURE 9.3-2 IMPAIRED DRIVING CRIMINAL VIOLATIONS (TOTAL NUMBER AND PER 100,000 PERSONS)



Graphics: HB-25ERM-008:32

Source: Statistics Canada (2024h).

Between 2022 and 2023, the number of impaired driving violations decreased overall in the Kitikmeot, with Kugaaruk decreasing by 83%, Cambridge Bay by 10%, and Kugluktuk by 12%. In contrast, the number of impaired driving violations increased in Taloyoak by 60% and remained unchanged in Gjoa Haven.

Overall, Cambridge Bay and Kugluktuk tend to have higher rates of impaired driving violations compared to other Kitikmeot communities, with the community of Kugaaruk generally having fewer impaired driving violations and the lowest impaired driving violation rate per 100,000 persons (Statistics Canada 2024h).

Information for 2024 was not available at the time of writing this report.

Criminal Violations: Drug-Related

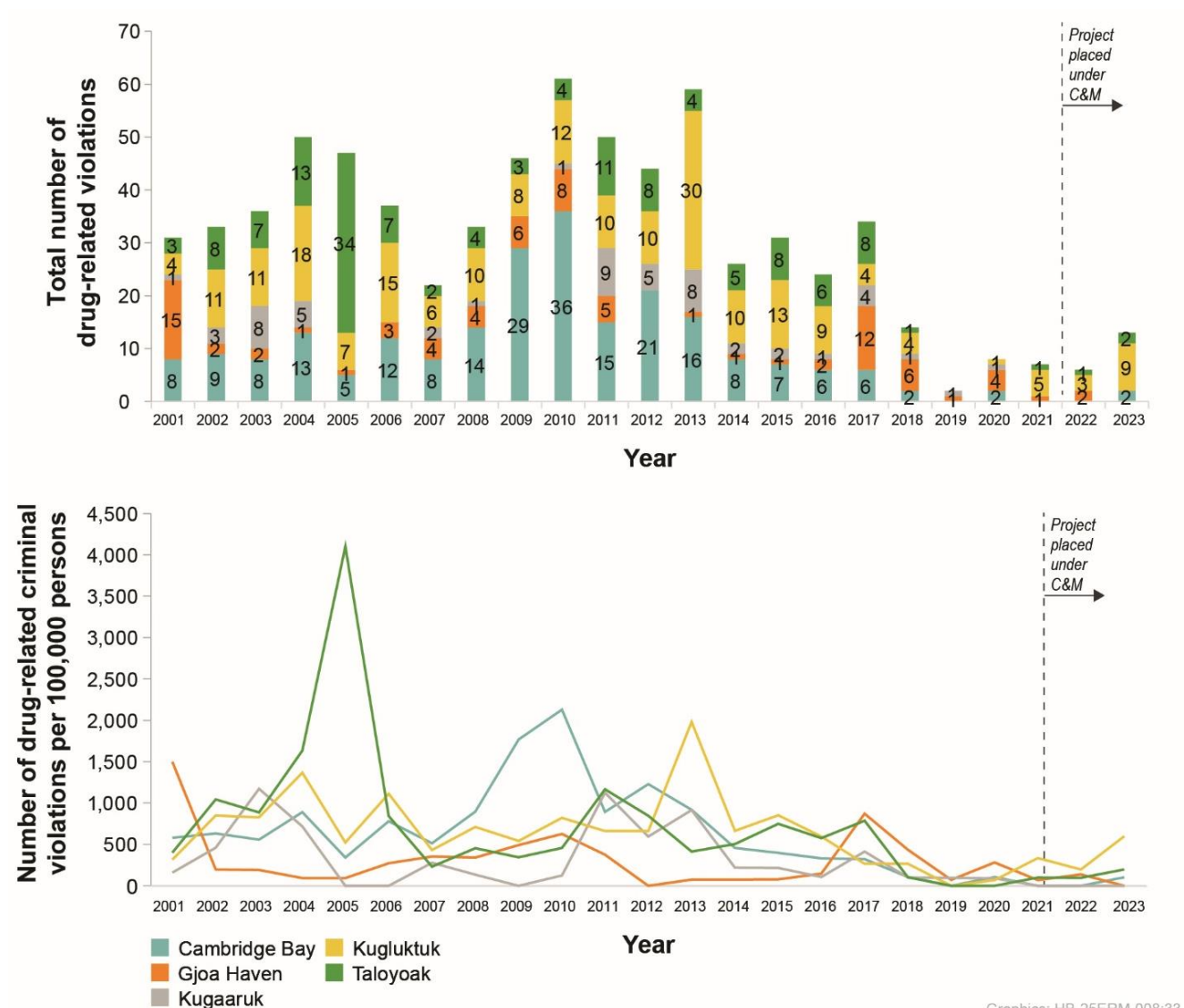
There was a notable spike in the number of drug-related violations in Taloyoak in 2005, in Cambridge Bay in 2009 and 2010, and in Kugluktuk in 2013 (Figure 9.3-3). Most recently, a trend towards fewer drug-related violations in the region began in 2014 but with a slight increase in 2017. Lower numbers and rates (per 100,000 persons) of drug-related violations since 2018 can likely be attributed to the legalisation of cannabis in Canada in 2018 (Statistics Canada 2024h). Between 2021 and 2023, Kugaaruk had no reports of drug violations, and between 2021 and 2022, Cambridge Bay had no reports of drug violations, while Gjoa Haven and Taloyoak had 1 to 2 violations. In 2023, Kugluktuk had the highest number of drug violations at 9.

Criminal Violations: Assault

Kugluktuk generally has higher rates of assaults compared to other Kitikmeot communities (Figure 9.3-4). Between 2001 and 2022, there have been notable spikes in the number of assaults in Cambridge Bay (2008 and 2021), Gjoa Haven (2009), Taloyoak (2011 and 2020), and Kugluktuk (2020). In 2023, the number of assaults in the region was at its highest level since 2001, with Cambridge Bay, Kugluktuk, and Gjoa Haven increasing by 20-23% between 2022 and 2023. Similarly, assault rates (per 100,000 persons) in Kugluktuk and Cambridge Bay were higher in 2023 compared to historical averages. In 2023, Kugaaruk was the only community in the Kitikmeot that had a decrease in the number of assault violations and rate of assaults (Statistics Canada 2024h).

Information for 2024 was not available at the time of writing this report.

FIGURE 9.3-3 DRUG-RELATED CRIMINAL VIOLATIONS (TOTAL NUMBER AND PER 100,000 PERSONS)



Source: Statistics Canada (2024h).

FIGURE 9.3-4 ASSAULT-RELATED CRIMINAL VIOLATIONS (TOTAL NUMBER AND PER 100,000 PERSONS)



Graphics: HB-25ERM-008:34

Source: Statistics Canada (2024h).

9.3.3 INTERPRETATION

Given that the information is not available at the regional level, it is difficult to monitor the effect of Project income on the purchase of alcoholic beverages in the Kitikmeot region. However, existing community-level measures to monitor or limit alcohol consumption suggest that this remains a concern.

A substantial inter-annual variation in the number of violations makes it challenging to assess the effect of Project income on the number of violations in each community. However, a possible positive correlation cannot be discarded. [Remaining aware and recognizing any possible correlation is reflective of the ISV *inuuaqtigiitsiarniq*, by continuing to respect others and care for people.](#)

Intergenerational trauma experienced by Indigenous peoples has been linked to increased substance use, criminal behaviour, and other unsafe conduct (Bombay et al 2014). As such, the effects of Project income cannot be interpreted in isolation.

9.4 COUNTRY FOODS CONSUMPTION

9.4.1 PREDICTIONS

Construction and Operation

Agnico Eagle provides country foods to Inuit employees through camp kitchens; country foods are obtained from a licensed processing facility (e.g., Kitikmeot Foods). Agnico Eagle will continue to provide access to a Country Food Kitchen to allow personnel to store and consume personally harvested and owned country food. The Country Food Kitchen is available for workers to access while onsite. The extent to which Agnico Eagle will serve country foods through its camp kitchens will depend on the level of demand and needs of Inuit employees, as well as the availability of supplies.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

9.4.2 RESULTS

Hope Bay canteen serves country foods to Project workers every three weeks and on special holidays. In 2018, country foods were served to workers up to 20 times. In 2020, there were no country foods shipments to the Project from Kitikmeot Foods.

Inuit workers use the cultural cabin regularly. Individual users are not logged in as the facility is continuously open. Consequently, the number of workers who utilize the Country Foods Kitchen is unknown.

In 2020, it remained possible for Inuit workers to use the Hope Bay Country Foods Kitchen to store and consume their own country foods at the site. The Country Foods Kitchen remained in use during Q1 2020 to Nunavut workers until the site was isolated from the rest of the territory. During Q2 and Q3, the kitchen remained available for use. However, in Q4 2020, in the aftermath of the COVID-19 outbreak at Hope Bay, enhanced social and physical distancing measures enacted at Hope Bay precluded the use of this facility.

In 2021, the Country Foods Kitchen was not used by Project workers due to COVID-19 measures that, among other things, included an isolation policy for Kitikmeot-based staff. Similarly, the Project did not serve country foods as the site was isolated from Kitikmeot sources.

In 2022, the Country Foods Kitchen continued to be used by Agnico Eagle employees and contractors. However, country foods were not served by the Project canteen.

In 2023, the Country Foods Kitchen remained open, but Nunavummiut workers did not use it regularly. It is estimated that Agnico Eagle employees and contractors visited the kitchen 10 to 15 times. On Nunavut Day (July 9, 2023), 41 Arctic chars were served, and throughout the year, 40 breakfasts were served to Agnico Eagle employees and contractors, including Bannock.

In 2024, the Country Foods Kitchen remained open, but the Nunavummiut workers used it infrequently, with an estimated usage of about five times. Country foods were served for a total of 16 days in 2024. Arctic Char was served once in December 2024, and Bannock was served 15 times throughout the year. While camp staff noted a lack of variety in serving country foods due to sourcing challenges, such as caribou and muskox, the kitchen was accessible all year round.

9.4.3 INTERPRETATION

Access to the Country Foods Kitchen continues to be available to Agnico Eagle employees and contractors, and Country Foods continue to be occasionally served at the Project.

Agnico Eagle's inclusion of country foods and its openness to continue the Country Foods Kitchen—although it is under-utilized—is representative of the ISV *tunnganarniq*, by fostering good spirit by being open, welcoming, and inclusive through active efforts to support the availability of country foods for Inuit employees at the Project site.

9.5 FOOD SECURITY

9.5.1 PREDICTIONS

Construction and Operation

There could be a minor increase in the cost of living (the cost of food) in the communities as a result of the Project. However, the Project can also reduce food insecurity through increased employment and income. Employees who use their income on nutritious foods or equipment to support harvesting have the potential to positively impact food security not only in their own households but also amongst their extended family network, due to the Inuit cultural practice of sharing food (and country foods in particular).

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

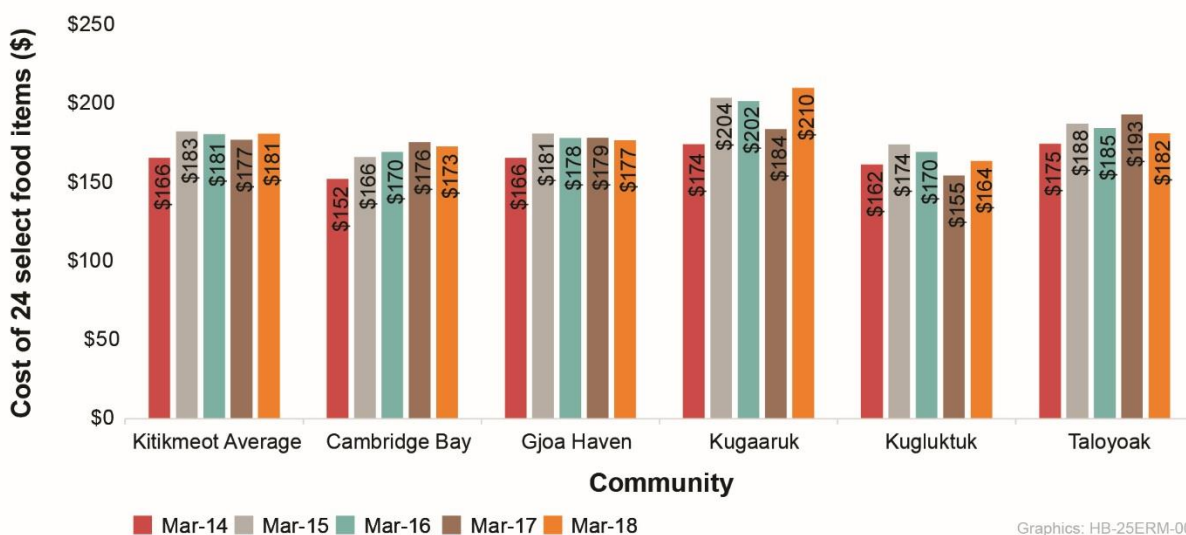
No FEIS-specific prediction.

9.5.2 RESULTS

The Nunavut Food Price Survey (NFPS) is an annual survey conducted by the GN in each of Nunavut's 25 communities. GN started the NFPS as a pilot in 2013 and began regularly reporting food price data in 2014. The NFPS provides information on food prices for a basket of 24 items by

calculating the average cost of an item from all stores in a community²⁴. The last year for which this data is available is 2018. Figure 9.5-1 provides the NFPS data for 2014 to 2018 for the Kitikmeot communities, including the Kitikmeot average. To supplement this data, Figure 9.5-2 provides the cost of the Revised Northern Food Basket (RNFB) for 2011 to 2021 as of March each year. The RNFB provides the cost to feed a family of four a healthy diet for one week, utilizing food prices from registered retailers in the Kitikmeot (GC 2022).

FIGURE 9.5-1 NFPS – COMPARISON OF 24 SELECT FOOD ITEMS BASKET



Source: GN (2018c).

Figure 9.5-2 shows that, in 2021, the cost of the RNFB decreased in Cambridge Bay, Kugluktuk, and Taloyoak, while it remained unchanged in Gjoa Haven; the RNFB is not available for Kugaaruk. Prior historical data show no definite trends (GC 2022). This general decrease in the cost of the RNFB is in contrast to the average inflation in Canada, which was 2.0% in March 2021, 5.0% in March 2022, and 4.4% in March 2023 (Statistics Canada 2023b). The RNFB information was unavailable for 2022, 2023, and 2024 at the time of writing this report; this measure has been potentially discontinued.

However, while price levels might not rise in the Kitikmeot as quickly as they increase in the rest of Canada, the prices for most items are generally much higher in the territory. In 2018, the latest year for which this comparison was available, apples and white bread cost on average \$9.73 and \$7.42 in the Kitikmeot (being much higher in some communities), while average costs in Canada were \$5.00 and \$4.62, respectively. Compared to the national average, food costs in the Kitikmeot are one to six times the Canadian average, depending on the product (GN 2018d).

²⁴ The 24 select food items basket includes: 2% milk (2l), apples (1kg), baby food in jars (128ml), bananas (1kg), canned baked beans (398ml), canned cream of mushroom (284ml), canned pink salmon (213g), carrots (1kg), eggs (12 large), frozen corn (750g), frozen French fries (650g-1kg), frozen pizza (one unit, >799g), ground beef (1kg), instant rice (700g), macaroni and cheese dinner (200-225g), margarine (454g), pork chops (1kg), potatoes (2.27kg), quick oatmeal (900g-1kg), soda crackers (450g), spaghetti noodles (500g), white bread (570g), white flour (2.5kg), and wieners (450-500g).

FIGURE 9.5-2 COST OF THE REVISED NORTHERN FOOD BASKET (\$)



Source: GC (2022).

The GC proposed a new methodology based on the Market Basket Measure (MBM) as stated in the *Poverty Reduction Act* (SC 2019, c 29, s 315) for Nunavut, called the Northern Market Basket Measure²⁵ (MBM-N), building on the existing MBM-N methodology for Yukon and the Northwest Territories. Its construction is comprised of five major components (food²⁶, clothing, transportation,

²⁵ Given that the review phase of the MBM-N is not complete and scheduled to end in 2025, these results should be treated as preliminary.

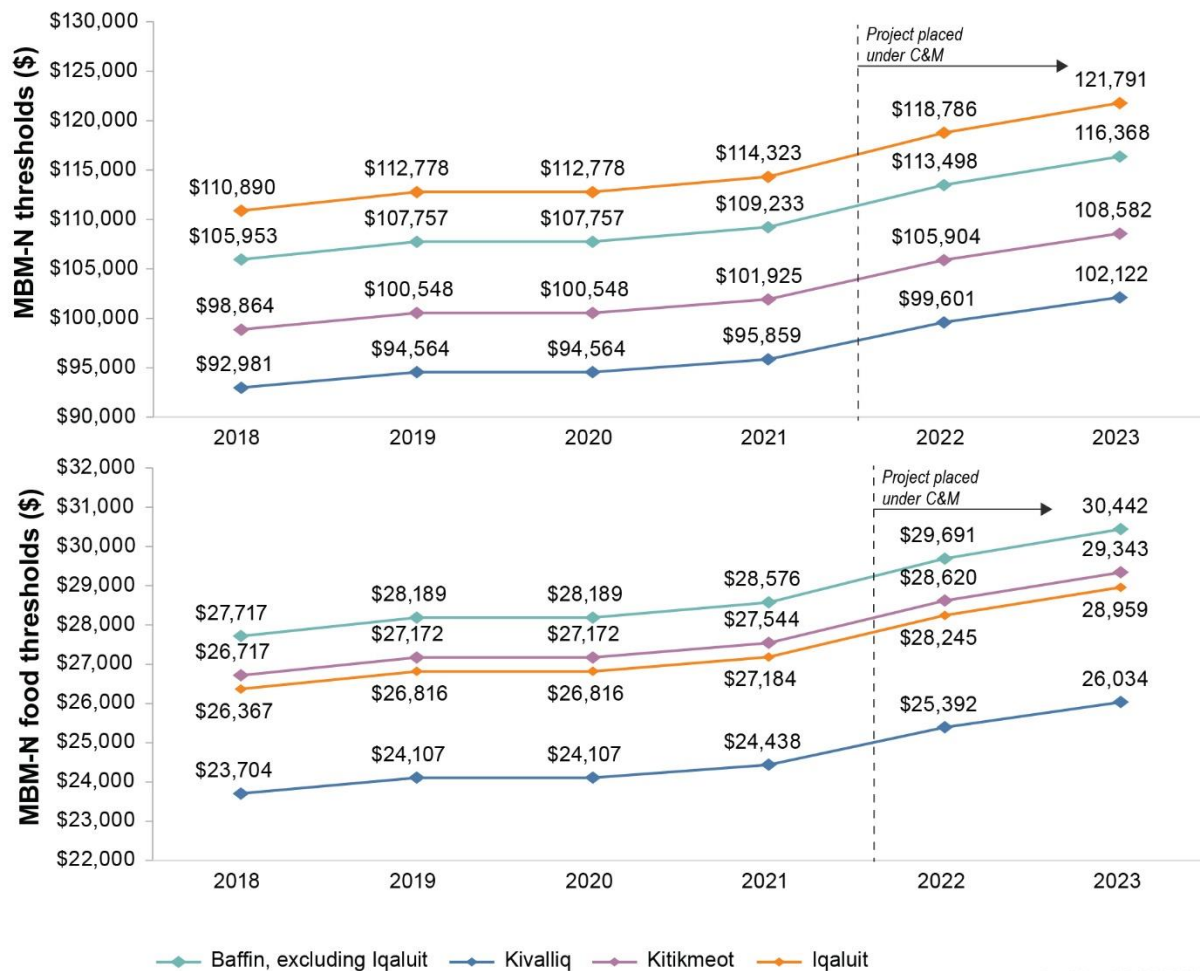
²⁶ The food component is proposed to be based on Health Canada's 2019 National Nutritious Food Basket, modified to reflect Nunavut MBM-N and to include country food and harvesting. However, it does not account for the sharing of country food nor shared resources like country freezers.

shelter, and other necessities) with an additional component representing the costs associated with activities linked to the preservation of Inuit knowledge, culture, traditions, and way of life (GC 2023).

The MBM-N for Nunavut establishes poverty thresholds based on the cost of a “basket” for various components that represent the basic standard of living in Nunavut.

Figure 9.5-3 shows that, between 2018 and 2023, the Nunavut MBM-N thresholds for a five-person family in the Kitikmeot in current dollars were regionally the second lowest, after Iqaluit and Baffin (excluding Iqaluit)²⁷, but second highest when looking just at the food threshold.

FIGURE 9.5-3 NUNAVUT MBM-N THRESHOLDS (\$)



Graphics: HB-25ERM-008:37

Source: Statistics Canada (2024i)

Note: MBM-N thresholds are preliminary.

²⁷ Kivalliq has the lowest Nunavut MBM-N thresholds in current dollars out of the four Nunavut regions between 2018 and 2022.

Between 2022 and 2023, the MBM-N thresholds were increased by 3% for all regions. For the Kitikmeot, this was from \$105,904 to \$108,582 for the overall threshold and from \$28,620 to \$29,343 for the food threshold. When the 2020 MBM-N threshold (\$100,548) is compared to the 2020 median household income of Kitikmeot communities, Gjoa Haven (\$99,000), Kugaaruk (\$93,000), Kugluktuk (\$84,000) and Taloyoak (\$92,000) fall below the MBM-N threshold, while Cambridge Bay (\$125,000) is slightly above the threshold (Statistics Canada 2023a). This means that the disposable incomes for more than half of all families in those four Kitikmeot communities below the threshold are below the basic living costs. No data has been available for 2024 at the time of reporting.

Of note, the annual average inflation rate for Iqaluit (Nunavut) in December 2024 was 1.3%, falling below the 2023 inflation of 2.5%. For comparison, the corresponding inflation rate for Canada in December 2024 was 1.9% (Statistics Canada 2024j).

The increase in the “basket” cost and rising inflation rate may result in more households in the Kitikmeot region falling below the income threshold, making it increasingly challenging for families with two or more children to afford the basic standard of living in the region.

9.5.3 INTERPRETATION

A Project-related impact on prices is not apparent. The cost of food in Nunavut is determined by a number of factors, including the cost of transporting food from southern Canada and the wholesale cost of food from southern vendors. Programs that subsidize transport costs aim to regulate the cost of certain food and non-food items. The extent to which changing food subsidies influence the price of specific items is unknown.

The NFPS and RNFB indicate that it is common for prices to both rise and fall in the Kitikmeot communities. The more recent MBM-N also indicates that the Kitikmeot region may be experiencing an increase in food costs, given the rising threshold for poverty. The cost of food, food unaffordability, and food security were also discussed at the 2022 KitSEMC Meeting held in Cambridge Bay in March 2024. It was noted that some people in the region cannot afford food and are starving and that the existing Income Assistance Program available to Nunavut families and individuals is insufficient and does not keep up with inflation.

As part of the Inunnguiniq Project, a \$5 million investment dedicated to supporting mental health and well-being, Agnico Eagle advanced key partnerships in 2024 to address food security challenges in the region.

A total of \$2.5 million was contributed to the Breakfast Club of Canada to support the implementation of nutrition programs in five Kitikmeot schools. This initiative is part of Agnico Eagle’s broader effort to help mitigate food insecurity among youth, recognizing the critical link between access to nutritious food, well-being, and long-term community health.

Although the cost of food in Nunavut may not be related to or impacted by the Project, the continuing awareness of the cost of food is representative of the ISV *inuqatigiitsiarniq*, by being caring and respectful regarding the cost of food in the territory. Through the provision of jobs and incomes as well as funding to the Breakfast Club of Canada, the Project supports the concepts of the ISV *pijitsirniq*, by serving and providing for family and/or community.

9.6 HOUSEHOLD ECONOMIC SELF-SUFFICIENCY

9.6.1 PREDICTIONS

Construction and Operation

Project-related employment will increase personal and family income for households in the Kitikmeot region. This, in turn, has the potential to improve households' economic self sufficiency and to decrease the number of low-income households in the region.

Reclamation and Closure

No FEIS-specific prediction.

Temporary Closure

No FEIS-specific prediction.

9.6.2 RESULTS

Low-income Households

Low-income data were collected for all Kitikmeot tax filers for 2004 to 2018 and include data on couple families²⁸, single-parent families²⁹ and persons not in a census family³⁰ (Figure 9.6-1)³¹.

Low-income metrics, set at 50% of adjusted median household income, represent a relative measure of low income³² for Kitikmeot communities. For 2017 and 2018, data was not available for the total number of families and persons not in a census data and, therefore it was not possible to calculate the share of low-income families as a percentage of total. Data from 2019 to 2024 has yet to be released.

Project Employment Income

Total employment income increased with the commencement of Project production, supporting the financial security of Inuit workers. In 2019, \$2.5 million was paid in payroll to direct Inuit employees, representing a 31% increase over the previous years, and a four-fold increase in income to Inuit workers since 2015. In 2020, \$1.8 million was paid in wages to Inuit workers, a decrease of 28% compared to 2019 income, resulting from reductions in employment at the Project due to the COVID-19 pandemic. In 2021, \$1.7 million was paid in wages to Inuit workers. In 2022, Inuit employees received \$889,374 in Project income, \$842,135 in 2023, and \$839,815 in 2024.

²⁸ A couple family consists of a couple living together (married or common-law, including same-sex couples) living at the same address with or without children.

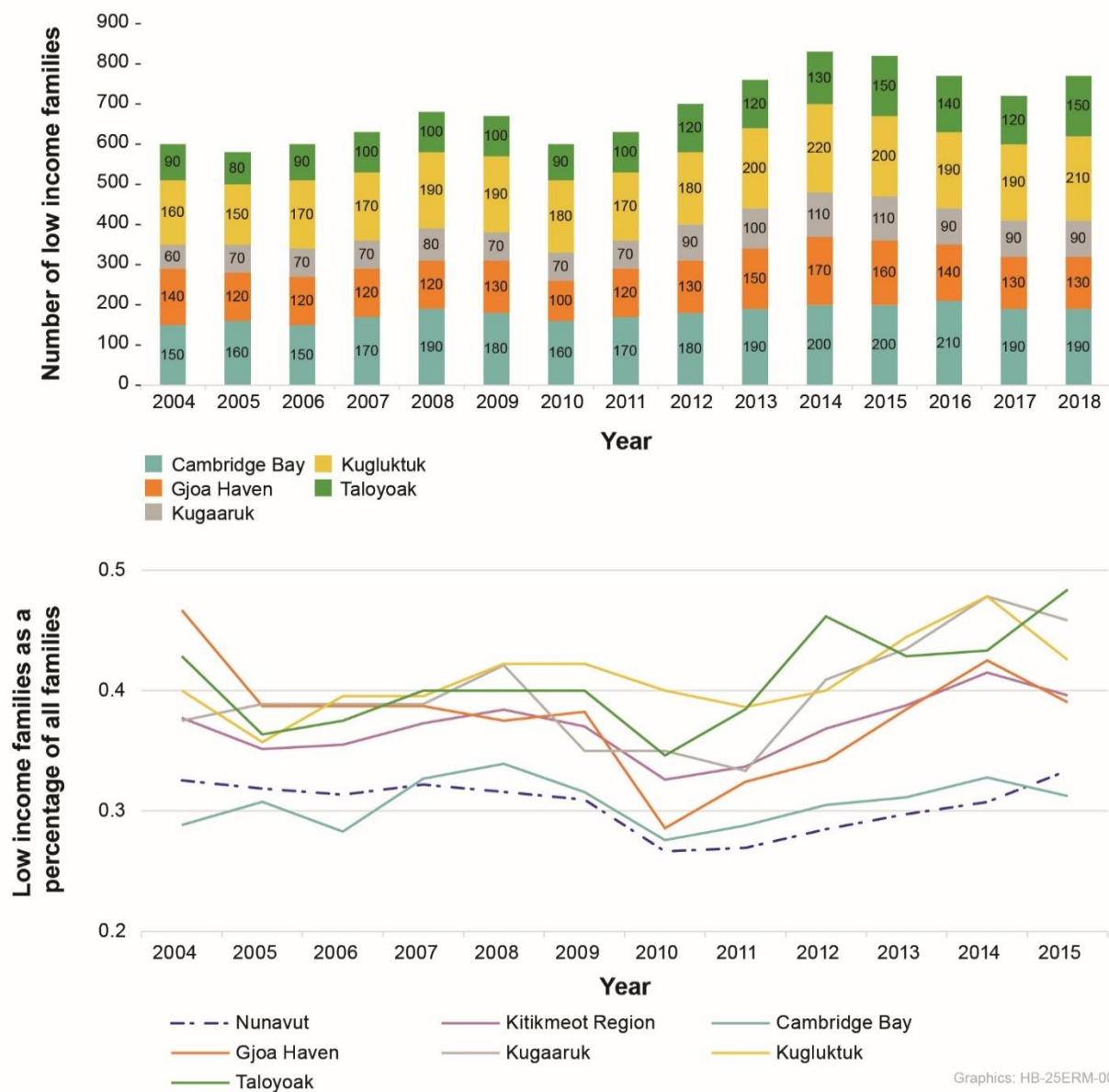
²⁹ A lone-parent family is a family with only one parent, male or female, and with at least one child.

³⁰ Persons not part of a couple or lone-parent family.

³¹ All low-income data should be interpreted with caution as the data are subject to rounding.

³² The measure is categorized according to the number of persons present in the household.

FIGURE 9.6-1 LOW INCOME FAMILIES AND NON-FAMILY PERSONS (TOTAL AND AS A PERCENTAGE OF ALL FAMILIES AND NON-FAMILY PERSONS)



Source: GN (2020c).

9.6.3 INTERPRETATION

Due to the lack of more recent data on low-income families, it is difficult to determine whether there was a decrease in the number of low-income families in the Kitikmeot region as a result of Project-related employment and income. However, as a large proportion of Hope Bay recruitment was from the pool of unemployed and underemployed persons within the region, a positive effect on low-income families can be expected. [Supporting employment within these communities and recruiting Inuit employees—especially those previously unemployed or underemployed—is representative of the ISV *pijitsirniq*, of serving and providing for family and/or community.](#)

9.7 EFFECTS MANAGEMENT AND MITIGATION

Table 9.7-1 lists the programs and measures designed to mitigate and manage potential effects related to individual and community health and wellness.

TABLE 9.7-1 HEALTH AND WELLNESS MANAGEMENT AND MITIGATION MEASURES

Program/ Mitigation Measure	Purpose/Description/Outcome
All Phases	
Employee and Family Assistance Program (EFAP)	The EFAP provides Inuit employees and their families with services to assist them with dealing with personal problems, family matters, mental health, substance use and gambling. Specific to suspension of project activities, coordinate with community and family services to provide family supports, such as an extension of employee and family assistance programming, financial management training, and assist employees to apply for EI and other benefits.
Family Communications	While onsite, employees have access to communications facilities to allow communication with spouses and families.
Community Involvement Plan	Agnico Eagle maintains communications with service providers within the Kitikmeot communities and shares information to assist in the development of collaborative adaptive management measures, should unanticipated impacts arise and mitigation be required.
Alcohol and Drug Policy	The Alcohol and Drug Policy restricts the possession and use of alcohol and drugs at the Hope Bay Project, including provisions for site access and enforcement (policy of “zero tolerance” at the Project).
Country Foods	Agnico Eagle provides a country food kitchen that can be used at anytime by workers. Agnico Eagle also provides cultural activities at the Project as determined by the site social committee based on demand and request.
Financial Training	Agnico Eagle will reach out to third parties to deliver financial management programs such as financial literacy, financial planning and personal budgeting as identified in the Human Resources Plan. Third parties will be engaged to provide the necessary expertise in financial literacy training, and may include financial institutions, post-secondary education institutions (e.g., Nunavut Arctic College) and/or government. In particular, Agnico Eagle will approach GN Family Services (or other GN department as appropriate) to solicit input and/or participate in the delivery of programming to Project workers.
Agnico Eagle Liaison	The Agnico Eagle Liaison assists in identifying and developing wellness initiatives for the workforce, and aids in identifying wellness needs of employees, as appropriate.
Specific to Temporary or Final Closure	
Social Investment Strategy	Develop and implement a closure social investment strategy, aligned with community and government planning, to support sustained community well-being during transition and beyond closure.

10. CONCLUSIONS

10.1 SUMMARY OF RESULTS

A total of 60 socio-economic indicators comprise the Hope Bay SEMP Report. Agnico Eagle provides data for 42 indicators. The remaining community-level indicators require data from other sources, including the GC, GN, NHC, RCMP, and NAC. Where available, the socio-economic indicators are updated annually and include information for the most recent calendar year. The 2024 Hope Bay SEMP Report is based on the Hope Bay SEMP Plan updated in 2023 to align the Plan with all phases of the Project (construction, operation, temporary and final closure), and therefore has some new or modified indicators for which historical data is not available.

2024 Project Update

On February 18, 2022, Agnico Eagle announced its decision to place the Doris Mine into Care and Maintenance and suspend production of the Project. On March 30, 2022, it provided the NWB with a formal written notice of Care and Maintenance. Care and Maintenance at Doris and Madrid include the temporary suspension of ore extraction and milling operations at the Doris Mine. Care and maintenance activities continued in 2024.

Agnico Eagle also continued exploration activities in 2024 as well as management and modification of facilities to remain in regulatory compliance with various permits, licenses, and approvals for the Project. Agnico Eagle is also undertaking a strategic review of the planned activities at the Hope Bay Project and will confirm appropriate schedule for the Project once available.

Key results from the Hope Bay SEMP for 2024 are included in Table 10.1-1.

10.2 MANAGEMENT RESPONSE

The review and analysis of Project-specific indicators and trends over time suggest the following management responses:

- Encourage Kitikmeot Inuit to seek employment with the Project when it resumes operating activities to increase employment and income levels in the communities.
- Continue to encourage and support the participation of women in the Project's workforce.
- As enabled by the provisions of the IIBA, continue to encourage contractors to rely on Inuit workers, and demonstrate a preference for Kitikmeot Qualified Businesses and other contractors with Inuit content as defined by the IIBA.
- As enabled by the provisions of the IIBA, continue to support the development of skills and worker readiness for employment by working with the KIA, GN, NAC and other organizations. Continue to work with GN and NAC on developing and implementing courses and programs relevant to the mining industry for Inuit.
- Continue to monitor the diversity of job types held by Inuit and advancement into more senior roles. Agnico Eagle expects this to evolve as Inuit skill levels increase, along with interest in mining career opportunities.

- Continue to work with the GN and other government departments to encourage the updating of government statistics, as the lack of current data for a number of community-level indicators is limiting the ability of the Hope Bay SEMP to provide meaningful monitoring of Project impacts and recommendations for course-correct actions.
- Continue outreach with Hamlet representatives to inform, share, and receive Project-related feedback regarding the annual Hope Bay SEMP to strengthen relationships and partnerships, and identify measures to support Inuit.

Agnico Eagle will continue to track Project-specific indicators as defined by the updated Hope Bay SEMP Plan and respond to any issues or concerns arising in consultation with NIRB, the GN, CIRNAC, and the KIA, as appropriate. Agnico Eagle commits to continuing to participate in and contribute to the KitSEMC.

TABLE 10.1-1 KEY 2024 SEMP RESULTS

Indicator(s)	Source(s)	2024 Update
<ul style="list-style-type: none">Agnico Eagle payments to KIA and NTI	Agnico Eagle	In 2024, Agnico Eagle paid \$0.7 million to KIA and \$0.4 million to NTI, for a total of \$1.1 million.
<ul style="list-style-type: none">Direct territorial tax payments	Agnico Eagle	In 2024, the GN directly received \$1.1 million in tax payments from the Project.
<ul style="list-style-type: none">Project expenditures	Agnico Eagle	In 2024, Agnico Eagle spent \$125.1 million; this included \$55.3 million in care and maintenance and \$2.4 million in exploration expenditures.
<ul style="list-style-type: none">Annual spending on goods and services	Agnico Eagle	In 2024, the Project spent \$113.0 million on contracts with businesses from Nunavut and beyond.
<ul style="list-style-type: none">Contracts awarded to Nunavut Businesses	Agnico Eagle	In 2024, the Project spent \$71.0 million on contracts with Nunavut-based businesses.
<ul style="list-style-type: none">Contracts awarded to KQBContracts awarded to non-KQB	Agnico Eagle	In 2024, the Project spent \$21.1 million on contracts with KQBs; another \$0.9 million was awarded to non-KQBs.
<ul style="list-style-type: none">Contracts awarded to all Inuit Firms	Agnico Eagle	In 2024, the Project spent \$70.2 million on contracts with Inuit Firms.
<ul style="list-style-type: none">Number of Kitikmeot Qualified BusinessesNumber of registered Inuit firms in the Kitikmeot region	Agnico Eagle, NTI	In 2024, there were 34 KQBs, 6 more than in 2023, with growth occurring in Cambridge Bay and Kugluktuk. The community of Kugaaruk, due to the limited business base, did not have any KQBs in any of the investigated periods. In 2024, 110 NTI-registered Inuit-owned firms were in the Kitikmeot, and 5 more were not located in the Kitikmeot but registered as Kitikmeot or on Agnico Eagle’s list as KQBs. 11 KQBs that provided business services to the Project during its operation continued to do so during the temporary closure; no KQBs provided services to other Agnico Eagle Projects.
<ul style="list-style-type: none">Workforce size	Agnico Eagle	In 2024, up to 529 employees worked at the Project, with an average onsite workforce of up to 431 employees.
<ul style="list-style-type: none">Workforce effort	Agnico Eagle	In 2024, total workforce effort reached 627,120 hours, or 1,981 hours per employee.
<ul style="list-style-type: none">Kitikmeot Inuit workforce size (resident of Kitikmeot region)Kitikmeot Inuit workforce effort	Agnico Eagle	In 2024, the Project hired up to 38 Kitikmeot Inuit. There were 44 unique Inuit onsite workers and 2 employees in the Cambridge Bay office in 2024, 16 of whom were directly hired by Agnico Eagle.
<ul style="list-style-type: none">Other Inuit workforce size (not resident of Kitikmeot region)Other Inuit workforce effort	Agnico Eagle	In 2024, the Project hired up to eight Inuit from elsewhere.
<ul style="list-style-type: none">Other regional workforce size (non-Inuit Kitikmeot residents)Other regional workforce effort	Agnico Eagle	In 2024, there was no other regional workforce at the Project.
<ul style="list-style-type: none">Kitikmeot workers by community	Agnico Eagle	In 2024, and on average, 26 Inuit from Kitikmeot communities worked at the Project.
<ul style="list-style-type: none">Workforce effort by women	Agnico Eagle	In 2024, women worked 64,7645 hours, representing 10% of total effort at the Project.
<ul style="list-style-type: none">Workforce effort by Inuit women	Agnico Eagle	In 2024, Inuit women worked 9,912 hours at the Project, representing 2% of total employment. No female employees were hired or fired, but one female Inuit resigned due to family reasons.
<ul style="list-style-type: none">PayrollPayroll for Inuit workers	Agnico Eagle	In 2024, the Project’s total payroll to Agnico Eagle employees reached \$10.4 million, of which \$0.8 million was paid to Inuit workers.
<ul style="list-style-type: none">Payroll by Kitikmeot community	Agnico Eagle	In 2024, Kitikmeot Inuit earned \$594,595 in employment income, for a total employment income paid to Inuit workers of \$839,815.
<ul style="list-style-type: none">Employee turnover rate	Agnico Eagle	In 2024, In 2024, turnover for all employees decreased to 2%—19% for Inuit and 0.8% for non-Inuit employees.
<ul style="list-style-type: none">Lost time incidents	Agnico Eagle	There were two incidents in 2024.
<ul style="list-style-type: none">Utilization of site medic	Agnico Eagle	In 2024, per capita utilization of the site medic was 0.8.
<ul style="list-style-type: none">On-the-job training courses	Agnico Eagle	In 2024, Agnico delivered 11,138 hours of internal training. No workers were deployed to other Agnico Eagle projects in 2024; consequently, no related training was provided.
<ul style="list-style-type: none">Inuit participation in on-the-job training	Agnico Eagle	In 2024, 241 hours of training were delivered to Inuit employees.
<ul style="list-style-type: none">Apprenticeships with the Project	Agnico Eagle	In 2024, no apprenticeship opportunities were available at the Project due to the suspension of Project mining activities.

Indicator(s)	Source(s)	2024 Update
<ul style="list-style-type: none">Inuit apprentices	Agnico Eagle	In 2024, no apprenticeship opportunities were available at the Project.
<ul style="list-style-type: none">Inuit employees, by job category (skill level)	Agnico Eagle	In 2024, Agnico Eagle hired 12 Inuit in unskilled positions, one in semi-skilled positions, one in skilled positions, one in professional positions, and one in management, for a total of 16 employees. Inuit employees represented 14% of the total Agnico Eagle employment.
<ul style="list-style-type: none">Inuit employees, by department	Agnico Eagle	In 2024, 10 Inuit worked in exploration, two in social responsibility, and four in the environment.
<ul style="list-style-type: none">Number of skilled workers leaving employment in community for employment at mine	Agnico Eagle	In 2024, four Kitikmeot residents left their community employment to work at the Hope Bay Project. No Hope Bay employee resigned to work in the community.
<ul style="list-style-type: none">Courses related to employment in mining industry	NAC	For the school year 2024/25, the Kitikmeot NAC campus did not offer any mining-related courses, and pre-trades were not available in the region.
<ul style="list-style-type: none">Enrolment of Kitikmeot students in post-secondary education	KIA, GN, NAC	For the 2022/23 school year, 40 students enrolled in post-secondary education from Cambridge Bay, six from Taloyoak, four from Gjoa Haven, and one from Kugaaruk, in programs including Social Service Worker, Adult Basic Education (ABE) Essential Skills, Nunavut Teacher Education Program (NTEP), Pre-Health, and Getting Ready for Employment and Training programs. Information for 2023/24 and 2024/25 was not available at the time of writing this report.
<ul style="list-style-type: none">Investments in school-based initiatives	Agnico Eagle	In 2024, a \$100,000 Training and Education Fund was made available to the KIA.
<ul style="list-style-type: none">Community and student outreach events	Agnico Eagle	Community information and career awareness sessions were not delivered in 2024 as the Project was under care and maintenance.
<ul style="list-style-type: none">Public school enrollment, by community	GN	In the 2024/25 school year, 2,102 students were enrolled in public schools in the Kitikmeot region, including 470 students from Kugluktuk, 457 from Gjoa Haven, 425 from Cambridge Bay, 392 from Taloyoak, and 470 from Kugaaruk.
<ul style="list-style-type: none">Public school attendance (truancy) rate	GN	Information is not available for the 2023/24 and 2024/25 school years. In 2022/23, the average attendance in the Kitikmeot was 66.4, while it was 71.1 in Cambridge Bay, 71.0 in Taloyoak, 68.7 in Gjoa Haven, 63.1 in Kugaaruk, and 58.0 in Kugluktuk. In 2022/2023, the truancy rate increased in Cambridge Bay, Kugaaruk, and Kugluktuk but decreased in the remaining communities.
<ul style="list-style-type: none">High school completion, by community	GN	Information is not available for the 2024/25 school year. In 2023/24, the number of graduates increased in all communities, with the exception of Kugaaruk and Taloyoak, reaching a total of 44 graduate students.
<ul style="list-style-type: none">Population of Kitikmeot communities	GN	Based on GN population estimates, Kitikmeot’s population reached 7,249 residents in 2024, representing a 2% increase over 2023.
<ul style="list-style-type: none">Migration of employees to/from Kitikmeot communities	Agnico Eagle	In 2024, no direct employees relocated to or from a Kitikmeot community, and no Kitikmeot residents were hired by other Agnico Eagle projects.
<ul style="list-style-type: none">Housing need, by community	NHC	In 2024, housing needs increased in all Kitikmeot communities except for Cambridge Bay.
<ul style="list-style-type: none">Approved home ownership assistance applications, by community	NHC	In the 2023/24 NHC fiscal year, there were two approved NDAPs in Cambridge Bay.
<ul style="list-style-type: none">Housing status of project employees	NHC	The housing survey has not been developed, and thus this information is not available.
<ul style="list-style-type: none">Use of GN emergency services by the Project	Agnico Eagle	In 2024, the Project utilized emergency health services five times.
<ul style="list-style-type: none">Visits to health centres, by community	GN	More recent information has not been available since 2017.
<ul style="list-style-type: none">Social assistance caseload, by community	GN, DFS	More recent information has not been available since 2019.
<ul style="list-style-type: none">Police calls for service, by community	RCMP	In 2024, there were 6,682 calls in the Kitikmeot, representing an 11% increase from 6,028 police calls in 2023.
<ul style="list-style-type: none">Criminal violations, by region and community	Statistics Canada	Information is not available for 2024. In 2023, crime violations and crime rates decreased in Gjoa Haven and increased in all other communities, with Taloyoak having the highest increase of 42%.
<ul style="list-style-type: none">Ability of Inuit workers to balance employment and family and/or traditional lifestyle	Agnico Eagle	In 2024, three Inuit resigned from Project employment. Two resignations were due to family reasons, and one was because of disliking the job.
<ul style="list-style-type: none">Utilization of EFAP	Agnico Eagle	In 2024, EFAP was not utilized by Hope Bay employees.
<ul style="list-style-type: none">Financial management training for workers	Agnico Eagle	Training was not offered in 2024. However, EAP continues to be available to employees online or via phone.
<ul style="list-style-type: none">Sale of alcoholic beverages, by community	Statistics Canada	Information is not available for 2024. In 2023, there was a 23% increase in the sale of alcoholic beverages in Nunavut over the previous year, reaching the highest level since 2005.

Indicator(s)	Source(s)	2024 Update
<ul style="list-style-type: none">Types of criminal violations, by region and community	Statistics Canada	Information is not available for 2024. In 2023, impaired driving violations decreased in Cambridge Bay, Kugluktuk and Kugaaruk, while it increased in Taloyoak, and remained unchanged in Gjoa Haven. Drug-related violations have been low since the legalization of marijuana with the exception of Kugluktuk having an increase to 9 in 2023. The number of assaults decreased in Taloyoak and with other communities increased in 2023.
<ul style="list-style-type: none">Consumption of country foods at Agnico Eagle camp	Agnico Eagle	In 2024, the Country Food Kitchen remained open, but Nunavummiut employees used it infrequently. It is estimated the kitchen was used five times by Agnico Eagle employees and contractors.
<ul style="list-style-type: none">Food costs, by community	GN, GC	Information for 2024 was not available. In 2023, the MBM-N thresholds were increased by 3% for all regions.
<ul style="list-style-type: none">Low-income households (families and non-family persons), by community	GN	More recent information has not been available since 2019.
<ul style="list-style-type: none">Project employment income	Agnico Eagle	In 2024, \$0.8 million was paid in wages to Inuit workers.

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APPENDIX A SUMMARY OF PROJECT ACTIVITIES, 2013 TO 2024

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ACTIVITIES IN 2013

In March 2013, the Hope Bay Project, including existing licences and permits associated with the Doris Project, was acquired by TMAC, with Newmont remaining as the main shareholder. The acquisition of the Hope Bay Project included the signing of a Memorandum of Understanding between TMAC, Newmont and the Kitikmeot Inuit Association (KIA) to transfer existing surface access agreement to the new company. At that time, TMAC was a privately held company based in Toronto, Canada. The company's vision and sole focus is the responsible and economically sustainable exploration, development, and mining of the Belt.

TMAC took Doris Camp and the Hope Bay Project out of seasonal unmanned closure on March 22, 2013 in support of advanced exploration and environmental compliance work. Environmental work began in April 2013; the exploration drilling program commenced in June 2013.

As a new corporate entity, TMAC began in 2013 to develop and implement the financial, human resource, project management, environmental management, and safety systems necessary to support and govern future operations at Hope Bay.

TMAC conducted a Kitikmeot community tour in late March to inform stakeholders about project acquisition and introduce the new company to the region. Also in late March, Doris Camp was reopened to support environmental compliance monitoring and a gold exploration program, including surface diamond drilling with a target of 30,000 metres of drilling for the year.

During the spring, summer, and fall, work at the Doris North mine site was limited to regular site maintenance activities; underground workings were still sealed and several mining-related buildings remained in care and maintenance. In August 2013, a sealift of supplies was received from the western Arctic, and previously de-mobilized equipment was shipped back from Quebec.

During 2013, TMAC continued efforts to renew the Doris North Type A Water Licence. This work culminated in September 2013 with the ten year renewal of the licence. At the end of 2013, TMAC submitted a Water Licence amendment and commensurate NIRB Project Certificate amendment package outlining proposed changes to the future operation of the Doris North Mine. With the Doris North Inuit Owned Land (IOL) commercial lease expiry set for September 2013, TMAC was successful in renewing this lease for a period of five years.

TMAC's focus in 2013 centered on mine planning and the completion of a Preliminary Economic Assessment (PEA) of the Hope Bay Project, an assessment that would inform future development plans and form the basis for continued funding of gold mining efforts at Hope Bay.

ACTIVITIES IN 2014

In 2014, TMAC continued activities aimed at bringing the Hope Bay project into production. These activities included land tenure negotiations, advanced exploration, re-opening the Doris North underground workings, process plant design and mine planning, licencing, and permitting, and economic analysis aimed at producing a Pre-Feasibility Study.

TMAC opened discussions with Nunavut Tunngavik Incorporated (NTI) and the KIA in order to secure long-term land tenure to the IOL parcels that comprise almost all of the Hope Bay Belt area. Significant progress was achieved in obtaining a new Mineral Exploration Agreement (MEA) to allow for continued mineral exploration and production at Hope Bay, as well as in the drafting of a Framework Agreement that governs how TMAC can access the surface of these lands for mining and exploration in the future.

Advanced exploration work in 2014 included 67,000 metres of diamond drilling primarily focused on upgrading resource estimates at the Doris North and Madrid deposits. Additionally, several metallurgical samples were collected and analyzed for mill design purposes.

Repair and maintenance work was conducted at the Doris Project to maintain facilities in operational readiness for continued Care and Maintenance and eventual production. In 2014, chief amongst these activities was obtaining Mine Inspector approval to open the Doris underground to TMAC personnel. Additionally, the Roberts Bay jetty was repaired, the Doris airstrip was resurfaced, the main power plant was brought on-line again, and an existing maintenance facility was enlarged.

In 2014, process plant design was advanced, and drilling results were incorporated into the TMAC business case for the Hope Bay project. These results were summarized in a new Pre-Feasibility Study (PFS) which was finalized in April 2015 and included the updated and increased Doris resource estimate.

With respect to licencing and permitting, TMAC conducted a number of relevant activities in 2014. A successful field season of compliance monitoring was conducted pursuant to existing licence and permit requirements for care and maintenance. TMAC continued preparation work aimed at updating the Type A Water Licence Amendment application in line with new mine planning strategies. Also, a new Type B Water Licence application, seeking approval for bulk sampling the Madrid Deposit at two locations, was submitted in 2014.

In 2014, TMAC launched a Facebook page in order to better communicate with stakeholders, participated in initial NIRB community consultation regarding the Type A Water Licence Amendment, and completed one Kitikmeot community tour to provide the public with an update on the Hope Bay Project.

TMAC took the Doris North permitted gold project out of Care and Maintenance status and began working towards completing mine construction to start gold production at the Doris Deposit in early 2017.

ACTIVITIES IN 2015

In March 2015, TMAC successfully concluded negotiations with both the KIA and NTI, gaining long-term surface and subsurface access to the IOL portion of the Hope Bay Project. Surface access was secured for a 20 year period by means of a Framework Agreement that provides for a number of benefits to Kitikmeot Inuit including TMAC shares, a Net Smelter Royalty, and annual payment. In exchange, the KIA granted TMAC access to Hope Bay IOL for a broad range of exploration and mine development activities. Part of the Framework Agreement provides for a new Inuit Impact and Benefit Agreement (IIBA) that applies to the entire project. The existing Doris

North IIBA was replaced with this agreement. Additionally, the existing Doris North Commercial Lease was replaced with an updated and renewed version.

Under the terms of the new IIBA, TMAC and the KIA concluded two Implementation Committee meetings. The IIBA Implementation Committee is intended to facilitate and support the successful execution of IIBA employment, training, and contracting provisions. Additionally, TMAC and the KIA concluded two Inuit Environmental Advisory Committee (IEAC) meetings in 2015.

With respect to subsurface rights, TMAC obtained a new MEA from the NTI for a 20-year period. Updated royalty provisions are included in this new agreement. Seven existing and expiring Mineral Concession Agreements were replaced with this one agreement. Subsequently in August, TMAC activated the Production Lease provisions of the new NTI MEA for the Doris Deposit. This sub agreement allows for the production of gold from this deposit.

In April, TMAC released a new PFS for the Hope Bay Project. In brief, the PFS supported the sequential development and underground mining of the three known deposit trends at Doris, Madrid, and Boston. The development plan in the PFS includes conventional high-grade underground mining that makes use of existing surface and underground infrastructure. The updated mineral resources estimate in the PFS includes 4.5 million ounces of gold in the Measured and Indicated categories, as well as TMAC's first reported Proven and Probable Reserves estimate of 3.5 million ounces in support of an initial 20-year mine life.

In the 2015 Amendment Application, TMAC extended the mine life for the Doris Project from a two-year period of operations to six years through mining two additional mineralized zones (Doris Connector and Doris Central zones) to be accessed via the existing Doris North portal. The expanded mining program would also increase the approved mining and milling rates to 2,000 tonnes per day, and require the restructuring of the TIA to be managed as subaerial tailings with treated effluent being transported via a pipeline for discharge into Roberts Bay. A larger anticipated workforce has required an increase to the Doris Camp size.

Also in 2015, TMAC ceased being a privately held company by means of an Initial Public Offering of its shares. This offering managed to raise aggregate gross proceeds of \$135 million. These proceeds will be used to advance the Hope Bay Project. Furthermore, TMAC obtained a US \$120 million senior secured term loan in July 2015. With this financing in place, TMAC was able to complete construction of the Doris mine and begin gold production in early 2017.

Operationally, TMAC continued with near deposit diamond-drill exploration by Doris and Madrid in 2015, with the addition of an airborne geophysics program focused on nearby Elu belt Crown mineral claims.

At Doris Camp, TMAC undertook a number of activities including commissioning the automated controls for the existing four generator primary powerhouse at Doris, and the purchase of construction equipment to erect the processing plant building in 2016. Further, TMAC designed and completed fabrication of the processing plant building, initiated on-site construction of the processing plant building foundations, and completed the Gekko processing plant flowsheet design. TMAC took advantage of the opening of quarries and the initiation of earthworks related to the process plant foundation construction to opportunistically advance Doris Airstrip improvements

aimed at lengthening and widening the airstrip. Finally, TMAC ordered long lead time items and initiated fabrication of the processing plant.

Underground operations continued in 2015. Significant activities included delivery of narrow-vein test mining equipment via an airlift in the spring and the purchase of mobile mine equipment capable of mining at a rate of 1,000 tonnes per day for delivery via sealift. TMAC also developed a narrow vein undercut test drift at Doris to validate the PFS mining model and cost assumptions, ordered the first year mining supplies for delivery by sealift, initiated and completed the widening of the Doris Mine vent raise to incorporate escape-way infrastructure, and completed a tactical plan for mine development and production.

In the fall, TMAC successfully concluded the 2015 sealift including the purchase and delivery of 15 million litres of diesel fuel and delivery of the processing plant building materials to Hope Bay to allow for erection of the building in the second and third quarters of 2016.

In October, TMAC concluded a Kitikmeot-wide community consultation tour aimed at explaining the Doris amendment application and providing a general project update. Public meetings were well attended and valuable comments received.

ACTIVITIES IN 2016

In 2016, TMAC focused on completing the construction of Doris Mine. This included earthworks to complete the TIA, establish an explosives magazine, construct the process plant building and conduct a large sealift including the shipment of machinery for the process plant. The process plant was assembled in preparation for commissioning.

Concurrent with construction, underground mining continued throughout 2016 with the aim of stockpiling a quantity of ore at the surface in advance of processing.

TMAC permitting accomplishments in 2016 included the completion two public regulatory processes which resulted in the issuance of:

- an amended Doris North NIRB Project Certificate (No. 003, dated September 23, 2016); and
- an amended Type A Water Licence for the Doris Project (2AM-DOH1323 issued by the NWB, dated December 16, 2016).

During the latter part of 2016, TMAC began recruitment efforts aimed at developing a production workforce for the Doris mine.

ACTIVITIES IN 2017

TMAC commenced commercial production at Doris Mine in 2017, processing a total of 150,700 tonnes of ore mined at a grade of 11.5 g/t, containing 55,700 ounces of gold during the year. First gold was poured at Doris Mine in February, and a mine opening ceremony was conducted including community and territorial leaders in April. The focus of work at Doris Mine has been to optimize process plant availability and throughput.

In May, TMAC obtained a Type B Water Licence from the Nunavut Water Board that allows for underground bulk sampling of the Madrid deposit at two locations. Further, in the summer of

2017, TMAC undertook an underground drilling program at Doris Mine in order to examine the gold resource at depth below a diabase dyke (BTD – Below the Dyke) that intersects the ore body. This work also included exploration work at Boston Camp to further understand the Boston deposit and to support mine planning for Phase 2 (Madrid-Boston). The drilling program at Boston confirmed high grade gold zones and the potential to increase these resources, as well as Boston's potential exploration upside, along strike and at depth.

In 2017, NIRB concluded its review of the Hope Bay Phase 2 (Madrid-Boston) Draft Environmental Impact Statement (DEIS). TMAC conducted a series of meetings in the Kitikmeot during the fall of 2017 to provide communities with updates on the Hope Bay Project, including the DEIS. Following this, TMAC submitted the Final Environmental Impact Statement (FEIS) for the proposed Madrid-Boston development in December.

ACTIVITIES IN 2018

In 2018, commercial operations continued at Doris. TMAC produced over 110,000 ounces of gold during the year. Infrastructure constructed included a fabric tent structure over the primary crusher of the mill and an enclosure for the detoxified tailings conveyor exiting the mill building. Two dorms were added to allow an additional 98 beds at the Doris site. Construction of the Tailings Impoundment Area South Dam and associated access road were completed in 2018. In addition to this, construction of the access road and outfall berm for the Roberts Bay ocean discharge line and fusing of the discharge pipeline began in 2018. To accommodate increased fuel storage required for future project activities, the Roberts Bay single tank farm berm was raised to allow full use of the 5 ML tank and this tank was recommissioned in 2018. In order to support continued underground development, the Doris Connector Vent Raise access road was constructed. The final section of Pad T was completed in 2018 to allow additional ore and waste rock storage within the permitted footprint.

In the fall, TMAC concluded another successful sealift operation including the purchase and delivery of diesel fuel and Jet-A fuel as well as explosives and reagents to support mining and milling activities. The sealift also included additional heavy equipment and supplies to support mining and construction operations.

In 2018, the focus of TMAC's permitting efforts were on the Madrid-Boston (Phase 2) Project. The Madrid-Boston Project FEIS was submitted to NIRB in December 2017, the FEIS final hearing was held in May 2018, and Project Certificate No. 009 was awarded in November 12, 2018. The final permitting for the Madrid-Boston Project was completed on January 14, 2019 with the approval of two Type A Water Licence as recommended by the NWB on December 7, 2018 and concluded the final step in the environmental permitting process that enables mine development at Madrid North, Madrid South and Boston, with connecting all-weather roads.

Community consultation in 2018 focused on engaging positively and effectively with local communities regarding TMAC operations, employment and contracting opportunities and consultation on TMAC's Boston-Madrid Project. TMAC conducted community tours of Kugluktuk, Cambridge Bay, Kugaaruk, Taloyoak, and Gjoa Haven in both March and October 2018. The purpose of the March 2018 Community Tour was to share a Hope Bay Project update and

seek public input on the proposed Boston-Madrid Project, and the purpose of the October 2018 Community Tour was to offer an opportunity to ask questions and to raise awareness on Human Resources related matters such as jobs and skill training opportunities.

ACTIVITIES IN 2019

In 2019 commercial operations continued at Doris with efforts focused on progressively ramp up production to increase ore throughput and optimize gold recovery. TMAC produced over 139,000 ounces of gold during the year.

Civil construction activities included the completion of the Roberts Bay Discharge System (RBDS) and installation of the associated underground mine dewatering and Tailings Impoundment Area (TIA) discharge pipelines and pumping infrastructure. The ocean discharge pipeline was successfully installed into Roberts Bay during the open water season. As part of this system, a Water Treatment Plant was constructed to remove Total Suspended Solids from underground mine water at Doris prior to discharge through the RBDS. No discharge occurred to Roberts Bay in 2019. At the Doris site one dorm was added to allow an additional 48 bed spaces and at Roberts Bay and an additional 5 million litre fuel tank was constructed at the Fuel Storage and Containment facility.

Earthworks began at the Madrid North site to support the commencement of mining of the Naartok East Crown Pillar and Madrid North underground decline. This included construction of the first kilometre of the Madrid North all-weather-road, the Madrid North Contact Water Pond, and construction of the Madrid North Waste Rock storage pad. Laydown space and access roads were constructed to support shop facilities, lunchroom/offices, and wash car facilities. An overburden stockpile was established to store overburden removed during mining of the Naartok East Crown Pillar.

In the fall, TMAC concluded another successful sealift operation including the purchase and delivery of diesel fuel, as well as supplies to support mining and milling activities. The sealift also included additional heavy equipment and supplies to support mining and construction operations.

Consultations in 2019 included two workshops with the Inuit Environmental Advisory Committee (IEAC). The focus of these meetings was to advance the Fisheries No Net Loss Plan and work through viable options for caribou monitoring in relation to the Madrid-Boston Project. The workshops were successful at communicating objectives and gaining and documenting perspectives from the IEAC on potential fisheries and caribou monitoring programs. TMAC also initiated a capacity building program for Inuit Environmental Assistants working at Hope Bay. The program was successful in documenting skills learned during the field season and promoting regular coaching sessions for information exchange, with the overall objective of building a larger and sustainable Inuit environmental workforce. In October 2019, TMAC conducted Career Awareness Sessions in each of the five Kitikmeot communities. As part of the Socio-economic Monitoring Program, TMAC continued to engage with the Hope Bay Socio-economic Monitoring Working Group (SEMWG); work completed with the SEMWG in 2019 included a comprehensive update of the Hope Bay Socio-economic Monitoring Program. In 2019, TMAC was also an active participant in the annual meeting of the Kitikmeot Socio-economic Monitoring Committee held in Cambridge Bay.

ACTIVITIES IN 2020

TMAC continued commercial gold production in 2020. In March of 2020, while there were no confirmed cases of the COVID-19 disease at the Project or in Nunavut, TMAC implemented an Infectious Disease Control Plan at Hope Bay on March 12. This included demobilization of Nunavut based workers, initially with workers staying at home on standby hourly rates. These measures were implemented to reduce the risk of transmitting the virus to remote communities. As the pandemic continued unabated in Canada workers were placed on temporary lay-off in April, and then in September 2020, terminated as access to work remained unavailable.

Also in March, as a result of the pandemic, TMAC made the decision to suspended exploration activities at Hope Bay, development of Madrid North and Naartok East, and underground development at Doris. Operations at the Project focused on operation of the processing plant. The Hope Bay site workforce was reduced to between approximately 120 and 140 people in camp at any given time. TMAC continued to operate the processing plant with material from existing stockpiles and reduced underground mine production. Thereafter, operations, including mining at a reduced rate, continued for remainder of 2020 and the processing plant operated on a campaign basis for three weeks at a time. Development at Madrid was planned to restart in 2021.

Regulator site inspections and some portions of the 2020 Hope Bay environmental compliance monitoring program were curtailed due to pandemic provincial and territorial travel restrictions. Despite the efforts outlined in the Infectious Disease Control Plan, a COVID-19 outbreak was experienced at Hope Bay in September. The outbreak was successfully addressed with the assistance of a Government of Nunavut Public Health Rapid Response Team.

The updated NI 43-101 Technical Report on the Hope Bay Property was also released in March of 2020. In May and June of 2020, TMAC was pursuing an arrangement agreement with Shandong Gold for the sale of TMAC Resources including the Hope Bay property. However, in December of 2020 Government of Canada rejected the sale of the Project on national security grounds.

ACTIVITIES IN 2021

In early January 2021, Agnico Eagle Mines Limited ("Agnico") agreed to purchase TMAC Resources Inc. This was achieved using the Arrangement Agreement originally struck between TMAC and Shandong Gold Mining in 2020. During the same month, public statements were made by both the Kivalliq and Kitikmeot Inuit Associations supporting the purchase. On February 2, 2021, the acquisition of TMAC by Agnico completed regulatory hurdles and was concluded.

During the remainder of late winter, Agnico began to integrate Hope Bay and TMAC staff and operations into the company. Agnico announced its intention to maintain cash neutral gold production at Doris Mine, examine future development scenarios, and focus on gold exploration at Hope Bay. During the remainder of 2021, Agnico employed 7 diamond drill rigs to drill 80,000 m of core at Hope Bay with exploration results released in November 2021.

In 2021, Agnico maintained Doris Mine under reduced operations, including campaign milling, similar to 2020. This was done in response to the continued COVID-19 public health emergency in order to limit mine site infection risk. Hope Bay and Doris Mine continued to be isolated from

Nunavut communities in 2021 to eliminate the risk of COVID-19 transmission from southern based mine workers and Nunavut staff resident in Kitikmeot communities. Despite rigorous COVID-19 protocols, Hope Bay experienced a COVID-19 outbreak in late September and October 2021. Agnico responded to this outbreak by sending staff offsite, while extracting cases to care in southern Canada by direction of the Nunavut Chief Public Health Officer. With a focus on underground production, Agnico discontinued campaign milling for the remainder of the year. A total of 55,524 ounces of gold was produced at Doris Mine in 2021.

ACTIVITIES IN 2022

On February 18, 2022, Agnico Eagle announced its decision to place the Doris Mine into Care and Maintenance and suspend operating activities at the Project. On March 30, 2022, Agnico Eagle provided the NWB with a formal written notice of Care and Maintenance for the Doris-Madrid operations under Part J, Item 4 of the Water Licence. Care and Maintenance at Doris and Madrid includes the temporary suspension of ore extraction at Doris and Madrid and milling operation at the Doris Mine. Production activities remained suspended throughout 2022 and thus on-site Project activities were limited to care and maintenance and exploration. Agnico Eagle continues exploration activities (site activities) as well as management and modification of facilities to remain in regulatory compliance with various permits, licenses, and approvals for the Project.

In 2022, exploration activities at Hope Bay confirmed the potential to upgrade and expand mineral resources at the Doris deposit at depth below the dike in the BTD Extension and BTD Connector zones, and in the West Valley Zone above the dike to the south. As at December 31, 2022, Agnico Eagle estimated that Hope Bay hosts proven and probable mineral reserves of 3.4 million ounces (16.3 million tonnes grading 6.50 g/t gold), indicated mineral resources of 1.1 million ounces (9.8 million tonnes grading 3.58 g/t gold) and inferred mineral resources of 2.0 million ounces (11.0 million tonnes at 5.49 g/t gold). Future exploration in 2023 will focus on the Madrid deposit to further expand the mineral resources.

Project camp associated with the Boston deposit was refurbished in 2022 and was ready to support future exploration activities in 2023.

ACTIVITIES IN 2023

Ongoing since 2022, the primary focus at Hope Bay in 2023 has been on exploration. Exploration in 2023 was also primarily shifted to the Madrid deposit to further expand the mineral resources with a focus on defining areas of higher-grade mineralization.

Agnico Eagle undertook ongoing internal evaluations regarding various future production scenarios including operating a 4,000 tpd mine at Hope Bay. Current studies only evaluated production from the Doris and Madrid deposits, which could both potentially enhance their mine life and production profile.

Agnico Eagle has also been evaluating whether to retrofit the existing Doris mill or build a new mill closer to the Madrid Deposit. Key permits and approvals required to construct and mine the Doris, Madrid, and Boston deposits of up to 4,000 tpd are already in place.

ACTIVITIES IN 2024

In 2024, the Hope Bay Project continued its care and maintenance activities while advancing exploration efforts, completing over 100 meters of drilling and investing more than \$60 million toward project expansion. Reclamation of select existing project features also began during the year. As of December 31, 2024, the Project reported total gold holdings of 3.4 million ounces in proven and probable mineral reserves (16.2 million tonnes grading 6.52 g/t gold), 2.1 million ounces in indicated resources (14.7 million tonnes grading 4.54 g/t gold), and 2.3 million ounces in inferred resources (13.2 million tonnes grading 5.44 g/t gold). The Project may be ready for production once Agnico Eagle establishes a resource base sufficient to support a larger scale of operations. The company is evaluating the potential to expand Hope Bay into a 4,000- to 6,000-metric-ton-per-day operation—significantly larger than the current 2,000 t/d processing plant.

2024 Community Impact

- In 2024, Agnico Eagle proudly participated in the Kitikmeot Trade Show, a key annual event that brings together businesses, government agencies, regulators, and Inuit organizations from the Kitikmeot region and across Canada. This event continues to serve as an important platform for building partnerships, fostering dialogue, and supporting economic development opportunities within Northern communities.
- Agnico Eagle's 2024 Kitikmeot Community Tour connected with 108 individuals in Kugluktuk, Kugaaruk, Taloyoak, Gjoa Haven, and Cambridge Bay, offering insights into potential future employment. Community members learned about roles in camp services, construction, heavy equipment operation, and core shed work with the exploration team. The sessions also provided updates on Agnico Eagle's broader activities in Nunavut, its partnerships and donations, and the future of the Hope Bay mine. Importantly, the tour created a space for open dialogue, allowing residents to ask questions and discover how to remain connected for upcoming job opportunities.
- Agnico Eagle's \$5 million Inunnguiniq Initiative is forging stronger community mental health and well-being in Nunavut through strategic partnerships and investments. Collaborating with Ilitaqsiniq to promote active living and investing \$2.25 million to expand mental health services are central to this initiative. Addressing food security, Agnico Eagle's \$2.5 million contribution to the Breakfast Club of Canada now supports nutrition programs in 22 schools, benefiting over 2,700 students. Furthermore, a \$200,000 investment in The Arctic Rose Foundation strengthens Inuit-led youth support through cultural connections and community programs. A key 2024 milestone includes the launch of breakfast programs in 13 schools (8 in Kivalliq, 5 in Kitikmeot), demonstrating a commitment to regional equity.



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