



**Dominion  
Diamond Mines**

TD 221-19(2) TABLED ON NOVEMBER 3, 2020



2019

# **EKATI DIAMOND MINE**

SOCIO-ECONOMIC AGREEMENT REPORT

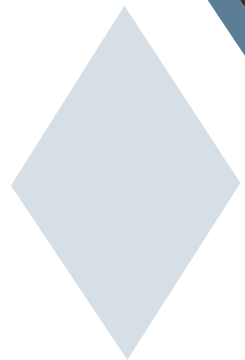


# CONTENTS

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<b>5</b>	COO's Message
<b>6</b>	Community Development
<b>9</b>	Health & Safety
<b>10</b>	Environment
<b>15</b>	Employment
<b>24</b>	Business Spend
<b>29</b>	Appendix A: Position Listings
<b>35</b>	Appendix B: Interpretations & Definitions





# COO'S MESSAGE



Dominion Diamond Mines ULC (“Dominion” or “the company”) is pleased to present the 2019 Socio-Economic Agreement Report (SEA Report) for the Ekati Diamond Mine, in which we describe the results of our commitments to the Government of the Northwest Territories (GNWT) as set out in the SEA.

Dominion is continuing to make a positive difference in the North through support for education, training, community development, employment and business opportunities.

2019 was a challenging, but exciting year for Dominion. By the end of the year we had updated our current Life of Mine plan, which now includes the Point Lake project with the intention to follow with the Jay pipe development. As well, Dominion has applied to continue its exploration of the Lac de Gras and Glowworm Lake regions. These projects will continue to keep the Ekati mine operating while providing ongoing opportunities for the North. As we move into 2020, we continue to work diligently towards the future of the Ekati mine.

As a privately-owned company, Dominion continues to place a high priority on relationships with stakeholders, including our employees and contractors; Impact Benefit Agreement (IBA) groups and Northern communities; the governments of the Northwest Territories and Nunavut; and our Northern business partners.

The company is proud to maintain our commitment to the land, the environment, and the communities.

**Patrick Merrin**

*Interim Chief Executive Officer*

## ABOUT THE COMPANY

Dominion is a Canadian mining company and one of the world’s largest producers and suppliers of premium rough diamonds to the global market.

The company operates the Ekati Diamond Mine, in which it owns a controlling interest, and owns 40% of the Diavik Diamond Mine. Both the Ekati and Diavik Diamond Mines are located in the Northwest Territories, Lac de Gras region.





## COMMUNITY DEVELOPMENT

Dominion works hard to maintain the relationships we have built over the years with the Northern communities, as well as local and territorial organizations. We are proud to partner with these groups on several exciting community development projects.

The company remains committed to working with the Ekati mine's IBA groups on various important development projects, as identified by the communities themselves.

Dominion is guided by the Ekati Mine Engagement Plan, which outlines the activities that play a significant role in maintaining our partnerships with the communities. We hold regular community and IBA meetings, workshops and site visits, and include the Elders and youth in Traditional Knowledge and environmental monitoring projects.

### CONTRIBUTIONS

Through IBA payments, scholarships, and donations, Dominion contributed over **\$5 million** in 2019 to communities in the Northwest Territories and Nunavut.

### EKATI PLUS PROGRAMS

The company's Ekati Plus initiative includes the Ekati Plus Community Development Program, the Ekati Plus Post-Secondary Scholarship Program, and the Ekati Plus School Partnership Program.

Dominion is pleased to be able to support projects and organizations that build resilient, sustainable communities through this Ekati Plus initiative.

Below is a list of the projects that we were proud to support in 2019 under the Ekati Plus Community Development Program.

### 2019 COMMUNITY DEVELOPMENT PROJECTS

#### Aboriginal Sport Circle

- North American Indigenous Games
- UNW Social Justice Fund

#### Aurora – Literacy Outreach Centre

#### Alexis Arrowmaker School, Wekweéti

#### City of Yellowknife

- Bike Rodeo
- Ruth Inch Memorial Safety Week

#### Chief Jimmy Bruneau School, Behchoko

#### Canadian Championship Dog Derby

CIBC/Stanton Territorial Hospital Foundation – MUD Run  
Community Government of Behchoko

- Holiday Activities

Community Government of Gamètì

- Sewing Skill Development Program
- Holiday Activities

Government of Wekweéti

- Holiday Activities

Community Government of Whatì

- Whatì Justice Program – On Land
- Sewing Program
- Youth Handgames Program
- Holiday Breakfast Program

CR Oilers – Pee wee High Performance Hockey

Crush Volleyball Club

Deninu Kue First Nation

- Mission Island
- Holiday Activities

Deninu Kue First Nation/Ft. Resolution Metis Council

- Annual Dog Derby

Deninu School, Fort Resolution

Denesoline

- Pop Up Café
- Lutsel K'e Dene School Lunch Program

Elizabeth Mackenzie Elementary School, Behchoko

Fort Resolution – Deninu School

Ft. Resolution Metis Council

- Holiday Activities

Fostering Open eXpression among Youth (FOXY)

Hamlet of Kugluktuk

- Career Liaison Officer
- Reel Youth – Traditional Language video
- Sewing Program
- Youth and Elder Program
- Fast Track Program
- Holiday Programs

Jean Wetrade Gamètì School, Gamètì

Jimmy Hikok Ilihakvik School, Kugluktuk

K'alemi Dene School, N'dilo

Kaw Tay Whee School, Dettah  
Kugluktuk High School

Lutsel K'e Dene First Nation

- Desnethche Gathering
- Summer Student Program
- Holiday Safety
- Moccasins on the Ground
- Holiday Activities

Lutsel K'e Dene School

Mezi Community School, Whatì

North Slave Métis Alliance

- National Indigenous Peoples Day Celebration
- Business Development Officer
- Holiday Funds

Northern Youth Abroad

NWT Disabilities Council

NWT Parks & Recreation – Walk to Tuk

NWT SPCA

NWT/NU Skills Canada

Salvation Army

Sir John Franklin High School – Dry Grad

Stanton Territorial Hospital Foundation

Tlicho Government

- Tlicho Youth Conference
- Boots on the Ground

Tides Canada – Northern Youth Leadership

Tides Canada - NWT On The Land Collaborative

Tree of Peace – Elders Christmas Feast

Yellowknife Community Foundation

Yellowknives Dene First Nation

- Career Development Officer
- Caribou Monitoring Program
- Dechita Nàowo Community Cabin
- Holiday Activities
- Youth Wellness Sports Program

YK Food Bank

YK Seniors' Society

YWCA





# HEALTH & SAFETY



Dominion remains committed to promote a culture of safety, responsibility, and caring. In order to encourage our workforce to think proactively, the company focuses on reporting both safety hazards and “near miss” events. Addressing these issues before they lead to injuries has had a positive impact on the safety performance at the Ekati mine.

The company also continues to use concepts from the Zero Incident Process (ZIP) program, a behavior-based safety initiative which aims to change the way people think about safety.

By giving employees the tools to take control of their thoughts and feelings, they can learn how to make safe choices both at work and at home.

## WELLNESS AT SITE

At the Ekati mine, Physician Assistants provide a full range of medical services and testing for both occupational and personal health matters. Their interventions play a valuable role in keeping our workforce safe while working at the mine, which is located a significant distance from traditional healthcare facilities.

The company has a fully equipped gym at the Ekati mine, that includes a wide range of cardio equipment, weight machines, free weights, as well

as a gymnasium and squash courts. Employee organized activities and various group fitness classes support an active and healthy lifestyle at the Ekati mine.

## AIFR SAFETY ACHIEVEMENT

One of the ways the company measures safety achievements is through the All Injury Frequency Rate (AIFR), which includes lost-time injuries, restricted work duties, and medical treatment cases.

In 2019, Dominion achieved an AIFR of 0.77, which is higher than the previous year’s AIFR of 0.52.

Although our safety achievement did not improve from 2018 to 2019, we continued to learn from hazards, near misses and incidents in order to take the necessary steps to prevent them from happening again.

We are proud of all our employees and contractors who remain committed to promoting a culture of safety and showing the courage to care for their colleagues.





## ENVIRONMENT

At Dominion, we understand the importance of the Arctic tundra environment and we are committed to mining in the safest, most environmentally responsible way.

### CARIBOU MANAGEMENT

The Ekati mine has comprehensive wildlife management programs in place to ensure minimal impact on caribou and other wildlife. Dominion partnered with Indigenous groups and Northern communities to develop and implement the Caribou Mitigation Plan, which has been implemented at the Ekati mine annually since 2016.

We use several methods to monitor caribou at the mines, including remote camera monitoring, behavioural surveys, road surveys, and reports from mine staff. Dominion also participates in and supports government and other stakeholders in caribou monitoring initiatives and wildlife monitoring workshops.

Dominion supports initiatives such as the Tłıcho Government's, Ekwò Nàxoède K'è (Boots on the Ground), Łutsël K'é Dene First Nation's 'Moccasins on the Ground', and the Yellowknives Dene First Nation's 'Dene on-the-land Caribou Monitoring'

programs, which are Indigenous-driven environmental monitoring programs. These programs monitor the caribou herds, habitat, and the impacts on the caribou. The programs draw on the Traditional Knowledge of Elders and harvesters and rely on their ways of travelling and assessing the conditions on the land.

### ENVIRONMENTAL PROTECTION

The Ekati mine operates under several environmental permits and agreements, including water licenses and land use permits issued by the Wek'eezhii Land and Water Board; the Environmental Agreement between the GNWT; the Government of Canada and the company; and fisheries authorizations issues by the Government of Canada.

Dominion has several environmental programs at the mine including the Wildlife Effects Monitoring Program, the Aquatic Effects Monitoring Program, the Air Quality and Emissions Monitoring Program, and the Reclamation and Closure Program.



### FISHERIES OFFSETTING IN ŁUTSEL K'É

Dominion is committed to working with affected communities to identify measures that can offset mining activities likely to result in adverse effects to fish and fish habitat. Previously, Dominion engaged with communities to identify an offsetting measure that would meet community interests and comply with the Fisheries Act.

Local knowledge indicated a decline in Northern Pike (Jackfish) compared to historical runs in Pike Creek, located near Łutsel K'É. Dominion worked with technical specialists and the community to enhance fish passage through the creek. Work included installation of a new bridge for all-terrain vehicles, remediation of streambank erosion, and clearing of obstructions and debris restricting fish passage. Dominion will conduct monitoring of the creek with community representatives in subsequent years to verify the anticipated gain in fish production.

### PROTECTING THE LAKES AND STREAMS

Dominion proactively works to protect the lakes and streams downstream of the Ekati mine. Recent modelling results predicted minor exceedances of the potassium water quality benchmark. Dominion completed additional toxicity testing to verify that the potassium water quality benchmark would protect species in the lakes and streams.

We conducted longer duration toxicity tests on three species, including one non-standard test species, the fingernail clam. The test results showed there were no adverse effects observed for any of the three test species at or close to the potassium water quality benchmark concentration. The outcomes from the toxicity tests demonstrate that the water quality benchmark is appropriate.



## WASTE MANAGEMENT

We have worked hard to transform how waste is managed at the Ekati mine to improve sustainability and limit environmental impacts.

Dominion has received recognition for being the first northern mine to compost a significant portion of its waste through its award-winning industrial composting unit. Today, over half of the waste generated at the Ekati mine is composted.

## RECLAMATION PROJECTS

At Dominion, we understand the importance of reclaiming the Ekati mine site so that it can be returned to a viable Northern environment at the end of operations.

The goal of reclamation is to keep the site safe for human and wildlife use. Within the Long Lake Containment Facility, Cell B has been designated as a reclamation research area. In this research area, there is some exciting work underway to research the best means of reclaiming the processed kimberlite surface through a combination of vegetation and rock that physically stabilizes the area.





### PANDA, KOALA, AND KOALA NORTH UNDERGROUND CLOSURE

Final reclamation of all the underground workings was initiated at the end of the Koala underground operations and completed on February 26, 2019. At closure, all mobile equipment and vehicles from the underground mines were removed. Pipes, cables, electrical gear and fixed equipment that was deemed salvageable by Dominion was also removed. All other equipment was left in place (e.g., mobile equipment, rock breaker and conveyor system that have been cleaned of fuels and lubricants). A detailed tagging system was utilized to confirm the draining of oils and purging of grease systems. Material and equipment that was not considered salvageable and/or would not negatively impact water quality remained in the underground rather than be hauled to the surface and buried in a landfill. Any remaining explosives inventory was removed and disposed of safely.

### KUGLUKTUK TRADITIONAL KNOWLEDGE PROJECT

The shores of the Arctic Ocean surrounding the community of Kugluktuk, Nunavut provide similar substrates and challenges for colonization of plants as processed kimberlite stabilization, one of Dominion's reclamation research areas. Building on engagement efforts with community Elders, a reclamation research team from Dominion travelled to the coastal community of Kugluktuk in 2018. With the direction of local guides, collections of vegetative materials were made from varying habitats. By 2019, all seed and live plant specimens have been established within trials in the reclamation research area. As part of this program, Dominion is looking forward to continuing collaboration with Kugluktuk and other community groups to incorporate traditional knowledge into the overall Reclamation Research Program.







# EMPLOYMENT

Dominion is dedicated to developing our workforce and committed to creating an environment where people can learn, grow, and take on new responsibilities.

We build capacity within our workforce by offering leadership training, apprenticeship positions, and adult education initiatives, all of which encourage employees and contractors to strive for growth and development.

Although long-term contractors are not direct employees of Dominion, they are treated as such and are therefore extended the same opportunity to participate in adult education and other programming on site.

## WORKPLACE POLICIES

At Dominion, we ensure that the Ekati mine is a welcoming workplace for all employees. The company has several policies and procedures in place, which employees and contractors are expected to adhere to, including:

- Code of Ethics and Business Conduct
- Harassment and Discrimination Policy
- Whistleblower Protection Policy
- Privacy and Protection of Personal Information Policy
- Invitee Access Agreement

## APPRENTICESHIPS

The Ekati mine offers apprenticeships in carpentry, millwrighting, plumbing, mobile crane operation, machining, electrical, warehousing, and instrumentation.

All apprentices are given the opportunity to work closely with the onsite adult educator, who supports their continuing education. The program also enables participation in skills competitions, which help the apprentices to develop knowledge and confidence in their abilities.

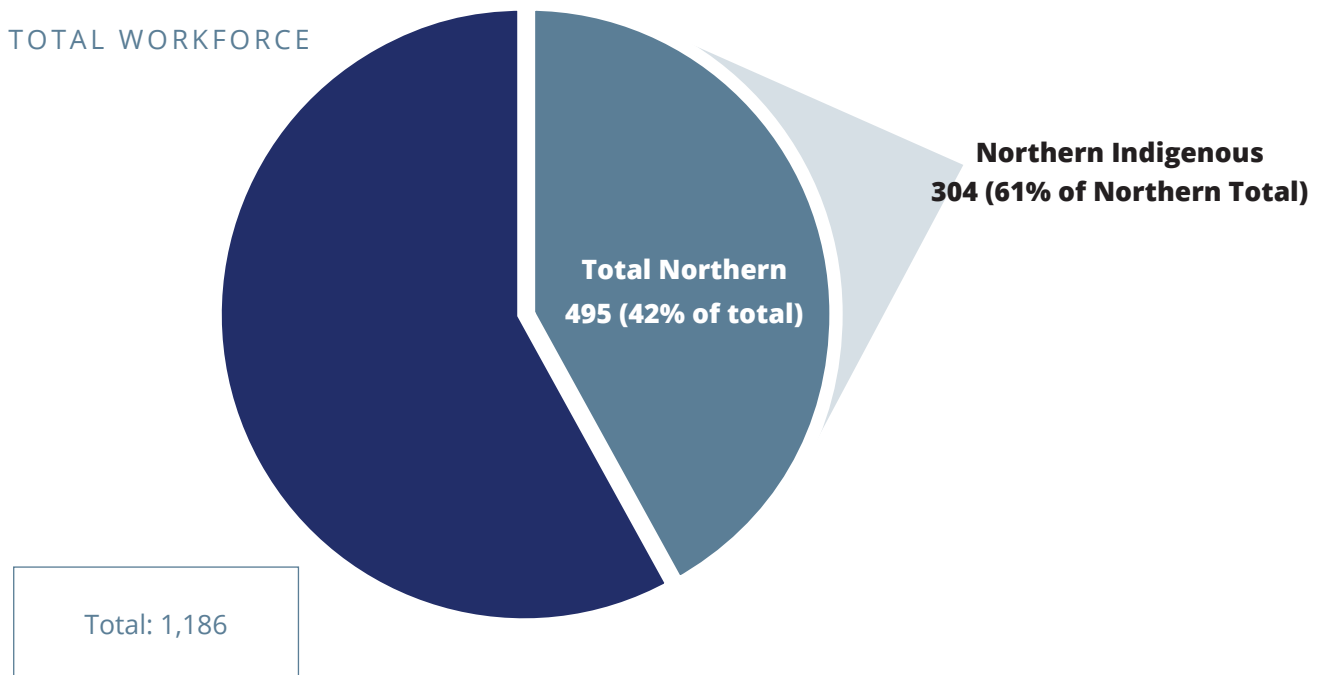
Further apprenticeships are offered by our Contractor partners and include welding, mechanics and heavy-duty technicians. In 2019, the Ekati mine had 20 individuals in the apprenticeship program, both with Dominion and our contracting companies.

In recent years, Dominion has also been focusing on encouraging more women to enter the mining industry.

## EMPLOYMENT BY PRIORITY GROUP

TABLE 1: PERSON YEARS (%)		
	<b>Employees</b>	<b>Contractors</b>
Northern Indigenous	237	67
Northern Other	108	83
<b>Total Northern</b>	<b>345</b>	<b>150</b>
Other	417	274
Subtotal	762	424
<b>Grand Total</b>	<b>1,186</b>	
Northern % of Total	495 (42%)	
Indigenous % of Northern Total	304 (61%)	

\*There may be variances in the total numbers due to rounding to the closest whole number after the addition of the non-rounded numbers has taken place.





## EMPLOYMENT BY SKILL LEVEL

TABLE 2A: EMPLOYEES (PERSON YEARS)

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Management	2	9	11	32	43	3
Professional	0	3	3	66	69	0
Skilled	83	65	148	257	405	98
Semi-Skilled	132	26	158	58	216	151
Entry	20	5	25	4	29	22
<b>Total</b>	<b>237</b>	<b>108</b>	<b>345</b>	<b>417</b>	<b>762</b>	<b>274</b>

TABLE 2B: CONTRACTORS (PERSON YEARS)

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Management	1	1	2	4	6	1
Professional	0	1	1	11	12	0
Skilled	12	31	43	174	217	19
Semi-Skilled	11	28	39	69	108	12
Entry	43	22	65	16	81	49
<b>Total</b>	<b>67</b>	<b>83</b>	<b>150</b>	<b>274</b>	<b>424</b>	<b>81</b>

TABLE 2C: EMPLOYEES & CONTRACTORS (PERSON YEARS)

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Management	3 (23%)	10 (77%)	13 (27%)	36 (73%)	49 (100%)	4
Professional	0 (0%)	4 (100%)	4 (5%)	77 (95%)	81 (100%)	0
Skilled	95 (50%)	96 (50%)	191 (31%)	431 (69%)	622 (100%)	117
Semi-Skilled	143 (73%)	54 (27%)	197 (61%)	127 (39%)	324 (100%)	163
Entry	63 (70%)	27 (30%)	90 (82%)	20 (18%)	110 (100%)	71
<b>Total</b>	<b>304 (61%)</b>	<b>191 (39%)</b>	<b>495 (42%)</b>	<b>691 (58%)</b>	<b>1,186 (100%)</b>	<b>355</b>

## EMPLOYMENT BY GENDER & PRIORITY GROUP

TABLE 3A: EMPLOYEES (PERSON YEARS) %

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Men	211 (89%)	88 (81%)	299 (87%)	357 (86%)	656 (86%)	241 (88%)
Women	26 (11%)	20 (19%)	46 (13%)	60 (14%)	106 (14%)	33 (12%)
<b>Total</b>	237 (100%)	108 (100%)	345 (100%)	417 (100%)	762 (100%)	274 (100%)

TABLE 3B: CONTRACTORS (PERSON YEARS) %

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Men	35 (52%)	74 (89%)	109 (73%)	251 (92%)	360 (85%)	40 (49%)
Women	32 (48%)	9 (11%)	41 (27%)	23 (8%)	64 (15%)	41 (51%)
<b>Total</b>	67 (100%)	83 (100%)	150 (100%)	274 (100%)	424 (100%)	81 (100%)

TABLE 3C: EMPLOYEES & CONTRACTORS (PERSON YEARS) %

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Men	246 (81%)	162 (85%)	408 (82%)	608 (88%)	1,016 (86%)	281 (79%)
Women	58 (19%)	29 (15%)	87 (18%)	83 (12%)	170 (14%)	74 (21%)
<b>Total</b>	304 (100%)	191 (100%)	495 (100%)	691 (100%)	1,186 (100%)	355 (100%)



## FEMALE EMPLOYMENT (TRADITIONAL & NON-TRADITIONAL ROLES)

TABLE 4A: FEMALE EMPLOYEES (PERSON YEARS) %

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Non-Traditional	19 (73%)	11 (55%)	30 (65%)	50 (83%)	80 (75%)	24
Traditional	7 (27%)	9 (45%)	16 (35%)	10 (17%)	26 (25%)	9
<b>Total</b>	26 (100%)	20 (100%)	46 (100%)	60 (100%)	106 (100%)	33

TABLE 4B: FEMALE CONTRACTORS (PERSON YEARS) %

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Non-Traditional	1 (3%)	2 (22%)	3 (7%)	7 (30%)	10 (16%)	1
Traditional	31 (97%)	7 (78%)	38 (93%)	16 (70%)	54 (84%)	40
<b>Total</b>	32 (100%)	9 (100%)	41 (100%)	23 (100%)	64 (100%)	41

TABLE 4C: FEMALE EMPLOYEES & CONTRACTORS (PERSON YEARS) %

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Non-Traditional	20 (34%)	13 (45%)	33 (38%)	57 (69%)	90 (53%)	25
Traditional	38 (66%)	16 (55%)	54 (62%)	26 (31%)	80 (47%)	49
<b>Total</b>	58 (100%)	29 (100%)	87 (100%)	83 (100%)	170 (100%)	74

## FEMALE EMPLOYMENT BY SKILL LEVEL

TABLE 4D: FEMALE EMPLOYEES & CONTRACTORS (PERSON YEARS) %

	<b>Management</b>	<b>Professional</b>	<b>Skilled</b>	<b>Semi-Skilled</b>	<b>Entry Level</b>	<b>Grand Total</b>
Employees	10 (9%)	20 (19%)	36 (34%)	34 (32%)	6 (6%)	106 (100%)
Contractors	0 (0%)	1 (2%)	19 (30%)	6 (9%)	38 (59%)	64 (100%)
<b>Total</b>	10 (6%)	21 (12%)	55 (32%)	40 (24%)	44 (26%)	170 (100%)

## APPRENTICESHIPS BY PRIORITY GROUP

TABLE 5A: APPRENTICESHIPS (HEADCOUNT)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Employees	2	1	3	0	3	2
Contractors	1	10	11	6	17	1
<b>Total</b>	3	11	14	6	20	3

TABLE 5B: APPRENTICESHIPS (PERSON YEARS)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Employees	2	1	3	0	3	2
Contractors	1	7	8	2	10	1
<b>Total</b>	3	8	11	2	13	3

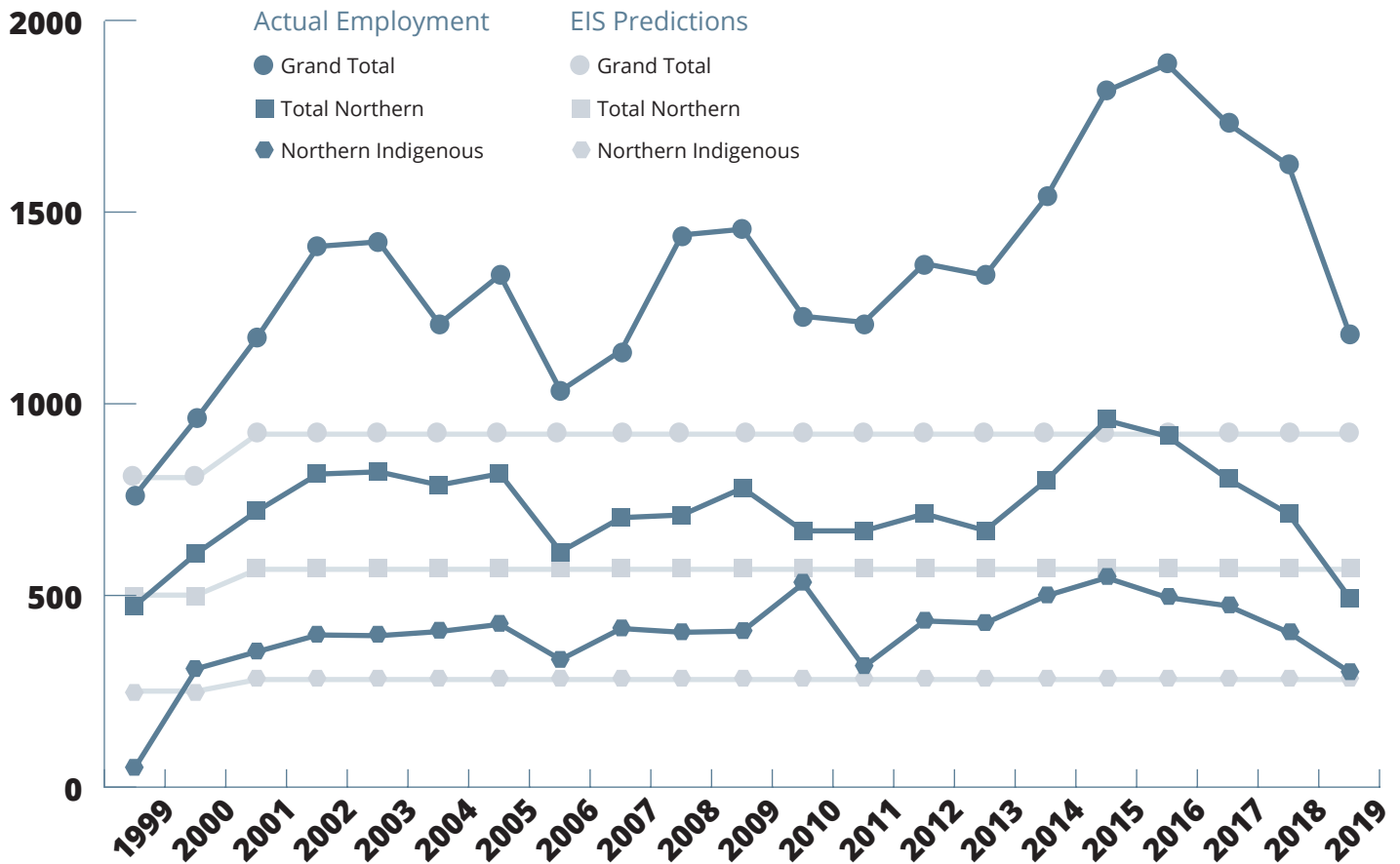
## EMPLOYMENT BY PRIORITY GROUP

TABLE 6: EMPLOYMENT BY PRIORITY GROUP (PERSON YEARS)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Northern Indigenous	442	359	321	390	380	460	500	500	478	408	304	8,379
Northern Other	433	364	351	381	326	342	462	419	329	307	191	7,572
Total Northern	875	723	670	771	706	802	962	920	807	715	495	15,950
Other	788	577	651	870	779	737	858	970	927	910	691	15,016
Grand Total	1,663	1,300	1,321	1,641	1,485	1,539	1,819	1,889	1,734	1,625	1,186	30,954
Northern % of Total	53%	56%	51%	47%	48%	52%	53%	49%	47%	44%	42%	52%
Indigenous % of Northern Total	51%	50%	48%	51%	54%	57%	52%	54%	59%	57%	61%	53%

Total column includes 1999-2019 (table only shows 2009-2019 data).

GRAPH 7: ACTUAL EMPLOYMENT COMPARED TO THE ENVIRONMENTAL IMPACT STATEMENT (EIS) EMPLOYMENT PREDICTIONS (PERSON YEARS)



TOTAL OPERATIONS & CAPITAL EMPLOYMENT BY PRIORITY GROUP

TABLE 8: HEADCOUNT (%)

	Northern Indigenous	Northern Other	Total Northern	Other	Grand Total	Indigenous
Employees	251 (67%)	122 (33%)	373 (44%)	480 (56%)	853 (100%)	290
Contractors	101 (32%)	212 (68%)	313 (25%)	920 (75%)	1,233 (100%)	121
<b>Total</b>	<b>352 (51%)</b>	<b>334 (49%)</b>	<b>686 (33%)</b>	<b>1,400 (67%)</b>	<b>2,086 (100%)</b>	<b>411</b>

## TOTAL OPERATION & CAPITAL EMPLOYMENT BY PRIORITY GROUP & SKILL LEVEL (HEADCOUNT)

TABLE 9A: EMPLOYEES

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Management	2	11	13	44	57	3
Professional	1	3	4	80	84	1
Skilled	87	69	156	280	436	104
Semi-Skilled	134	30	165	66	230	151
Entry	27	9	36	10	46	31
<b>Total</b>	251	122	373	480	853	290

TABLE 9B: CONTRACTORS

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Management	1	3	4	19	23	1
Professional	0	9	9	105	114	0
Skilled	17	92	109	597	706	26
Semi-Skilled	16	61	77	164	241	19
Entry	67	47	114	35	149	75
<b>Total</b>	101	212	313	920	1,233	121

TABLE 9C: EMPLOYEES & CONTRACTORS (%)

	<b>Northern Indigenous</b>	<b>Northern Other</b>	<b>Total Northern</b>	<b>Other</b>	<b>Grand Total</b>	<b>Indigenous</b>
Management	3 (18%)	14 (82%)	17 (21%)	63 (79%)	80 (100%)	4
Professional	1 (8%)	12 (92%)	13 (7%)	185 (93%)	198 (100%)	1
Skilled	104 (39%)	161 (61%)	265 (23%)	877 (77%)	1,142 (100%)	130
Semi-Skilled	150 (62%)	91 (38%)	241 (51%)	230 (49%)	471 (100%)	170
Entry	94 (63%)	56 (37%)	150 (77%)	45 (23%)	195 (100%)	106
<b>Total</b>	352 (51%)	334 (49%)	686 (33%)	1,400 (67%)	2,086 (100%)	411

\*There may be variances in the total numbers due to rounding to the closest whole number after the addition of the non-rounded numbers has taken place.





## BUSINESS SPEND

Dominion is committed to maintaining positive working relationships with Suppliers to build capacity for Northern Business and to promote economic growth.

Indigenous Businesses have secured numerous contracts at the Ekati mine, including contracts for mining services; explosives and blasting supply; catering and janitorial services; and freight management and transportation services, including air freight, passenger flights, and ground transportation.

### BACKGROUND TO 2019 NUMBERS

This past year saw an overall decrease in total business spend as we worked towards transforming Dominion into a cost-effective operator. Dominion is committed to working toward a sustainable future of the Ekati mine and continues to support its Northern partners.

### 2019 BUSINESS SPEND SUMMARY

Dominion's total spend decreased from \$524 million in 2018 to \$398 million in 2019. Dominion spent \$222 million with Northern Businesses, a decrease from the 2018 Northern Business spend of \$302 million. Over \$143 million, or 64% of Northern Business spend, went to Indigenous Businesses in 2019. Northern Indigenous businesses captured 36% of Dominion's total spend in 2019 compared to 34% in 2018.

\*Note: Government, royalty, and donation payments that were not commercial business spend are not reflected in this report.

\*Note: Reclassification of an Indigenous supplier resulted in a change to the Indigenous spend and Northern spend ratios between CY 16-18. The total Northern expenditure ratio was not affected by this change. Total Northern expenditure was not affected by this change.

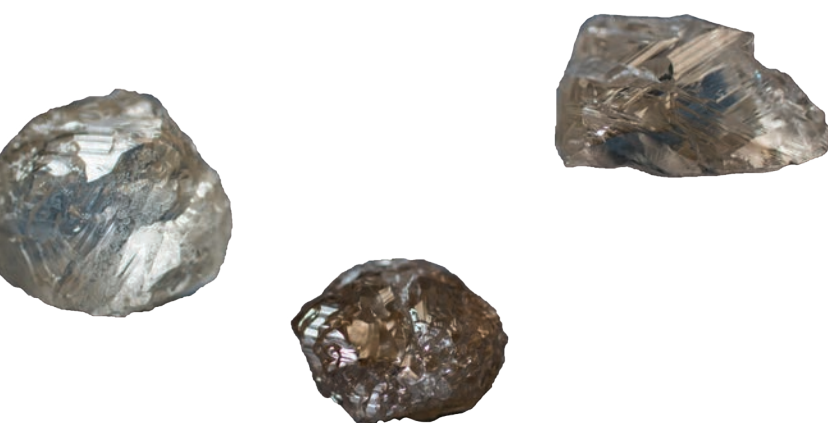
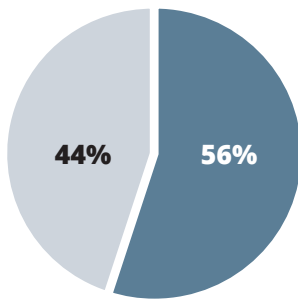


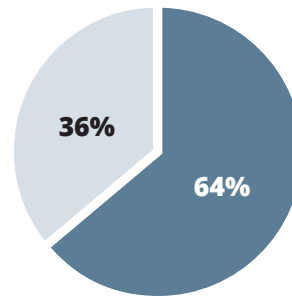


TABLE 11: EXPENDITURES BY PRIORITY GROUP

	<b>Expenditures</b>	<b>% of Total Northern</b>	<b>% of Total Spend</b>
Northern Indigenous Businesses	\$142,741,974	64%	36%
Other Northern Businesses	\$78,934,009	36%	20%
<b>Total Northern</b>	<b>\$221,675,983</b>	<b>100%</b>	<b>56%</b>
Other Businesses	\$176,363,605	N/A	44%
<b>Total Spend</b>	<b>\$398,039,588</b>		



Northern \$222 million (56%)  
 Other \$176 million (44%)  
**Total \$398 million**



Northern - Indigenous \$143 million (64%)  
 Northern - Other \$79 million (36%)  
**Total \$222 million**

TABLE 12: NORTHERN EXPENDITURES BY CATEGORY

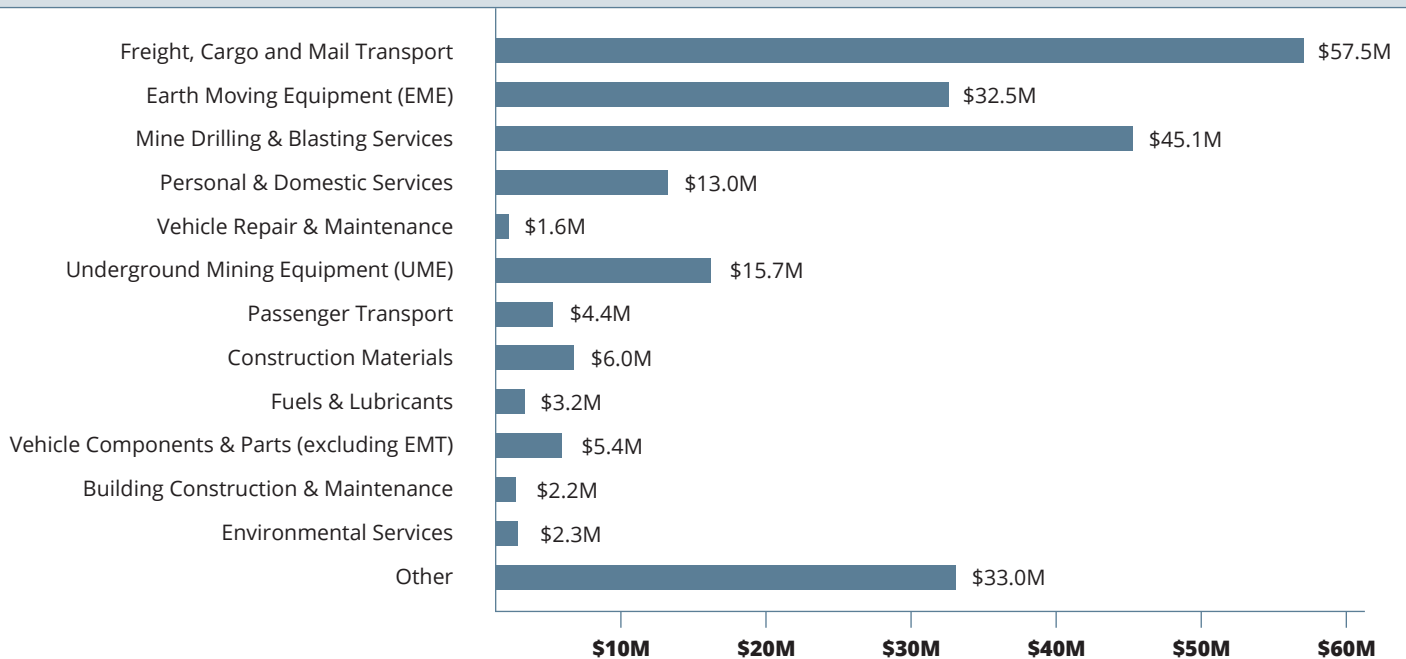


TABLE 13A: EXPENDITURES BY PRIORITY GROUP (MILLIONS OF DOLLARS)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Northern Indigenous Businesses	72	71	75	108	88	79	97	157	147	176	143	2,284
Other Northern Businesses	106	101	122	157	157	197	161	179	160	126	79	3,743
<b>Total Northern</b>	<b>178</b>	<b>172</b>	<b>197</b>	<b>265</b>	<b>245</b>	<b>276</b>	<b>258</b>	<b>336</b>	<b>307</b>	<b>302</b>	<b>222</b>	<b>6,027</b>
Other Businesses	90	113	130	134	149	189	190	204	181	222	176	2,520
<b>Total Spend</b>	<b>268</b>	<b>285</b>	<b>327</b>	<b>399</b>	<b>394</b>	<b>465</b>	<b>448</b>	<b>540</b>	<b>488</b>	<b>524</b>	<b>398</b>	<b>8,547</b>

Total column includes 1999-2019 (table only shows 2009-2019 data).

TABLE 13B: EXPENDITURES BY PRIORITY GROUP (%)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Northern Indigenous Businesses	27	25	23	27	22	17	22	29	30	34	36	27
Other Northern Businesses	40	35	37	39	40	42	36	33	33	24	20	44
<b>Total Northern</b>	<b>66</b>	<b>60</b>	<b>60</b>	<b>66</b>	<b>62</b>	<b>59</b>	<b>58</b>	<b>62</b>	<b>63</b>	<b>58</b>	<b>56</b>	<b>71</b>

Total column includes 1999-2019 (table only shows 2009-2019 data).

TABLE 14: ACTUAL SPENDING COMPARED TO THE ENVIRONMENTAL IMPACT STATEMENT SPENDING PREDICTIONS (MILLIONS OF DOLLARS)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Actual Total Spend	268	285	327	399	394	465	448	540	488	524	498	8,547
Actual Northern Spend	178	172	197	265	245	276	258	336	307	302	222	6,027
Northern Percent of Total	66%	60%	60%	66%	62%	59%	58%	62%	63%	58%	55%	70%
Northern Target Percent	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Northern Target: Calculated at 70%	188	200	229	279	276	326	314	378	342	367	283	5,983
Actual Minus Target	-9.6	-27.5	-31.9	-14.3	-30.8	-49.5	-55.6	-42.0	-34.6	-64.8	-56.6	-44.1

Northern target spend is 70% of total spend.

Total column includes 1999-2019 (table only shows 2009-2019 data).

TABLE 15: SPEND BY GEOGRAPHICAL LOCATION

<b>Location</b>	<b>Expenditure</b>
Fort Resolution	\$55,500
Behchoko	\$217,500
Fort Smith	\$656,203
Hay River Reserve	\$5,444,994
Yellowknife	\$191,644,591
Other	\$23,657,195
<b>Total Northern</b>	<b>\$221,675,983</b>



# APPENDICES



# APPENDIX A: POSITION LISTINGS

## FEMALE TRADITIONAL POSITIONS

<b>Positions</b>	<b>Skill Level</b>
Accounts Payable Administrator	Semi-Skilled
Administrative Assistant	Semi-Skilled
Administrative Specialist	Semi-Skilled
Benefits Specialist	Skilled
Camp/Travel Service Administrator	Semi-Skilled
Communications Specialist	Semi-Skilled
Community Relations Advisor	Skilled
Document Controller & Administrative Specialist	Semi-Skilled
Health & Wellness Coordinator	Semi-Skilled
HR Officer	Skilled
LMS Administrator	Semi-Skilled
Master Data Specialist	Skilled
Office Manager	Skilled
Payroll Specialist	Skilled
SAP Master Data Administrator	Skilled
Senior Advisor, Communities	Professional
Senior Advisor, Employee Benefits	Skilled
Senior HR Officer	Professional
Senior Payroll & Benefits Analyst	Skilled
SharePoint Administrator	Skilled
Summer Student, Communications	Entry
Summer Student, Communities	Entry
Supervisor, Accounts Payable	Skilled
Travel Coordinator	Semi-Skilled

FEMALE NON-TRADITIONAL POSITIONS			
Positions	Skill Level	Positions	Skill Level
Airport Technician	Skilled	Dispatcher UG	Semi-Skilled
Apprentice, Electrical	Semi-Skilled	Draw Control Technician	Skilled
Apprentice, Millwright	Semi-Skilled	Engineer, Drill & Blast	Professional
Apprentice, Parts Technician	Semi-Skilled	Engineer, Drill & Blast OP	Professional
Assist Blaser Surface	Semi-Skilled	Engineer, Electrical	Professional
Assist Maintenance	Entry	Engineer, Geotechnical OP	Professional
Assist Process Plant	Entry	Engineer, Reliability	Professional
Assist Waste Management	Entry	Env. Advisor, Fisheries & Aquatics	Professional
Assistant Team Leader, Surface Mining	Skilled	Env. Advisor, Waste	Professional
Blaster	Skilled	Env. Coordinator	Skilled
Business Analyst	Professional	Env. Monitor - Bird	Entry
Chief Executive Officer	Management	Env. Specialist	Skilled
Chief Financial Officer	Management	Env. Specialist, Compliance	Entry
Chief Mechanical Engineer	Management	Equip. Op. Excavator Shovel	Skilled
Condition Monitoring Technician	Skilled	Equip. Op. Production Loader	Semi-Skilled
Co-op Student, Exploration	Semi-Skilled	Equip. Op. Road Train	Skilled
Co-op Student, Mining Engineer	Semi-Skilled	Equip. Op. Support	Semi-Skilled
Co-op Student, Reliability Advisor	Semi-Skilled	Equip. Op. Surface Drill	Skilled
Corporate Controller	Management	Equip. Op. Truck	Semi-Skilled
Diamond Cleaning Specialist	Semi-Skilled	Equip. Op. Utility 1	Semi-Skilled
Diamond Nonning Specialist	Semi-Skilled	Equip. Op. Utility 2	Semi-Skilled
Diamond Technical Specialist	Semi-Skilled	Executive VP Diamonds	Management
Director Diamond Control	Management	Financial Accountant	Professional
Director Marketing	Management	Financial Analyst	Professional
Director Security	Management	General Counsel	Management
Dispatcher Surface	Semi-Skilled	General Manager, Ekati	Management
		Geologist in Training	Professional

FEMALE NON-TRADITIONAL POSITIONS

<b>Positions</b>	<b>Skill Level</b>	<b>Positions</b>	<b>Skill Level</b>
Geotechnical Engineer	Professional	JP Plumber	Skilled
Geotechnical Engineer in Training	Professional	JP Power Linesperson	Skilled
Geotechnical Engineer OP	Professional	JP Rebuild Tech	Skilled
Geotechnical Technician	Professional	JP Rebuild Technician	Skilled
Head of Electronic Security	Management	JP Scaffolder	Skilled
Head of HSECT	Management	JP Welder	Skilled
Head of Human Resources	Management	Junior Project Controls	Skilled
Head of Security	Management	Lead Surveyor	Skilled
Head of Supply Chain	Management	Lube Truck Technician	Semi-Skilled
Health & Safety Risk Support Technician	Skilled	Lubetech UG Mobile	Semi-Skilled
Heavy Equipment Technician	Skilled	Lubrication Specialist	Professional
HVAC Technician	Skilled	Maintenance Planner	Skilled
Hydrocarbon Tech I	Semi-Skilled	Manager, Finance Operations	Management
Hydrocarbon Tech II	Semi-Skilled	Manager, Financial Reporting	Management
Hygiene Advisor	Professional	Manager, Logistics & Administration	Management
Instructional Design Specialist	Professional	Manger, Treasury	Management
Inventory Analyst	Skilled	Metallurgist	Professional
Investigator	Skilled	Mine Engineer in Training	Professional
JP Boiler Operator	Skilled	Mine Geologist	Professional
JP Carpenter	Skilled	Mining Engineer	Professional
JP Crane Operator	Skilled	Mining Engineer Misery Deep	Professional
JP Electrician	Skilled	Permitting Advisor	Skilled
JP Machinist	Skilled	Physician Assistant	Professional
JP Millwright	Skilled	Platform Services Lead	Skilled
JP Overhead Door Technician	Skilled	Procurement Lead	Skilled
JP Pipfitter	Skilled	Procurement Specialist	Skilled
		Production Geologist	Professional

## FEMALE NON-TRADITIONAL POSITIONS

<b>Positions</b>	<b>Skill Level</b>	<b>Positions</b>	<b>Skill Level</b>
Project Analyst	Professional	Senior Mining Engineer	Professional
Project & Cost Analyst	Professional	Senior Procurement Specialist	Skilled
Project Coordinator	Professional	Senior Project Engineer	Professional
Reliability Advisor	Professional	Senior Risk & Safety Advisor	Skilled
Resource Geologist	Professional	Senior Surveyor	Skilled
Risk & Safety Advisor	Skilled	Senior Tax Advisor	Professional
SAP Integration Lead	Management	Senior Team Leader, Processing	Professional
Security Officer	Skilled	Senior Technology Delivery Specialist	Skilled
Senior Advisor, Costing	Professional	Senior Warehouse Advisor	Skilled
Senior Advisor, Financial Planning & Analysis	Professional	Service Advisor	Skilled
Senior Advisor, Reporting	Professional	Service Delivery Coordinator	Skilled
Senior Advisor, Training & Development	Skilled	Services Coordinator	Semi-Skilled
Senior Financial Accountant	Professional	Summer Student, Environment	Entry
Senior Financial Analyst	Professional	Summer Student, Maintenance	Entry
Senior Geologist	Professional	Summer Student, Training	Entry
Senior Inventory Analyst	Professional	Supervisor, Operational Accounting	Professional
Senior Maintenance Planner	Skilled	Supervisor, Operational Reporting	Professional
Senior Manager, ERP/SAP Applications	Management	Supervisor, Reporting & Data	Professional
Senior Manager, Exporation	Management	Supervisor, Revenue & Corporate	Professional
Senior Manager, Fox Deep	Management	Supply Chain Business Analyst	Skilled
Senior Manager, IT Infrastructure	Management	Supt. Asset Management	Management
Senior Manager, Mine & Site Technical Services	Management	Supt. Communications	Management
Senior Manager, Plant & Asset Optimization	Management	Supt. Construction	Management
Senior Metallurgist	Professional	Supt. Diamond Control	Management
		Supt. Electrical Services	Management
		Supt. Environment	Management



FEMALE NON-TRADITIONAL POSITIONS

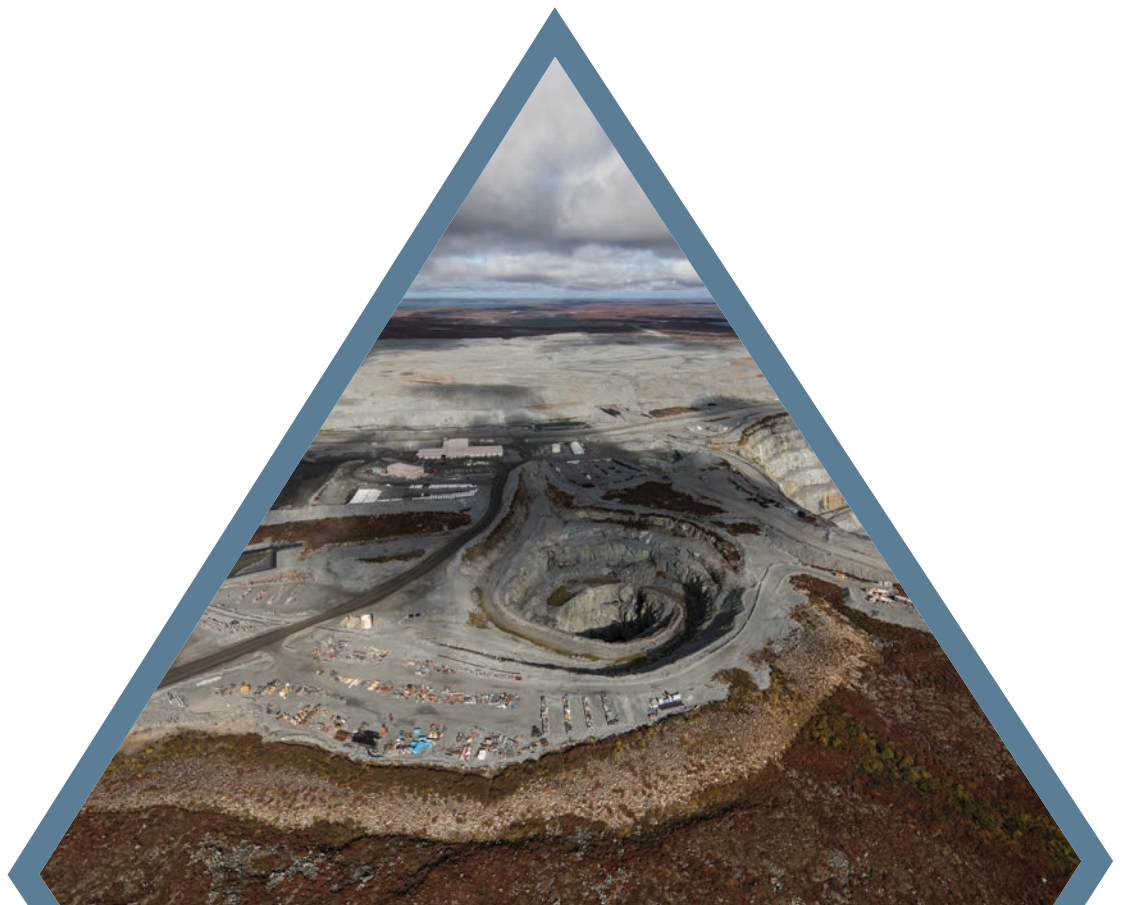
<b>Positions</b>	<b>Skill Level</b>	<b>Positions</b>	<b>Skill Level</b>
Supt. Exploration	Management	Team Leader, Maintenance	Skilled
Supt. Health, Safety, Training & Risk	Management	Team Leader, Maintenance Engineering	Professional
Supt. Materials Management	Management	Team Leader, Maintenance Services	Skilled
Supt. Mining	Management	Team Leader, Mine Planning	Professional
Supt. Mobile Maintenance	Management	Team Leader, Planning & Rebuilds	Professional
Supt. Permitting	Management	Team Leader, Process Plant	Skilled
Supt. Process Plant Operations	Management	Team Leader, Recovery	Skilled
Supt. Procurement	Management	Team Leader, Road Services	Skilled
Supt. Project Controls	Management	Team Leader, Sample Plant	Skilled
Supt. Site Services & Facilities	Management	Team Leader, Security	Skilled
Supt. UG Operations	Management	Team Leader, Site Services	Skilled
Supt. Underground Construction Misery	Management	Team Leader, Surface Mining	Skilled
Surface Mining Trainee	Entry	Team Leader, Survey	Skilled
Surveyor	Skilled	Team Leader, Training	Skilled
Team Leader, Env. Mine Planning	Professional	Team Leader, UG Services	Skilled
Team Leader, Drill & Blast	Professional	Team Leader, Warehouse	Skilled
Team Leader, Electrical & Instrumentation	Skilled	Technician, Communications	Skilled
Team Leader, Electrical Services	Skilled	Technician, Mobile Lube	Semi-Skilled
Team Leader, Environmental Operations	Professional	Technician, Process Control	Skilled
Team Leader, Facilities	Skilled	Technician, Process Plant	Skilled
Team Leader, Fixed Plant	Skilled	Technician, Tool Crib	Skilled
Team Leader, Geotechnical	Professional	Technology Delivery Specialist	Skilled
Team Leader, Health & Safety	Professional	Trainee Condition Monitoring	Semi-Skilled
Team Leader, Hydrocarbons	Skilled	Training Advisor	Skilled
Team Leader, IT & Communications	Skilled	Treasury Operations Analyst	Professional
		VP, Corporate Affairs	Management

FEMALE NON-TRADITIONAL POSITIONS

Positions	Skill Level	Positions	Skill Level
VP, Exploration	Management	Weekly Scheduler	Professional
Warehouse Technician	Skilled	Wildlife Advisor	Skilled
Waste Management Technician	Skilled	Wildlife Technician	Semi-Skilled
Waste Water Treatment Technician	Skilled		

ABBREVIATIONS IN POSITION LISTINGS

Env.	Environmental	OP	Open Pit
Equip. Op.	Equipment Operator	Supt.	Superintendent
HR	Human Resources	UG	Underground
JP	Journeyman	VP	Vice President



# APPENDIX B: INTERPRETATIONS & DEFINITIONS

## INTERPRETATIONS / GUIDANCE

### EMPLOYMENT COMMITMENTS

In the SEA, the following targets are set for Northern Resident employment and Indigenous employment for the Operations Phase of the project:

- Northern Resident employment will be 62% of the total Dominion and Contractor employment
- Indigenous employment will equal at least 50% of Northern Resident employment

### BUSINESS SPEND COMMITMENTS

The SEA target for Northern Business spend is 70% of the total annual value of goods and services purchased during the Operations Phase.

### JOB CLASSIFICATIONS

The skills and knowledge to perform the duties of a position fall into five basic categories. The following classification and criteria are used.

**Management:** Characterized by high levels of responsibility, accountability and subject matter expertise. Expertise is acquired through either formal education or extensive occupational experience.

**Professional:** Work for the position requires a university degree (e.g. accountant, engineer, geologist).

**Skilled:** Work for the position requires a college or technical school diploma, certification in specialized trades (e.g. surveyor, technician, administrative assistant).

**Semi-Skilled:** Work for the position requires a GED and related work-experience (e.g. equipment operator).

**Entry:** Formerly referred to as Unskilled, this category is now called Entry to accurately define the position. Work for Entry level positions is non-specialized; GED is preferred.

### NUNAVUT

The SEA was signed on October 22, 1996, prior to the division of the Northwest Territories and the creation of the Nunavut Territory. Employment and business expenditure data from the Hamlets and Kugluktuk and Cambridge Bay are also included in the report.

### ROUNDING

The totals in the tables in this report may differ slightly, due to rounding to the closest whole number after the addition of the non-rounded numbers has taken place.

### STANDARD CONTRACT EMPLOYER PRACTICES

Dominion requires all contract employers to support our commitments to the people of the North by preferentially hiring Northern Residents and Indigenous individuals when it is reasonably practicable.

### TRADITIONAL AND NON-TRADITIONAL OCCUPATIONS FOR WOMEN

As per the SEA, Dominion is required to report the number of women working in traditional and non-traditional occupations. For the purpose of this report, a woman who works outside the home in a job that is not historically categorized as a female occupation is considered to be working in a non-traditional occupation. For more accurate reporting, Dominion has also included female employment by skill level as shown in Table 4D. Classifications for traditional and non-traditional positions are reported in Appendix A.

## DEFINITIONS IN THIS REPORT

**Contractor:** Every contractor and sub-contractor used by Dominion for the project.

**Headcount:** The number of individuals who have worked in connection with Dominion, irrespective of the number of hours worked.

**Indigenous:** A First Nations, Inuit, or Métis person who originates from the Northwest Territories (or Nunavut after 1999).

**Indigenous Business:** A business that is wholly owned by, or in partnership with, and Indigenous group. Indigenous Businesses have a physical presence in the Northwest Territories; Kugluktuk, Nunavut; or Cambridge Bay, Nunavut, and have self-declared themselves to be an Indigenous Business regardless of where the business is headquarters and/or whether it is ultimately parented by an Indigenous Business.

**North/Northern:** The region covered by the Northwest Territories and Nunavut.

**Northern Business:** A business organization which, may be an incorporated company, unincorporated joint venture, partnership, proprietorship, or cooperative acting for the benefit of any Northern Resident in which Northern Residents shall have substantial management authority or in which Northern Residents shall have a significant working interest.

**Northern Indigenous:** An Indigenous person who resides in the North.

**Northern Other:** A Northern Resident who does not meet the definition of Indigenous as used in this report.

**Northern Resident:** A person who maintains a self-contained domestic establishment in the Northwest Territories (or Nunavut) other than a residence at a remote work site, and who primarily resides at that domestic establishment when not residing at a remote work site or attending an educational institution full time, and who:

- I. Has continuously been a Northwest Territories (or Nunavut) resident for a period of at least six months immediately prior to being hired, or
- II. Is Indigenous.

**Operations Phase:** That period of time commencing on the date that the first mine goes into commercial production (when diamonds in sizable quantities are recovered and offered for sale on a regular basis), within the claim block, until the permanent closure of the last mine of the project.

**Person Year:** For operations, one person year equals 2,080 hours per year, For construction, one person year equals 2,736 hours per year.





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