



AGNICO EAGLE



DEVELOPING THE LABOR FORCE AND EMPLOYEES OF AGNICO EAGLE MINES

Nunavut Mining Symposium April 2015

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DEVELOPING THE LABOR FORCE OF AEM

COMMUNITY BASED TRAINING

Family Network program

A community based Family Network support program for families of AEM employees

Make it Work Program

Spouses of AEM employees come to Meadowbank to experience mining life.

The program is delivered in Inuktitut and includes counselling

Hamlet of Arviat Mine Training Program

Surface drillers + welders helpers program

2014: 11 graduated from drillers program

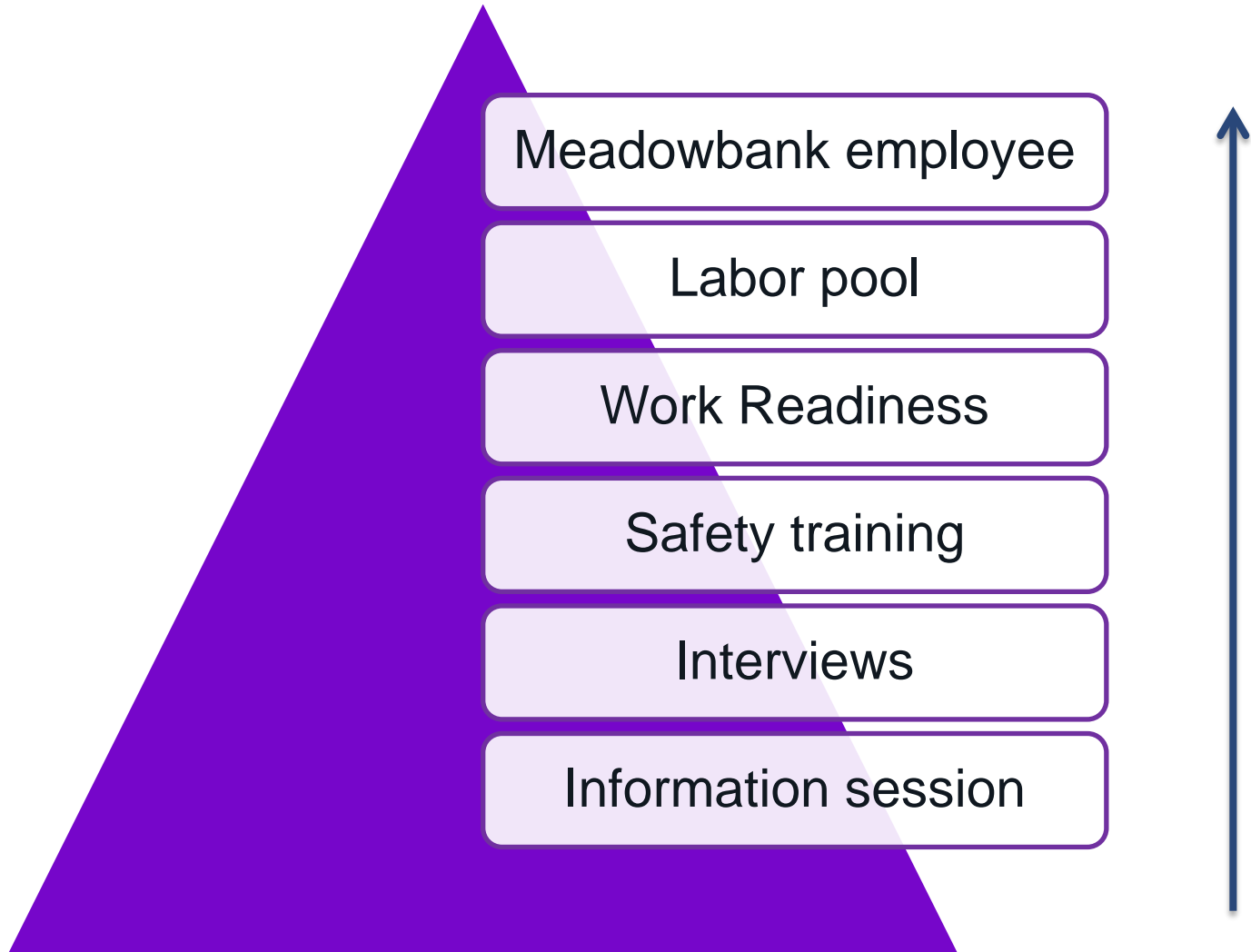
Over 4 years: 54 drillers helpers graduates

2014: 6 welders graduated

Over 2 years: 11 graduates

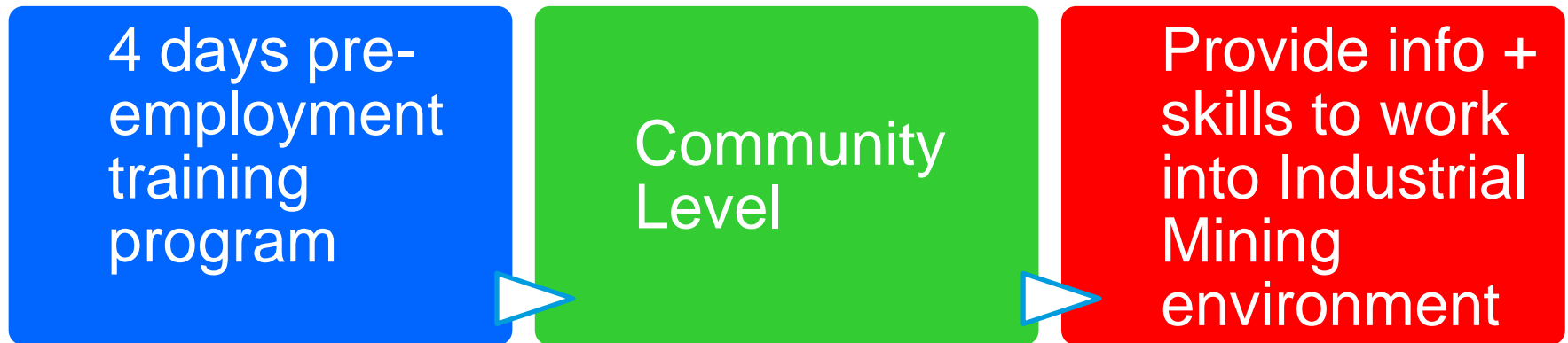
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LABOR POOL



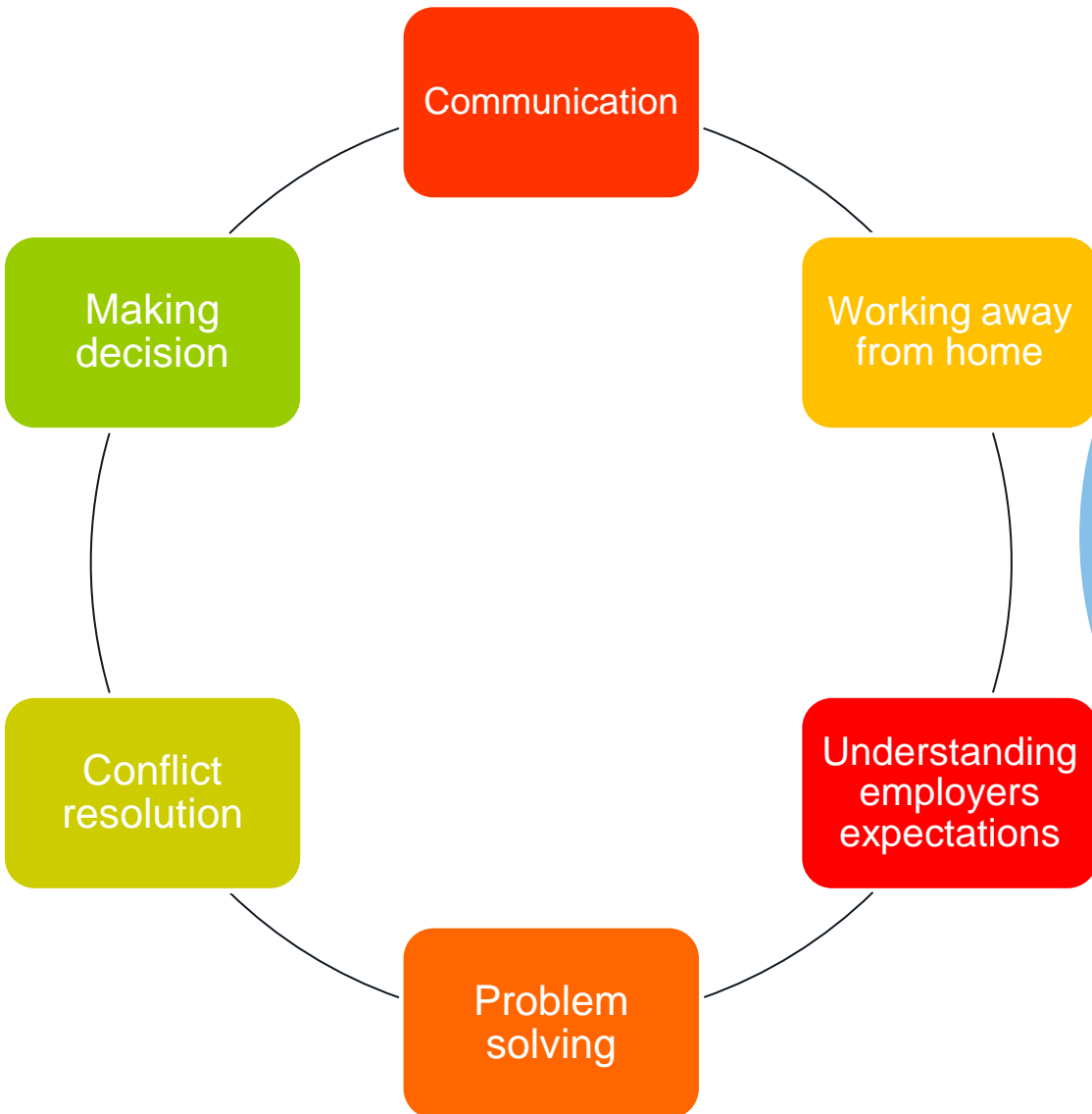
DEVELOPING THE LABOR FORCE OF AEM

WORK READINESS – AEM’S PRE-EMPLOYMENT PROGRAM



DEVELOPING THE LABOR FORCE OF AEM

WORK READINESS – AEM’S PRE-EMPLOYMENT PROGRAM



SUCCESS STORIES

During 2014 a total of 128 people from Kivalliq communities attended Work Readiness programs of which 111 successfully completed the program and joined the Labor Pool.



DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

SUCCESS FACTORS THAT CONTRIBUTED TO OUR PROGRESS



Georgina Pissuk, Aux. Equip. OPE



Jay Camphaug, Surface HEO

DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

UPWARD MOBILITY OPPORTUNITIES

Since April 2013, AEM Upward Mobility Programs and KMTS financial support have resulted in :

- **138 promotions** including
 - 53 new Haul Truck drivers for a total of 80 full time positions
 - 31 employees who received Auxiliary Equip. training
 - 2 employees trained on Mine Production Equipment
 - 3 employees trained on Process Plant operations
- Over **30 000 hours** of training for Inuit employees only

Initial targets were set at **40 promotions** so we over achieved our targets by more than **300%**.

DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

INVESTMENT IN TRAINING FOR INUIT EMPLOYEES

In 2014

- \$5.6 million was invested in training of Inuit employees at Meadowbank
- Of this, over 85% was dedicated to upward mobility programs
- Average annual training investment for companies is 1% of total payroll

Agnico's training investments represents **28%**
of Inuit employee payroll



DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

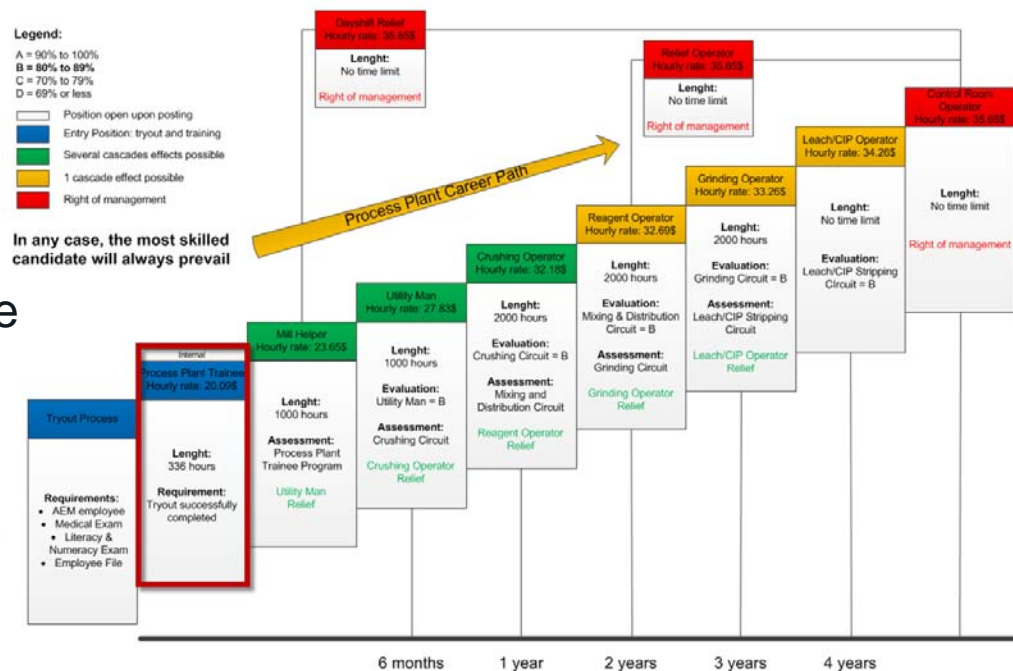
CAREER PATH PROGRAM

- In 2012 Meadowbank designed a new “Career Path” program that is intended to support the upward mobility of Inuit employees within the company.
- The program is designed to offer employees with limited formal skills or education an opportunity to advance towards more meaningful employment and improved compensation. **The core tool of our Nunavut training program.**
- **Since 2012**, the following Career Paths were implemented:
 - ✓ Mining Operations (mining heavy equipment)
 - ✓ Drill & Blast
 - ✓ Surface Operations (surface heavy and light equipment)
 - ✓ Road Maintenance
 - ✓ Process Plant

DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

THE PROCESS PLANT TRAINEE PROGRAM

- 336 hours of training developed internally
- Combination of in-class and on the field training
- First wave of 2 trainees started on April 8th 2015
- At the end of the training, the trainees integrate the Process Plant Career Path as Helpers and are competent to progress along
- 8 trainees are planned to start the program in 2015

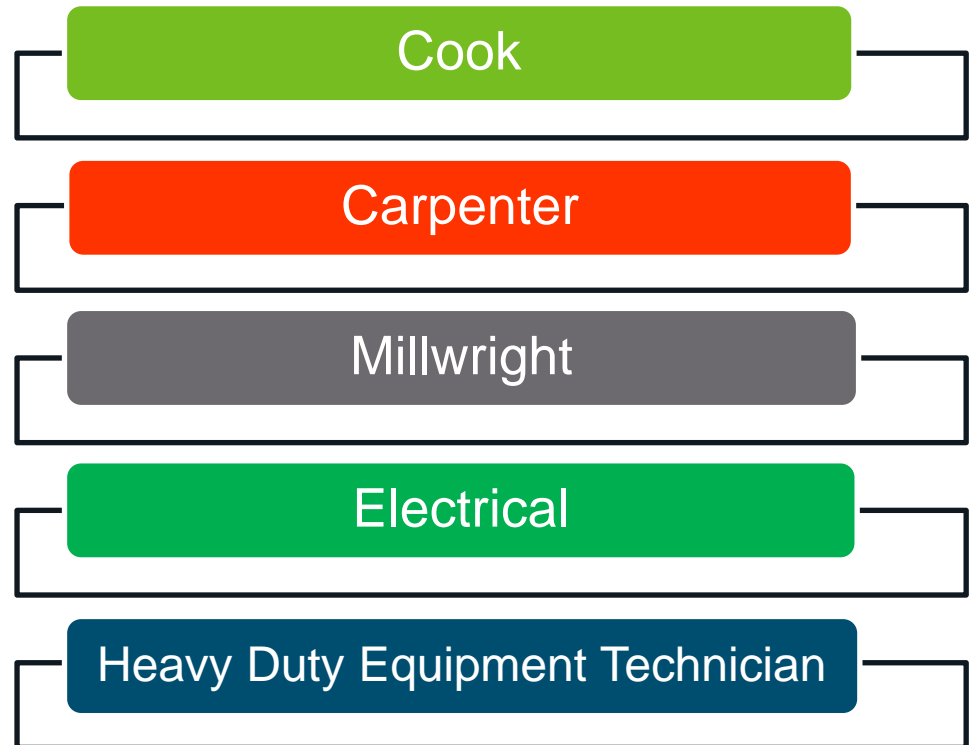


DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

APPRENTICESHIPS AT MEADOWBANK

Apprentices Field of Practice

- Many Inuit employees interested in becoming an Apprentice
- Pre-trade program with NAC & KMTS
- 9 Current Inuit Apprentices at Meadowbank
- In 2015, 9 new Apprentice positions for Inuit will be available for a total of at least 18 Apprentices in different trades



DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

ORGANIZING FOR TRAINING AT MEADOWBANK

Agnico Eagle has re-organized to be in the mine training business;

- Training Department
- 3 training rooms
- 10 full time trainers
- Red seal trades that guide apprentices
- Heavy Equipment Simulator
- A real training playground
- A training calendar

Agnico Eagle has developed a unique approach to training;

- Quality curriculum designed in Nunavut for Nunavut
- Employee's are trained on the job as part of their regular shift
- Training opportunities provided based on knowledge, skills and attitudes
- A suite of training initiatives in place and in the workplace
- Employee support programs in place



DEVELOPING THE POTENTIAL OF AEM EMPLOYEES

CONCLUSION

- Innovation is a **key value** that has allowed our organization to develop **creative solutions** to meet the labor force challenges that are specific to Nunavut.
- Continued innovation in our initiatives will maintain our **momentum** towards **results**.
- Our success defines Agnico Eagle as an organization that has the **ability to adapt and respond** to our challenging environment.





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THANK YOU