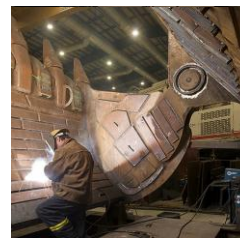




AGNICO EAGLE



**BUILDING
CAPACITY FOR
OUR FUTURE**



INTRODUCTION

Since a year we have been presenting about our progress and successes in regards to employment and training.

We continue having good success and it will be maintained as we implemented strong and sustainable upward mobility programs.

What's next for AEM Nunavut....



TABLE OF CONTENT

1. Outlook of our current situation
2. New challenges
3. Action plan in place
4. Conclusion

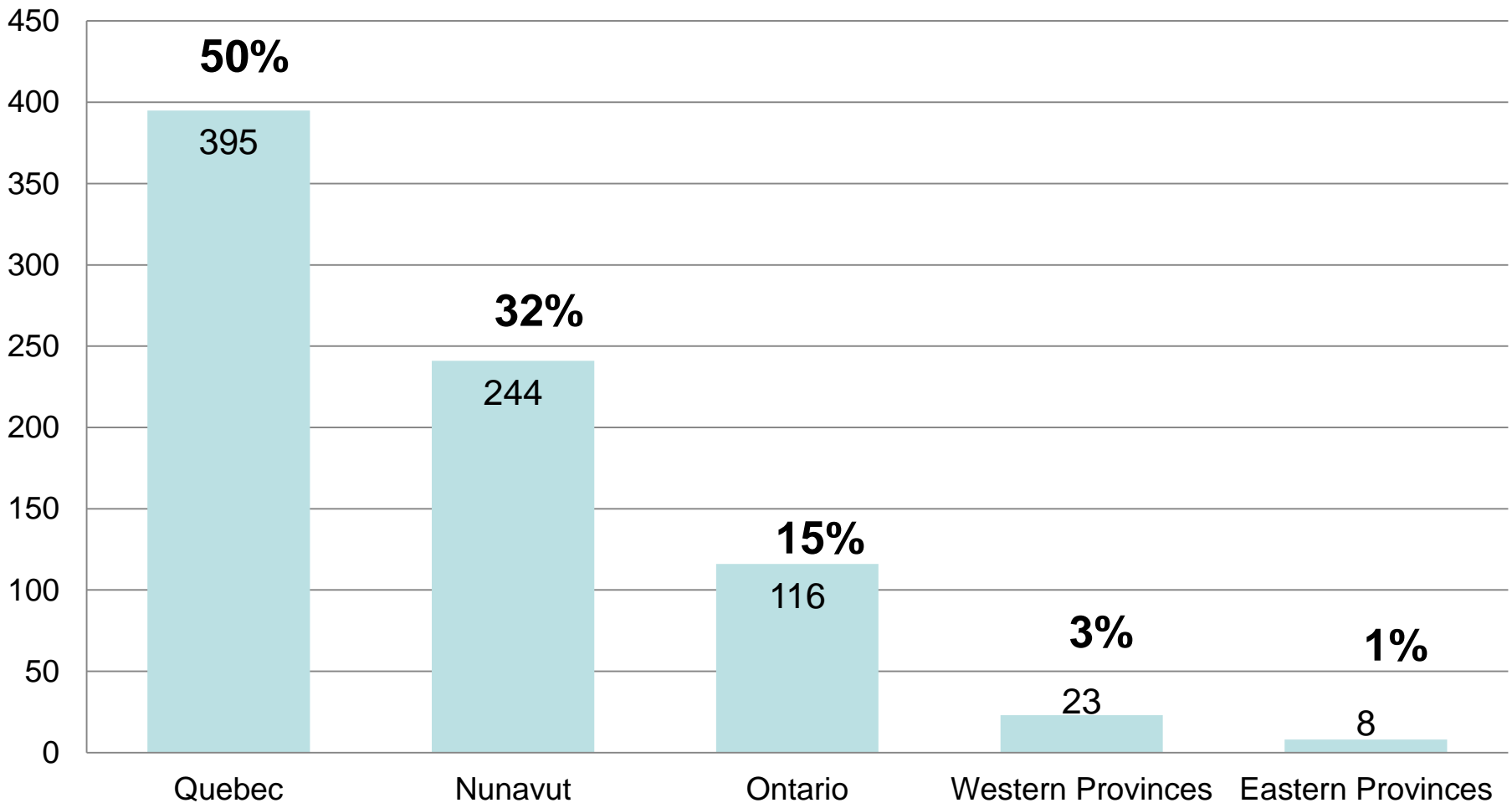


CURRENT SITUATION

- ❑ Inuit content is stable at 32%.
(765 permanent, 244 Inuit)
- ❑ 96% of our Inuit employees live in the Kivalliq region, NU.
- ❑ 68% of our Inuit employees are coming from Baker Lake, NU.
- ❑ 15 Inuit employees have moved south since their hiring.



Employee Demographics



NEW CHALLENGES

Our biggest challenges have evolved...

2.1 Level of Inuit workers in skilled jobs

2.2 Lack of family support



2.1 PRIORITY : BUILDING LABOR FORCE CAPACITY

Currently 50% of our Inuit employees are occupying skilled jobs. We aim at increasing significantly that number in the next years. To do so we need to train more people in :

- 1.Trades
- 2.Collegial and university mining programs
- 3.Management degree
- 4.Specialized on the job mining training (ex. career path)



EVOLUTION OF INUIT CONTENT

- Meadowbank has reached full level of employment. Opportunities are therefore more limited and mainly based on turnover.
- Main focus continue to be on internal progression of employees through upward mobility programs.

AEM Meadowbank Employees				
Year	Total Inuit Employees	Total Employees	%	Comments
As of Dec 31st, 2013	244	765	32%	Hiring freeze for Non Inuit. Costs saving initiatives that lead to elimination of positions.
As of Dec 31st, 2012	253	784	32%	Launch of Action Plans. Hiring of skilled labor to fill gaps (mechanic, HEO, professionals)
As of Dec 31st, 2011	249	702	35%	Ramp up phase. Intense recruitment for Inuit and Non-Inuit.
As of Dec 31st, 2010	149	475	31%	Beginning of production. Not completed all hiring.

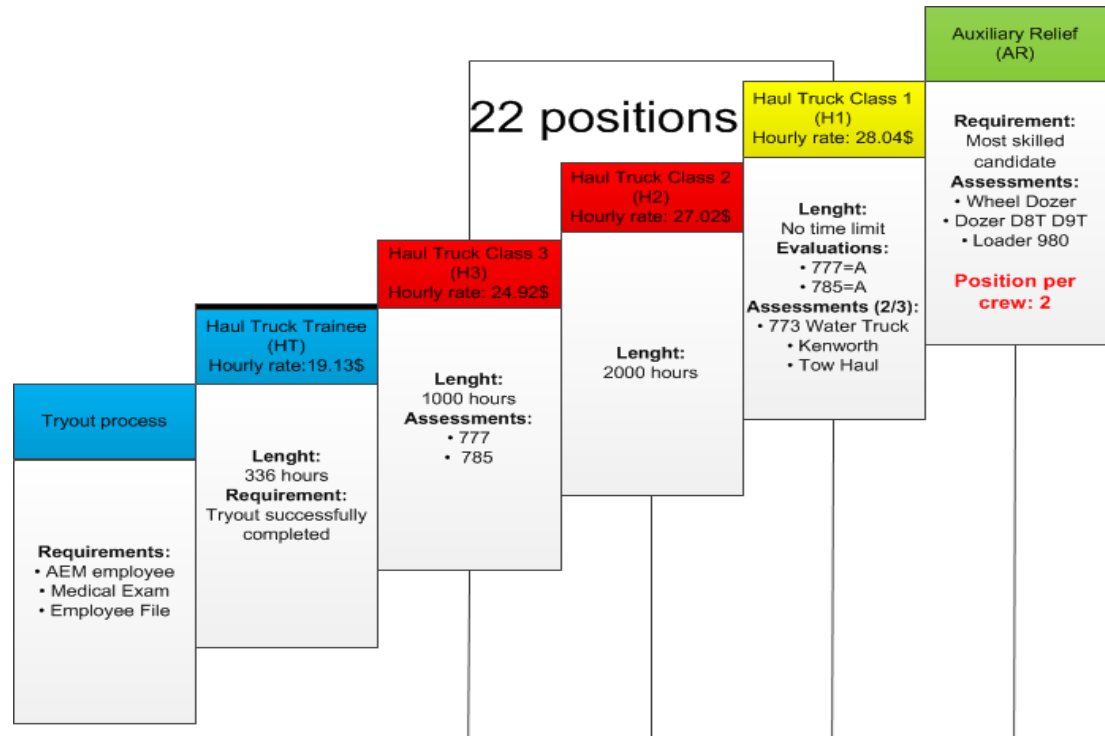


OUR CORE TRAINING TOOL: CAREER PATH

➔ *A program focused on people with no mining-related work experience*

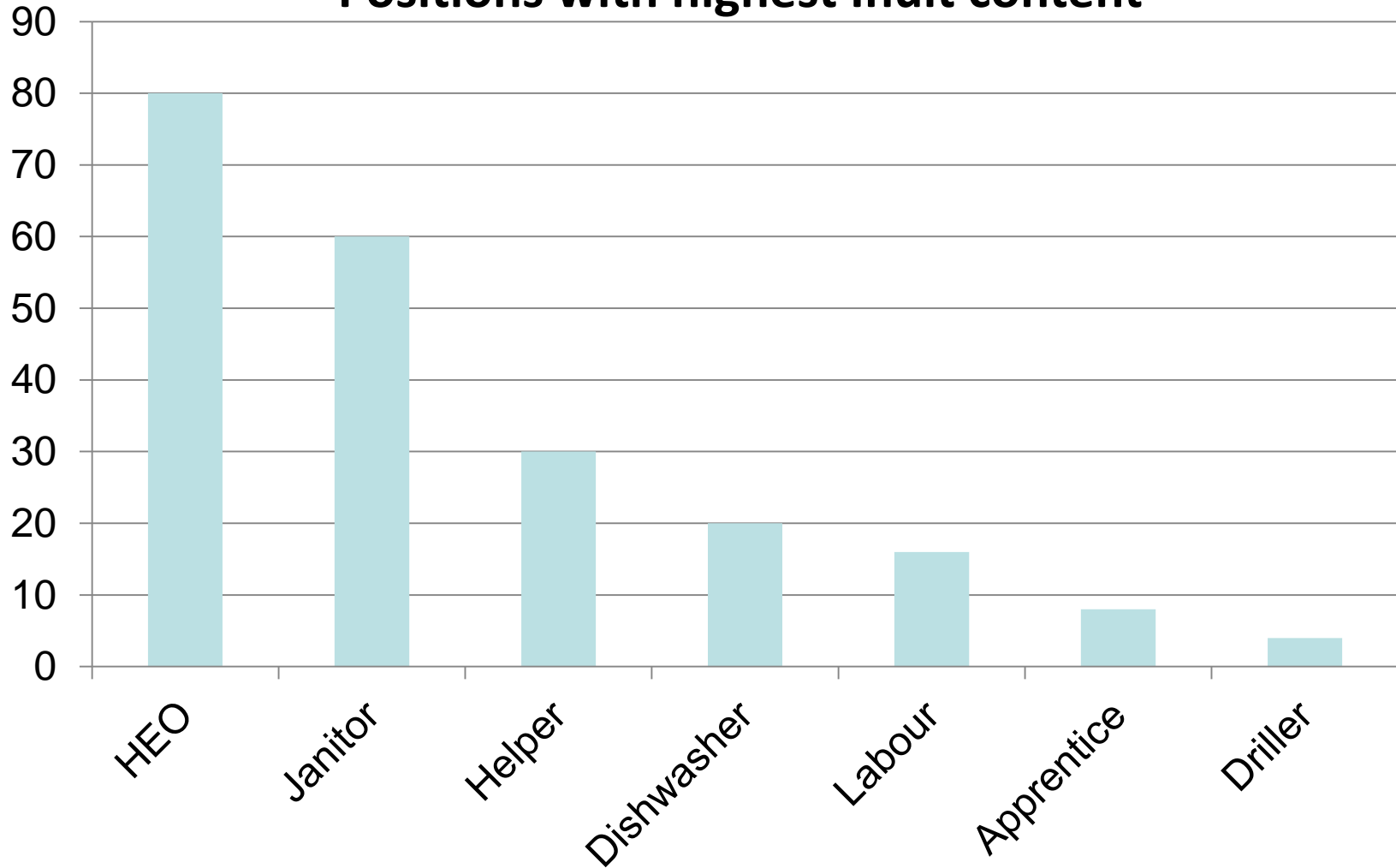
The Meadowbank Career path is an innovative in house training program that:

- Is based on skills and competencies of employees;
- Promotes work ethic and overall attitude at work;
- Is a very **living and flexible** upward mobility tool that can easily be adapted to different sectors.



DISTRIBUTION OF INUIT WORKERS PER POSITION

Positions with highest Inuit content



2.2 PRIORITY : BUILDING FAMILY CAPACITY

Main challenges for our employees families:

- Disconnection between mine workers and their family once back from work;
- The employee on time off is tired and do not contribute a lot to the family life and house works;
- Frustration from work is affecting family life;
- Trouble reaching the workers when they are at the mine;
- The spouse is overloaded at home and lack of practical support;
- Rumours and jaleousy;
- Lack of communication between mine worker and their spouse;
- Spouses are left without proper financial support;
- Ultimatum for mine workers to leave their job but doesn't help.

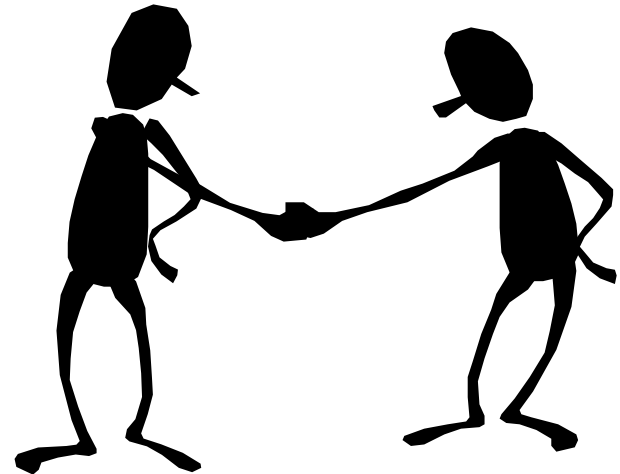
3-ACTION PLAN

An action plan is currently being developed:

Based on partnerships

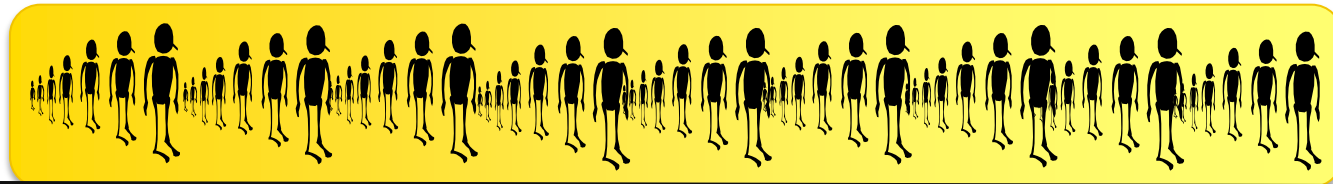
To identify :

- Priorities
- Strategy and tactics
- Long term plan



1- A NEW HIRING PROCESS – THE LABOR POOL

LABOR POOL PROCESS



**Pre-employment
(Information Session)**

Application

Interview

In a database, assisted by Community Coordinators

Work Readiness

E-Learning

- ✓ Better selection
- ✓ More information is given to applicants

Enter labour pool

**Entry
Level
positions**

**Skilled-
Surface**

**Skilled-
Underground**

Skills Assessment
Basic OH&S

Skills Assessment
Common Core

- ✓ Screen people according to their interests, skills and work experiences

Job requirements + Candidate profil and availibility

Person is hired



2- EVALUATE TRAINING PRIORITIES

Opportunities

1. Cooking trades
2. Underground mining
3. Trades (mechanic, electrical...)
4. Leadership positions
5. Technical positions
 - ✓ Environmental
 - ✓ Surveyors
 - ✓ Assay Laboratory
6. Professionals
 - ✓ Engineers
 - ✓ Geologists
7. Services Equip. OPE
 - ✓ Driver class 1
8. Crane OPE

Through a prioritization matrix:

1. Skills transferability with other AEM projects
2. Transferability with other industries
3. Volume
4. Costs
5. Availability of local training programs



3- FAMILY SUPPORT PROGRAMS

We first have to identify the real needs and what will best help the families. A workplan was developed on this regard:

PHASE 1-Data Collection (Spring 2014)

Interviews, brainstorming, survey (employees and family members)

PHASE 2-Planning and Decision (Summer 2014)

Business case of each option, Delivery parameters, Programs content identification, Approvals

PHASE 3-Development and Execution (Fall 2014)

Programs content development, Contract Facilitators, Deliver the program

3- FAMILY SUPPORT PROGRAMS (cont'd)

1. Inclusion of Family in all recruitment steps (Labor pool, Work Readiness)
2. Implementation of a Family Support Network for Mine families
3. New training modules for AEM employees and family members
4. AEM families specific support programs
 - Babysitting services
 - Bingo nights
 - Satisfaction Survey
 - Using Social medias
 - Special mail service
 - Celebrate special events



CONCLUSION

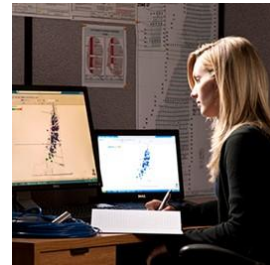
- ✓ Building capacity at many levels
- ✓ Importance of partnerships
- ✓ Long term vision and strategy

At AEM we are builders....we are building mines and we are building people!





AGNICO EAGLE



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