



Dominion
Diamond Mines



2019

EKATI DIAMOND MINE

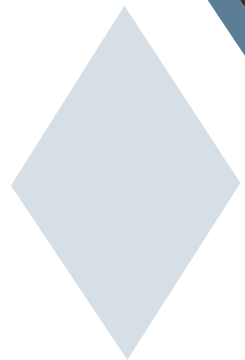
SOCIO-ECONOMIC AGREEMENT REPORT



CONTENTS



| | |
|-----------|---|
| 5 | COO's Message |
| 6 | Community Development |
| 9 | Health & Safety |
| 10 | Environment |
| 15 | Employment |
| 24 | Business Spend |
| 29 | Appendix A: Position Listings |
| 35 | 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.

A handwritten signature in black ink, appearing to read 'P. Merrin', is positioned above the name of the signatory.

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.

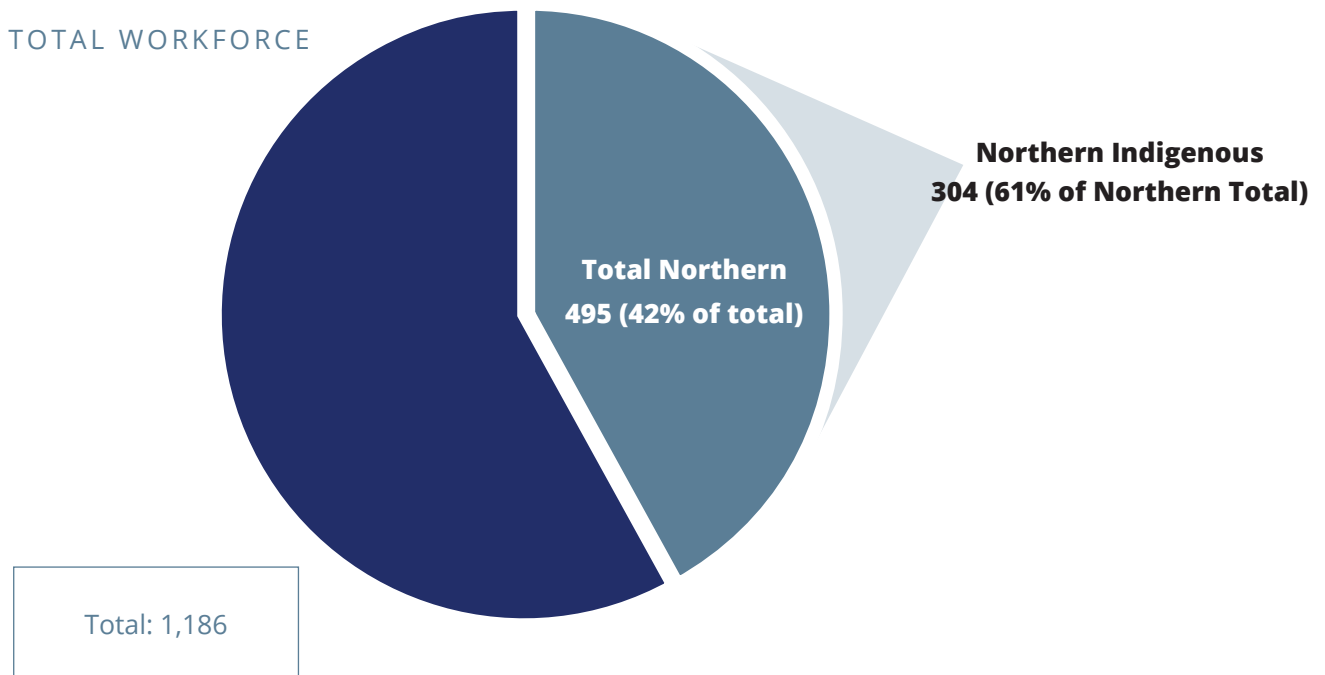
In recent years, Dominion has also been focusing on encouraging more women to enter the mining industry.

EMPLOYMENT BY PRIORITY GROUP

TABLE 1: PERSON YEARS (%)

| | Employees | Contractors |
|--------------------------------|------------------|--------------------|
| Northern Indigenous | 237 | 67 |
| Northern Other | 108 | 83 |
| Total Northern | 345 | 150 |
| Other | 417 | 274 |
| Subtotal | 762 | 424 |
| Grand Total | 1,186 | |
| 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)

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 237 | 108 | 345 | 417 | 762 | 274 |

TABLE 2B: CONTRACTORS (PERSON YEARS)

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 67 | 83 | 150 | 274 | 424 | 81 |

TABLE 2C: EMPLOYEES & CONTRACTORS (PERSON YEARS)

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|------------------|---------------------|-------------------|
| 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 |
| Total | 304 (61%) | 191 (39%) | 495 (42%) | 691 (58%) | 1,186 (100%) | 355 |

EMPLOYMENT BY GENDER & PRIORITY GROUP

TABLE 3A: EMPLOYEES (PERSON YEARS) %

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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%) |
| Total | 237 (100%) | 108 (100%) | 345 (100%) | 417 (100%) | 762 (100%) | 274 (100%) |

TABLE 3B: CONTRACTORS (PERSON YEARS) %

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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%) |
| Total | 67 (100%) | 83 (100%) | 150 (100%) | 274 (100%) | 424 (100%) | 81 (100%) |

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

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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%) |
| Total | 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) %

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|-----------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 26 (100%) | 20 (100%) | 46 (100%) | 60 (100%) | 106 (100%) | 33 |

TABLE 4B: FEMALE CONTRACTORS (PERSON YEARS) %

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|-----------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 32 (100%) | 9 (100%) | 41 (100%) | 23 (100%) | 64 (100%) | 41 |

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

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|-----------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 58 (100%) | 29 (100%) | 87 (100%) | 83 (100%) | 170 (100%) | 74 |

FEMALE EMPLOYMENT BY SKILL LEVEL

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

| | Management | Professional | Skilled | Semi-Skilled | Entry Level | Grand Total |
|--------------|-------------------|---------------------|----------------|---------------------|--------------------|--------------------|
| 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%) |
| Total | 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 |
| Total | 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 |
| Total | 3 | 8 | 11 | 2 | 13 | 3 |

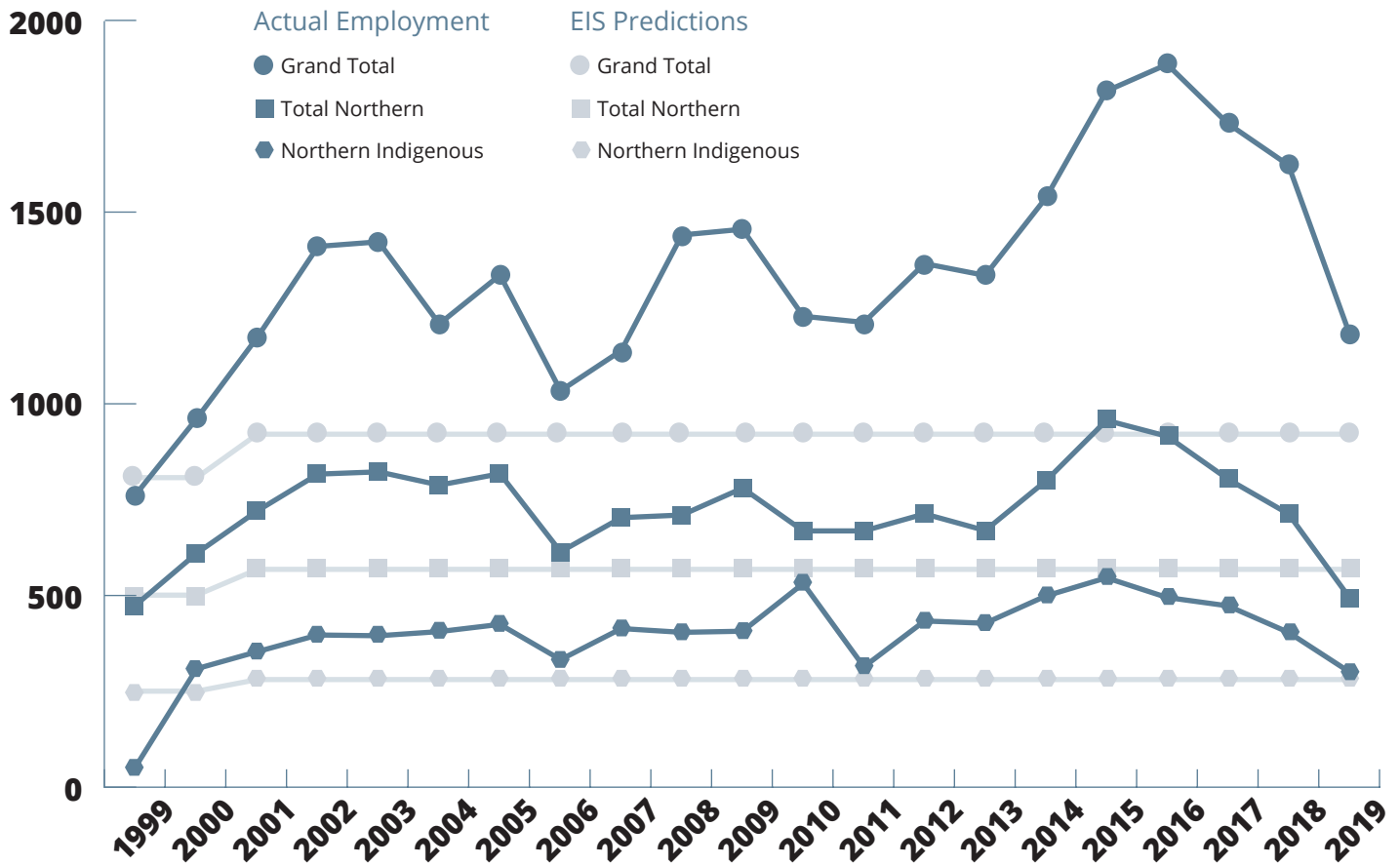
EMPLOYMENT BY PRIORITY GROUP

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 |
| Total | 352 (51%) | 334 (49%) | 686 (33%) | 1,400 (67%) | 2,086 (100%) | 411 |

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

TABLE 9A: EMPLOYEES

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 251 | 122 | 373 | 480 | 853 | 290 |

TABLE 9B: CONTRACTORS

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 101 | 212 | 313 | 920 | 1,233 | 121 |

TABLE 9C: EMPLOYEES & CONTRACTORS (%)

| | Northern Indigenous | Northern Other | Total Northern | Other | Grand Total | Indigenous |
|--------------|----------------------------|-----------------------|-----------------------|--------------|--------------------|-------------------|
| 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 |
| Total | 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.

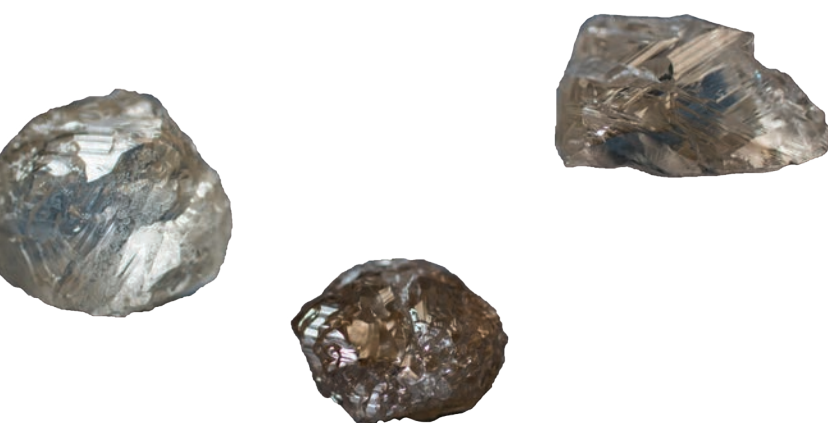
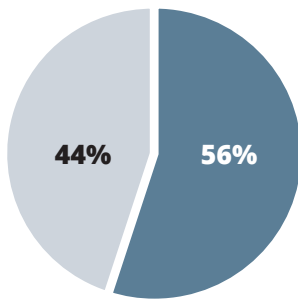
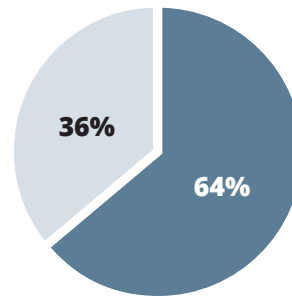


TABLE 11: EXPENDITURES BY PRIORITY GROUP

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



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

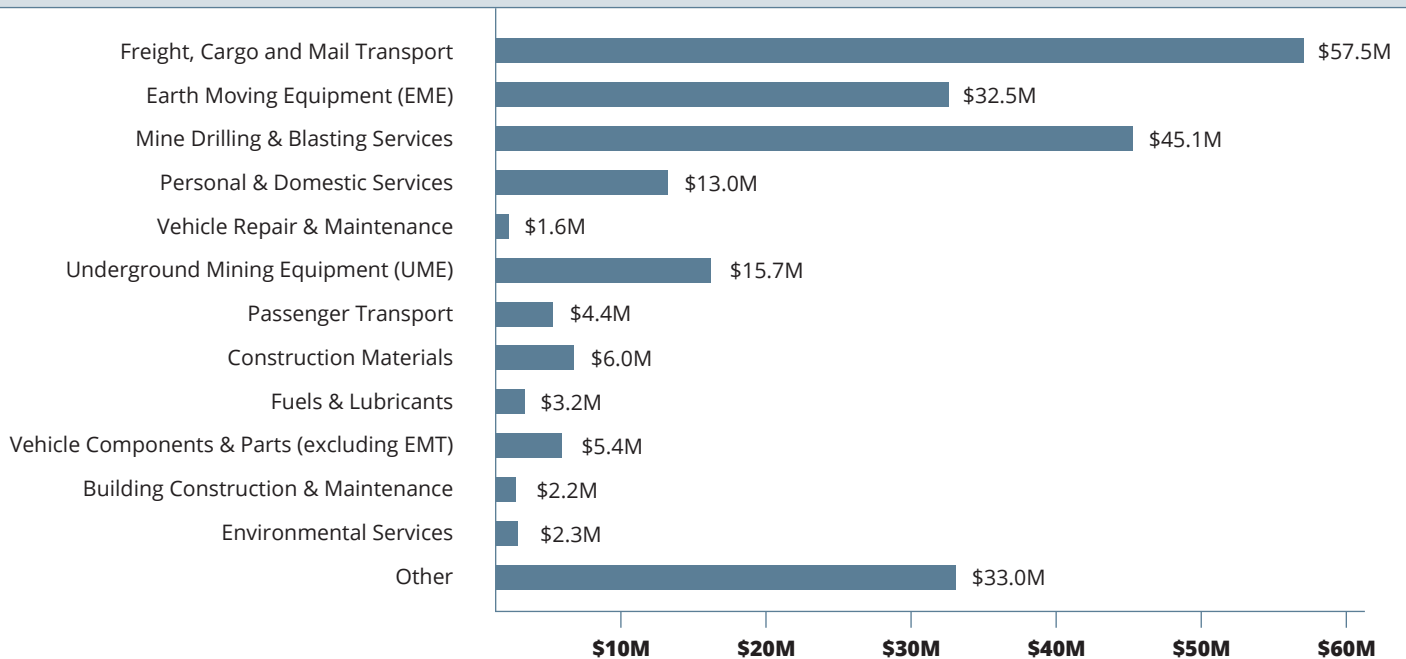


TABLE 13A: EXPENDITURES BY PRIORITY GROUP (MILLIONS OF DOLLARS)

| | 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 |
| Total Northern | 178 | 172 | 197 | 265 | 245 | 276 | 258 | 336 | 307 | 302 | 222 | 6,027 |
| Other Businesses | 90 | 113 | 130 | 134 | 149 | 189 | 190 | 204 | 181 | 222 | 176 | 2,520 |
| Total Spend | 268 | 285 | 327 | 399 | 394 | 465 | 448 | 540 | 488 | 524 | 398 | 8,547 |

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 |
| Total Northern | 66 | 60 | 60 | 66 | 62 | 59 | 58 | 62 | 63 | 58 | 56 | 71 |

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

| Location | Expenditure |
|-----------------------|----------------------|
| 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 |
| Total Northern | \$221,675,983 |



APPENDICES



APPENDIX A: POSITION LISTINGS

FEMALE TRADITIONAL POSITIONS

| Positions | Skill Level |
|---|--------------------|
| 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

| Positions | Skill Level | Positions | Skill Level |
|---|--------------------|-------------------------------------|--------------------|
| 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

| Positions | Skill Level | Positions | Skill Level |
|--|--------------------|---------------------------------------|--------------------|
| 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

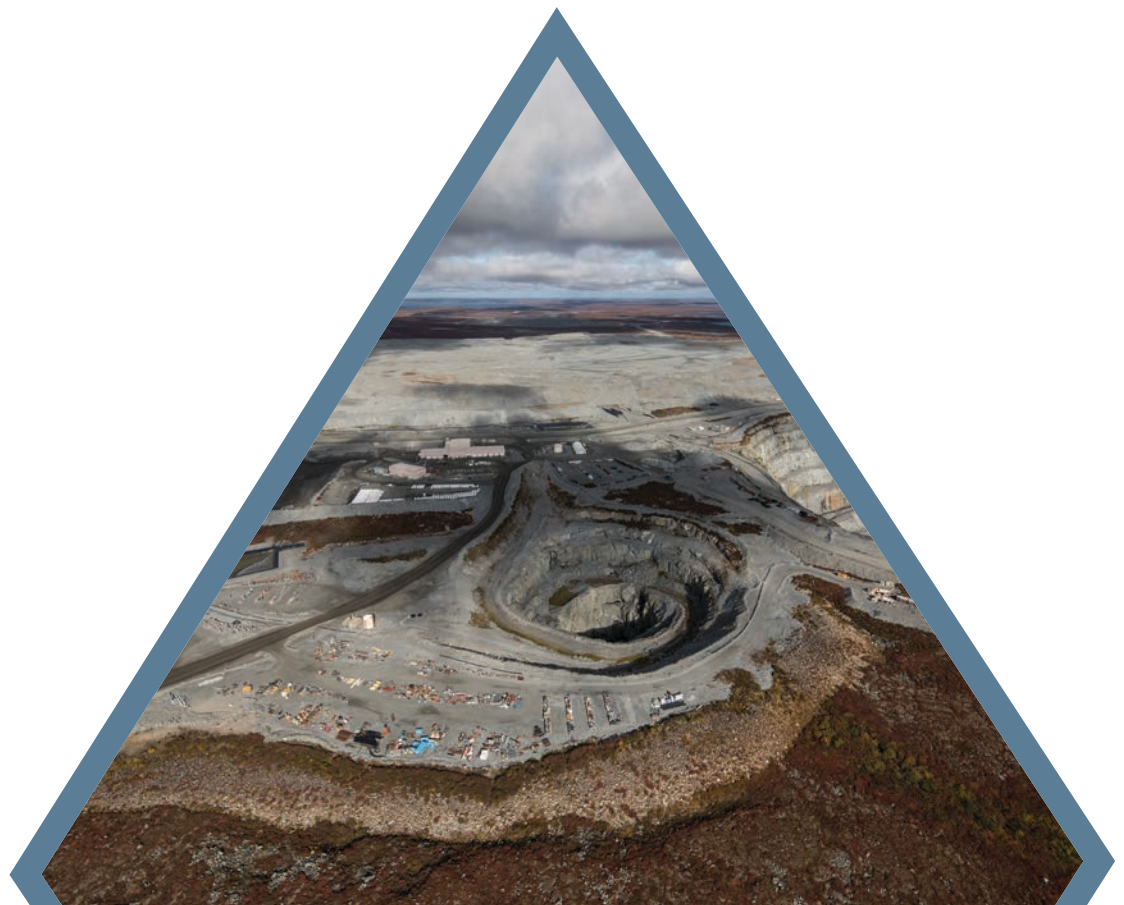
| Positions | Skill Level | Positions | Skill Level |
|---|--------------------|--------------------------------------|--------------------|
| Supt. Exploration | Management | Team Leader, Maintenance | Skilled |
| Supt. Health, Safety, Training & Risk | Management | Team Leader, Maintenance Engineering | 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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