



## MAXIMIZING PARTICIPATION THROUGH EMPLOYMENT

We are committed to ensuring that Newfoundlanders and Labradorians are the primary beneficiaries of the Voisey's Bay project. Our efforts to maximize opportunities for residents of the province have been an integral part of the way we have been managing our activities since the earliest stages of the project's development. The various agreements that VBNC has with Labrador Inuit Association (LIA), Innu Nation and the Government of Newfoundland and Labrador outline our employment commitments. To help make those commitments a reality, we are proactive in maximizing employment opportunities.

The collective agreement between VBNC and the Resource Development Council on construction activities at the mine and concentrator site in Labrador demonstrates the scope of our commitments to Innu Nation and LIA and to other Newfoundland and Labrador residents and ensures that these commitments are met. This collective agreement is producing good results for Aboriginal peoples, for the residents of Labrador and Newfoundland and for VBNC.

The agreement allows for a set of hiring guidelines developed with the support of the Resource Development Council and its member unions. The hiring guidelines are very straightforward. When a contractor is hiring personnel, they will hire in the following order:

- First preference to qualified members of LIA and Innu Nation who are members of a union;
- Second preference to qualified members of LIA and Innu Nation who are not members of a union;
- Third preference to qualified residents of Labrador who are union members;
- Fourth preference to qualified residents of Labrador who are not members of a union; and
- Fifth preference to qualified union members from the Island part of the province.

Contractors have sole discretion to determine the qualifications of personnel they need to meet their contractual obligations, however, when a contractor accepts a construction contract to work at Voisey's Bay, they have agreed to follow the hiring guidelines.

As part of our commitment to transparency, we report to government, Innu Nation and the Labrador Inuit Association regularly on employment. We have also established a Labrador and Aboriginal Affairs office in Goose Bay, Labrador, with a staff of six people including an Innu employment coordinator and an Inuit employment coordinator. These individuals facilitate hiring of Aboriginal peoples and provide access to information about the project to local residents. The Goose Bay office allows us to be proactive in our effort to maximize employment opportunities for local residents and ensures that the lines of communication between VBNC and local residents are always open.



Labrador Inuit Association members Jerry Campbell, Sybella Daniels, Harriet Kalleo and Ross Dicker are heavy equipment operators working with IKC/Borealis, VBNC's civic construction contractor.

*\* All figures as of December 31, 2003 - All figures are in CDN dollars unless otherwise stated*

# MAXIMIZING PARTICIPATION THROUGH EMPLOYMENT

## Employment by Residence

At year-end, 1,558 people were working on various components of the Voisey’s Bay project. The majority of the people were working on construction related activities at the mine and concentrator construction site in Labrador. Of the overall construction workforce, approximately 32 per cent were either members of Innu Nation or Labrador Inuit Association.

### Direct Employment by Work Location

Employee Group	Labrador			Newfoundland			Total NL	Other			Grand Total
	M	F	Total	M	F	Total		M	F	Total	
Innu	77	40	117	0	0	0	117	0	0	0	117
Inuit	225	26	251	1	1	2	253	0	0	0	253
Other	747	34	781	125	41	166	947	205	36	241	1188
<b>Total</b>	<b>1049</b>	<b>100</b>	<b>1149</b>	<b>126</b>	<b>42</b>	<b>168</b>	<b>1317</b>	<b>205</b>	<b>36</b>	<b>241</b>	<b>1558</b>

In addition to people working on construction-related support and engineering in the province, the engineering effort focussed on advancing the engineering design for the concentrator at SNC’s office in Toronto. Work also progressed at the mini-pilot plant located at in Mississauga, Ontario at Inco Technical Services which employed 56 people, including 11 co-op students and recent graduates selected across Newfoundland and Labrador, on various elements of the hydromet research and development program.



Donna McGrath, a member of Labrador Inuit Association, is a labourer at the Voisey’s Bay mine and concentrator construction site.



Bob Wade offloading equipment at Voisey’s Bay.

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# MAXIMIZING PARTICIPATION THROUGH EMPLOYMENT

A detailed demographic breakdown, including job category, work location, residence and gender, is also provided below. Approximately 91 per cent of the workforce in Labrador and in Newfoundland were provincial residents.

## Employment by Category, Work Location and Residence

### > Work Location

Category	Labrador			Newfoundland			Canada - Other		
	F	M	Total	F	M	Total	F	M	Total
Admin	19	30	49	31	42	73	11	24	35
Const. Mgmt	8	100	108	0	12	12	1	11	12
EHS	8	14	22	2	2	4	1	0	1
Engineering	0	31	31	9	61	70	22	170	192
Exploration	1	30	31	0	3	3	0	0	0
Misc	0	6	6	0	0	0	1	0	1
Trades	64	838	902	0	6	6	0	0	0
<b>Total</b>	<b>100</b>	<b>1049</b>	<b>1149</b>	<b>42</b>	<b>126</b>	<b>168</b>	<b>36</b>	<b>205</b>	<b>241</b>

### > Residence

Category	Labrador			Newfoundland			Canada - Other		
	F	M	Total	F	M	Total	F	M	Total
Admin	13	6	19	36	54	90	12	36	48
Const. Mgmt	1	10	11	3	37	40	5	76	81
EHS	7	6	13	2	7	9	2	3	5
Engineering	0	6	6	9	77	86	22	179	201
Exploration	0	12	12	0	11	11	1	10	11
Misc	0	5	5	0	1	1	1	0	1
Trades	59	432	491	5	399	404	0	13	13
<b>Total</b>	<b>80</b>	<b>477</b>	<b>557</b>	<b>55</b>	<b>586</b>	<b>641</b>	<b>43</b>	<b>317</b>	<b>360</b>

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## Advancing Gender Diversity

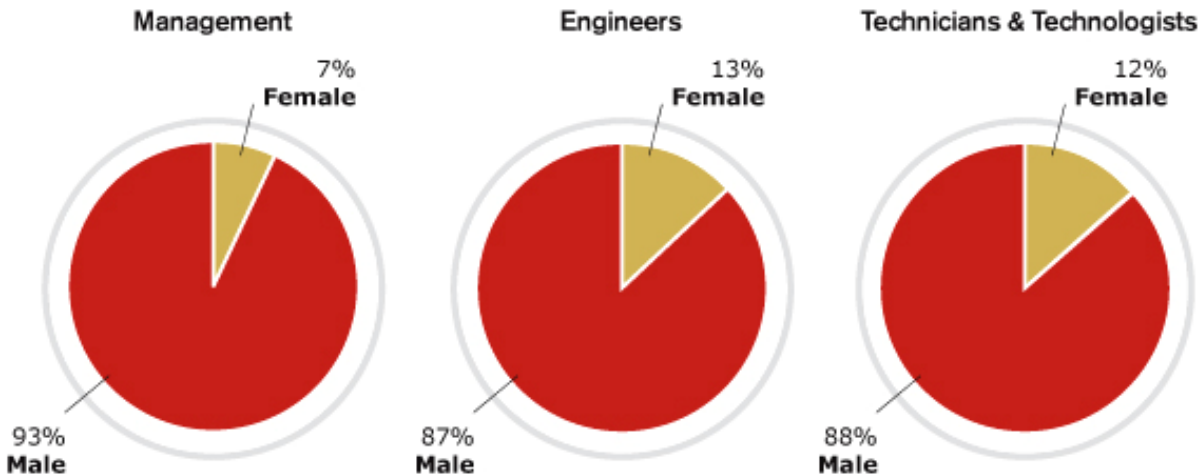
An important part of our human resources management effort in 2003 involved developing initiatives to advance gender diversity in the workplace, particularly in non-traditional occupations. By year-end, women represented 11 per cent of the overall workforce, 9 per cent of the workforce in Labrador and 25 per cent on the island of Newfoundland.

The following graphs illustrate the breakdown of employment by gender in management, engineering and technology-based positions with VBNC in 2003.



Jessie Wolfrey is a construction worker at Voisey's Bay.

### Employment by Gender in Non-traditional Occupations



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