



# DIAVIK DIAMOND MINE

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## SOCIO-ECONOMIC MONITORING REPORT FOR OPERATIONS JANUARY TO DECEMBER 2007

*For centuries,  
people of the North have used the resources wisely.*

*... Diavik is continuing this tradition.*



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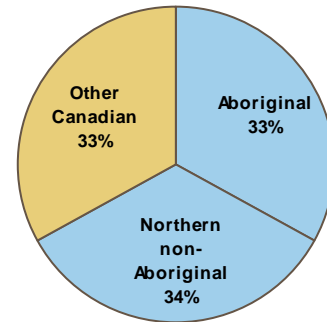
## OPERATIONS HIGHLIGHTS

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### Operations Employment by Priority Group

- In 2007, Diavik's operations workforce numbers increased in all priority hiring categories – Northern, Aboriginal and Other.
- Diavik employed an operations workforce that averaged 785 workers.
- Diavik employed 524 Aboriginal and non-Aboriginal northern workers (67% of the total) in 2007.
- Approximately half (257) of Diavik's northern operations workforce was Aboriginal.

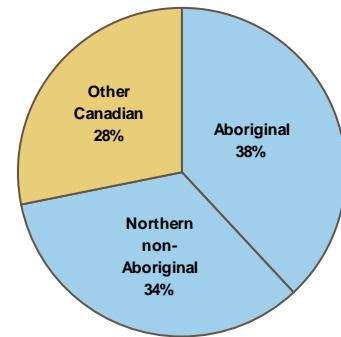
### Operations Employment 2007



### Business Spending

- During 2007, DDMI spent \$727 million on capital and operating expenses.
- Diavik spend \$521 million (72%) with northern firms.
- DDMI spent \$276 million (38%) with northern Aboriginal business.
- DDMI spent \$245 million (34%) with northern non-Aboriginal businesses.

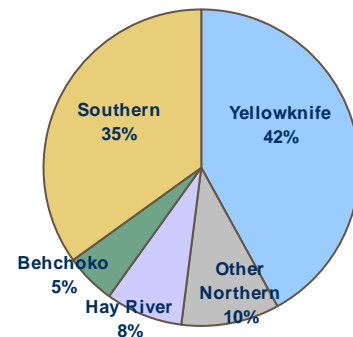
### Total Spending 2007



### Employment by Community

- During 2007, 42% of the workforce (334 people) resided in Yellowknife.
- Hay River had 59 employees (8%) while Behchoko had 36 employees (5%)
- 80 employees, or 10%, lived in various other northern communities.
- There were 278 southern workers comprising 35% of total employment.

### Employment by Community 2007



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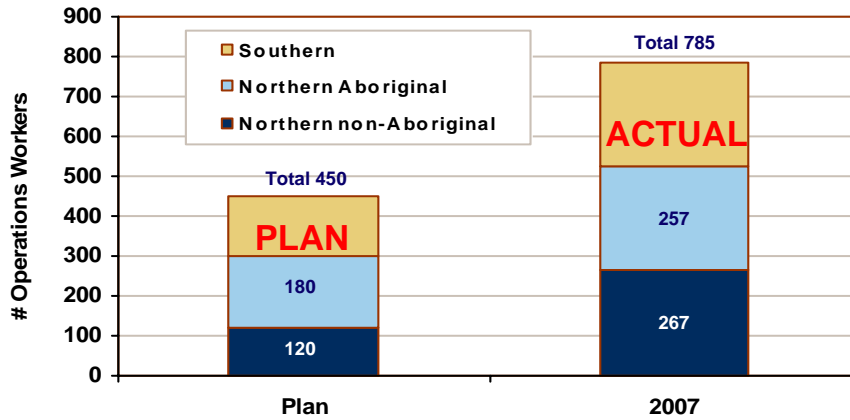
## OPERATIONS HIGHLIGHTS, CONT'D.

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### Employment Exceeds Plan

During the mine's original approval process, Diavik committed to hire as a priority, northern residents and Aboriginal people born in the Northwest Territories or West Kitikmeot, and their descendants. Diavik projected that the workforce could be as high as 450. From socio-economic studies of the northern workforce, Diavik expected that 300 would be northern and 180 Aboriginal. By 2007, Diavik's operations workforce had grown to 785 and northern workers at 524 exceeded the entire originally planned workforce of 450. Aboriginal employment also exceeded original projections

**Diavik Operations Employment: Plan vs Actual**

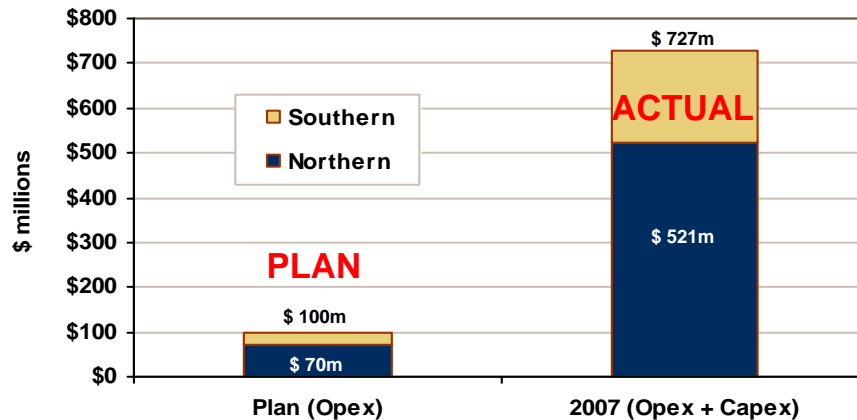


of 180.

### Business Spending Also Exceeds Plan

During the mine's original approval process, Diavik committed to spend approximately \$100 million annually to support mining operations. In 2007, Diavik spent significantly more than this at \$727 million in combined operating and new capital expenses. Of this, \$521 million, or 72 per cent was with northern companies.

**Diavik Annual Expenditure: Plan vs Actual**



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## INTRODUCTION

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The Diavik Diamond Mine, located 300 kilometres northeast of Yellowknife, Northwest Territories, Canada, is an unincorporated joint venture between Diavik Diamond Mines Inc. (60%) and Harry Winston Diamond Mines Ltd. (40%). Both companies are headquartered in Yellowknife, Canada. Diavik Diamond Mines Inc. (DDMI) is a wholly owned subsidiary of Rio Tinto plc of London, England, and Harry Winston Diamond Mines Ltd. is wholly owned by Harry Winston Diamond Corporation of Toronto, Canada. In 2007, Aber Diamond Corporation changed its name to Harry Winston Diamond Corporation. Diavik Diamond Mines Inc. is the operator of the mine. Each joint venture participant markets independently its respective share of diamonds mined.

Early in the mine's development the Diavik project team made a commitment to provide northern training, employment, and business opportunities. To provide a formal mechanism to ensure Diavik's mitigative measures and commitments were appropriately implemented and monitored, the environmental assessment of the Diavik Diamond Mine included a requirement for a Socio-Economic Monitoring Agreement.

On October 2, 1999, DDMI entered into a Socio-Economic Monitoring Agreement (SEMA) with the Government of the Northwest Territories, later ratified by the Tli Cho Government, the Yellowknives Dene First Nation, the Lutsel K'e Dene First Nation, the Kitikmeot Inuit Association, and the North Slave Metis Alliance. The agreement specified that Diavik Diamond Mines Inc. report twice a year on issues relating to employment and spending in the North during the construction and operation of the Diavik Diamond Mine. In January 2003, construction ended and commercial production of rough diamonds commenced. The transition from construction to operations in 2003 was reported in a single 2003 SEMA report. Reports have been produced semi-annually since then.

This report is for 1 January 1 2007 to 31 December 2007 and is in five sections covering Employment Data, Business Benefits, Capital and Operating Summaries, Workforce Development, and Cultural and Community Well-Being Initiatives.

The Diavik Socio-Economic Monitoring Agreement along with this and previous SEMA reports can be found on the DDMI website at [www.diavik.ca](http://www.diavik.ca).

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## THE DIAVIK DIAMOND MINE

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### Background

The Diavik Diamond Mine is located on a 20 square kilometre island informally called East Island in Lac de Gras, 300 kilometres by air northeast of Yellowknife, Northwest Territories. In 2007, the Diavik mine plan included three diamond bearing ore bodies, or kimberlite pipes, named A154 North, A154 South, and A418. The A154 and A418 pipes, located beneath the waters of Lac de Gras, just offshore of East Island, are small compared to the world average but contain a higher than average content of attractive, high quality, and readily marketable gem diamonds. For open pit mining, rockfill structures known as dikes were constructed to allow the overlying waters to be removed temporarily. In 2002, DDMI completed the dike encircling A154 North and A154 South pipes, enabling open pit commercial production to begin in January 2003. The second dike, encircling the adjacent A418 pipe, was completed in early 2007. At year-end, prestripping to expose the A418 pipe was ongoing. In 2007, an underground bulk sample was obtained from the A21 pipe.

All of the mine's physical plant is confined to East Island and includes ore processing plant, operations and construction workforce accommodations and recreational facilities, maintenance shop, fuel storage tanks, hot water heating plant, sewage treatment plant, and powerhouse. Elevated 'arctic corridors' carry services and provide enclosed walkways which connect buildings. In addition, there are potable and wastewater treatment plants, and explosives manufacturing facilities.

Diamonds are separated from the bulk of the kimberlite ore using non-chemical, gravity-based methods to create a diamond-bearing heavy mineral concentrate. Removal of the diamonds from this concentrate is made possible using diamonds' unique quality of fluorescence under X-rays, allowing the glowing diamond grains to be separated from the non-diamond minerals. The waste minerals in the remaining processed kimberlite are placed in the Processed Kimberlite Containment area, a permanent, engineered containment constructed in the centre of the island. Diesel fuel provides the mine's energy needs, and is used for power generation, mobile equipment, and heating. Due to short, seasonal access to the site over a winter ice road, Diavik must store an entire year's worth of fuel, prill for explosives, and other bulk supplies. Also because of the remote location, Diavik has a 1,600 metre airstrip for passenger and transport aircraft up to and including C130 Hercules and Boeing 737 jets.

### Underground Mine Development Approved

In November 2007, Diavik's joint venture partners, Rio Tinto and Harry Winston, approved investment in the underground mining phase. The approval is for additional funding of US\$563 million bringing underground mine investment to US\$787 million. Under the current life of mine plan, diamond production from underground would begin in 2009 and continue beyond 2020. Open pit mining is expected to cease in 2012, when Diavik would become an all-underground mine. Diavik's total mine life remains within the 16 to 22 years projected in the original 1999 feasibility study.

For underground mining, Diavik must construct new surface works including a crusher and paste backfill plant, expand its water treatment and power generating plants, and construct ancillary facilities including fuel and cement storage, and additional accommodation facilities. Approximately 20 kilometres of underground development works will also be established for underground mining. The capital investment of US\$563 million will be spent over the next two years, adding to the US\$224 million invested in 2006-07 for the underground feasibility studies and related capital projects.

## Full Year 2007 Reporting Period Highlights

- ◆ In April, Diavik completed a successful ice road program shipping 4,753 loads to the mine site. Combined, all users shipped a record 10,922 loads and backhauled 818 loads.
- ◆ Diavik reported eight lost time injuries and 11 medical treatments for a year to date All Injury Frequency Rate of 1.01, a further improvement on the previous year's AIFR of 1.05. Diavik's safety performance would result in being awarded for the third time in its five year operations history, the regional *John T. Ryan Safety Award*.
- ◆ Diavik continued its commitment to communities. Construction of the *Bailey House Men's Transition Home* advanced as planned, Diavik and the Yellowknives Dene First Nation released their third cooperative *Elders Biography*, and Diavik became the largest cash contributor to the *Arctic Winter Games*, supporting northern sports.
- ◆ Diavik operations employment peaked at 785 workers, surpassing the originally projected workforce of 450. There were 524 northern and Aboriginal workers, which also surpassed projections.
- ◆ At year-end, Diavik employed 22 northern trades apprentices, exceeding Diavik's projections of maintaining from 8 to 18 apprentices annually.
- ◆ Eight northerners graduated from Diavik's *Aboriginal Leadership Development Program*, bringing the total graduates to 26.
- ◆ Diavik's 2007 operations and capital expenditures reached \$727 million, of which \$521 million (72%) was with northern business. This significantly surpassed original projections of \$70 million in annual northern operating expenditures.
- ◆ Total cumulative spending since 2000 reached \$3.3 billion, of which \$2.5 billion (74%) was with northern firms. Aboriginal business reached \$1.5 billion (44%).
- ◆ Diamond production reached 11.9 million carats.
- ◆ In September, the Wek'eezhii Land and Water Board (WLWB) recommended, and the federal government approved, Diavik's eight year water licence renewal effective November 1, 2007.
- ◆ The Diavik Mine Rescue Team took top honours in two events at the annual northern Mine Rescue Competition and top honours in the underground fire fighting event at the regional competition in British Columbia.
- ◆ In September, Diavik achieved top socio-economic and environmental recognition in its work with local communities, tailings management, and crisis management planning under the Mining Association of Canada's *Towards Sustainable Mining* initiative.
- ◆ In October, Kim Truter joined Diavik Diamond Mines Inc. as President and Chief Operating Officer, from Rio Tinto Coal Australia where he was General Manager of Mount Thorley Warkworth, a large scale surface coal operation.

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## SECTION A: NORTHERN EMPLOYMENT DATA

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### Employment Objective for the Mining Phase

Diavik's employment commitment<sup>1</sup> during the operations phase is to have total northern employment comprise 66 per cent of the workforce with Aboriginal employees making up at least 40 per cent of Diavik's workforce.

### Employment Objective – Operations Phase January to December 2007

#### NORTHERN EMPLOYMENT FOR OPERATIONS

Table 1 provides the average number of Diavik operations employees<sup>2</sup> and the per cent of total by priority group<sup>3</sup> for the operation of the Diavik Diamond Mine in 2007.

| <b>Table 1: Diavik Diamond Mine Operations Phase</b> |                    |         |         |         |      |
|--|--------------------|---------|---------|---------|------|
| <b>Total Employees by Priority Group</b>             |                    |         |         |         |      |
|  | Jan-Mar            | Apr-Jne | Jul-Sep | Oct-Dec | 2007 |
|  | (Number)           |         |         |         |      |
| <b>Total</b>   | 759                | 786     | 797     | 796     | 785  |
| Aboriginal   | 244                | 255     | 265     | 265     | 257  |
| Non-Aboriginal                                       | 260                | 266     | 270     | 271     | 267  |
| Subtotal   | 504                | 521     | 535     | 536     | 524  |
| Other  | 255                | 265     | 262     | 260     | 261  |
|  | (Percent of Total) |         |         |         |      |
| <b>Total</b>   | 100%               | 100%    | 100%    | 100%    | 100% |
| Aboriginal   | 32%                | 32%     | 33%     | 33%     | 33%  |
| Non-Aboriginal                                       | 34%                | 32%     | 34%     | 34%     | 34%  |
| Subtotal   | 66%                | 66%     | 67%     | 67%     | 67%  |
| Other  | 34%                | 34%     | 33%     | 33%     | 33%  |

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In 2007, Diavik's operations workforce peaked at 785 workers. This compares to an operations workforce projected at 400 ± 50 during the mine's project approval process in the late 1990's. Socio-economic studies<sup>4</sup> of the northern workforce at that time suggested that as many as 300 operations

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<sup>1</sup> SEMA Appendix A, part 3(b). The objectives are subject to applicable laws and regulations and the availability of persons in the priority groups with the required skills, training, and experience.

<sup>2</sup> The average number of operations workers (DDMI and its contractor employees) for each quarter is calculated by summing an average of the months. The annual total is an average of the quarters. This assumes that each employee was employed full time for each month the employee was reported. Therefore the average annual number of employees equals person-years of employment.

<sup>3</sup> The definitions of priority groups are contained in Appendix One and the reporting requirements are listed in Appendix Two of the Diavik Socio-Economic Monitoring Agreement, available at [www.diavik.ca](http://www.diavik.ca).

<sup>4</sup> Diavik Socio-Economic Environmental Effects Report (SEER) on which the SEMA was based

workers could be northern and 180 Aboriginal. In 2007, Diavik's northern and Aboriginal workers also peaked, reaching 524. This portion of the operations workforce has now surpassed the total mine operations workforce that Diavik originally projected. At 257, Aboriginal workers also surpassed original projections of as many as 180 (see charts in Operations Highlights, this report).

#### OPERATING EMPLOYMENT BY COMMUNITY

Table 2 provides the Diavik Diamond Mine operations employees by residence in 2007. On average there were 785 Diavik workers during the period and 507 (65 per cent) lived in the North. Some 334 (42 per cent) lived in Yellowknife while 59 (8 per cent) lived in Hay River and 36 (5 per cent) lived in Behchoko. Another 80 (16 per cent) lived in various other NWT communities. A total of 10 (1 per cent) of Diavik's employees lived in Nunavut.

Of Diavik's southern workers, 165 (21 per cent) lived in Alberta while 113 (14 per cent) lived in other parts of Canada.

**Table 2: Diavik Diamond Mine Operations Phase  
Total Employees Residence**

|                          | Jan-Mar  | Apr-Jne | Jul-Sep | Oct-Dec | 2007      | 2007 |
|--------------------------|----------|---------|---------|---------|-----------|------|
|                          | (Number) |         |         |         | (Percent) |      |
| <b>Total</b>             | 761      | 786     | 795     | 795     | 785       | 100% |
| Detah                    | 1        | 1       | 1       | 1       | 1         | 0%   |
| Fort Providence          | 4        | 4       | 4       | 4       | 4         | 1%   |
| Fort Resolution          | 12       | 12      | 14      | 13      | 13        | 2%   |
| Fort Smith               | 25       | 25      | 25      | 25      | 25        | 3%   |
| Gameti                   | 6        | 6       | 5       | 6       | 6         | 2%   |
| Hay River                | 59       | 60      | 60      | 58      | 59        | 8%   |
| Lutsel K'e               | 3        | 4       | 6       | 5       | 5         | 1%   |
| N'Dilo                   | 0        | 0       | 0       | 0       | 0         | 0%   |
| Behchoko                 | 34       | 35      | 36      | 37      | 36        | 5%   |
| Wekweti                  | 3        | 3       | 3       | 3       | 3         | 0%   |
| Wha Ti                   | 5        | 6       | 6       | 5       | 6         | 1%   |
| Yellowknife              | 321      | 332     | 337     | 344     | 334       | 42%  |
| Other NWT                | 6        | 7       | 7       | 7       | 7         | 1%   |
| Nunavut                  | 10       | 10      | 11      | 9       | 10        | 1%   |
| <b>Subtotal Northern</b> | 489      | 505     | 515     | 517     | 507       | 65%  |
| Alberta                  | 161      | 167     | 167     | 165     | 165       | 21%  |
| Other Canada             | 111      | 115     | 114     | 112     | 113       | 14%  |
| <b>Subtotal Southern</b> | 272      | 282     | 281     | 277     | 278       | 35%  |

Diavik's northern employment by priority group (see Table 1) averaged 524 people (67 per cent) while northern employment by residence (see Table 2) averaged 507 people (65 per cent). These figures differ as there are northern Aboriginal workers who reside outside of the Northwest Territories or West Kitikmeot region of Nunavut.

#### NEW HIRES BY PRIORITY GROUP FOR OPERATIONS PHASE

Table 3 provides the number of new hires by priority group for operation of the Diavik Diamond Mine in 2007. Diavik and its contractors hired 155 workers in 2007. Of the total, 42 (27 per cent) were northern Aboriginals and 44 (28 per cent) were other northerners who had previously resided in the Northwest Territories or Nunavut's West Kitikmeot region for six months or more. Northerners who had resided in the North for less than six months accounted for 11 (7 per cent) of the new hires and there were 62 (40 per cent) other Canadians. In total, northerners comprised 60 per cent of Diavik's total new employment for operations during the period.

**Table 3: Diavik Diamond Mine Operations Phase**  
**New Hires by Priority Group**

|                     | Jan-Mar | Apr-Jne | Jul-Sep            | Oct-Dec | 2007 |
|---------------------|---------|---------|--------------------|---------|------|
|                     |         |         | (Number)           |         |      |
| <b>Total</b>        | 38      | 49      | 40                 | 28      | 155  |
| Northern Aboriginal | 5       | 15      | 14                 | 8       | 42   |
| Northerner (+6 mos) | 15      | 8       | 16                 | 5       | 44   |
| Northerner (-6 mos) | 2       | 4       | 3                  | 2       | 11   |
| Subtotal Northern   | 22      | 27      | 29                 | 15      | 93   |
| Other Canadian      | 16      | 22      | 11                 | 13      | 62   |
|                     |         |         | (Percent of Total) |         |      |
| <b>Total</b>        | 100%    | 100%    | 100%               | 100%    | 100% |
| Northern Aboriginal | 13%     | 31%     | 35%                | 29%     | 27%  |
| Northerner (+6 mos) | 39%     | 16%     | 40%                | 18%     | 28%  |
| Northerner (-6 mos) | 5%      | 8%      | 8%                 | 7%      | 7%   |
| Subtotal Northern   | 58%     | 55%     | 73%                | 54%     | 60%  |
| Other Canadian      | 42%     | 45%     | 28%                | 46%     | 40%  |

#### NORTHERN OUTSOURCING

To assist in raising northern business capacity, Diavik has outsourced approximately half its operations workforce to contractors. Virtually all are northern businesses and the majority are Aboriginal. The remainder are employed by Diavik Diamond Mines Inc. Diavik believes through outsourcing contracts, northern firms can become better positioned to service other resource-based projects and will outgrow reliance on Diavik. This approach also has the potential to create additional new career opportunities for northerners. Diavik works with contractors to ensure their policies and procedures are aligned with those of Diavik Diamond Mines Inc., and that they also help Diavik meet its many commitments (section B of this report contains further details). In addition to outsourced operations contractors, Diavik also utilizes the services of many other northern and Aboriginal firms. For a more comprehensive list of DDMI contractors see Table 5 in Section B of this report.

## NORTHERN EMPLOYMENT FOR CAPITAL PROJECTS

Table 4 provides the average number of Diavik employees<sup>5</sup> and the per cent of total by priority group<sup>6</sup> for major capital (construction and underground mine feasibility study) work undertaken at the Diavik Diamond Mine in 2007. Diavik and its contractors employed an average of 559 workers for these projects in 2007. This is in addition to employment to maintain mining operations. On average there were 40 Aboriginal and 50 non-Aboriginal employees accounting for 16 per cent of total employment over this period. Others comprised an average of 469 (84 per cent) of employees in 2007.

**Table 4: Diavik Diamond Mine**  
**Total Employees for Capital Projects by Priority Group**

|                | Jan-Mar            | Apr-Jne | Jul-Sep | Oct-Dec | 2007 |
|----------------|--------------------|---------|---------|---------|------|
|                | (Number)           |         |         |         |      |
| <b>Total</b>   | 308                | 541     | 679     | 707     | 559  |
| Aboriginal     | 22                 | 29      | 44      | 63      | 40   |
| Non-Aboriginal | 26                 | 38      | 67      | 70      | 50   |
| Subtotal       | 47                 | 67      | 111     | 133     | 90   |
| Other          | 261                | 474     | 568     | 574     | 469  |
|                | (Percent of Total) |         |         |         |      |
| <b>Total</b>   | 100%               | 100%    | 100%    | 100%    | 100% |
| Aboriginal     | 7%                 | 5%      | 6%      | 9%      | 7%   |
| Non-Aboriginal | 8%                 | 7%      | 10%     | 10%     | 9%   |
| Subtotal       | 15%                | 12%     | 16%     | 19%     | 16%  |
| Other          | 85%                | 88%     | 84%     | 81%     | 84%  |

<sup>5</sup> The average number of DDMI and its contractor employees for each quarter is calculated by summing an average of the months. The annual total is an average of the quarters. This assumes that each employee was employed full time for each month the employee was reported. Therefore the average annual number of employees equals person-years of employment.

<sup>6</sup> The definitions of priority groups are contained in Appendix One and the reporting requirements are listed in Appendix Two of the Diavik Socio-Economic Monitoring Agreement, available at [www.diavik.ca](http://www.diavik.ca).

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## SECTION B: NORTHERN BUSINESS BENEFITS

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### Northern Purchasing Objective

During the mine's approval process, Diavik projected that annual purchase of goods and services needed to support mine operations would be \$100 million annually. Consequently, Diavik committed to purchase<sup>7</sup> at least 70 per cent of the goods and services annually from northern companies. Actual expenditures since then have been significantly higher and combined 2007 operating and capital expenditures were \$727 million. Despite the increase, Diavik exceeded its goal of 70 per cent annual northern purchasing in 2007 (see charts in Operations Highlights, this report).

### Diavik Northern Business Participation Initiatives

Diavik recognizes its significant role in creating new and long-term business opportunities that can increase northern business community capacity. As a result, Diavik has entered into several long-term operations labour contracts with Aboriginal and northern businesses that supply approximately half of Diavik's workforce. The remainder is employed directly by DDMI.

Through such outsourcing contracts, northern firms are better positioned to grow their business into other areas (not just mining) and reduce their reliance on Diavik. In terms of employment opportunities, this approach has the potential to create additional new career opportunities for northerners.

Examples of northern contractors supporting Diavik Diamond Mine operations include I&D Management Services which supplies heavy equipment operators, Ek'ati Services which supplies catering and camp services, Tli Cho Logistics which supplies site services, SecureCheck which supplies security, and explosives supplier Denesoline Western Explosives.

DDMI has worked closely with these Aboriginal-owned companies to assist them in building capacity so they will be better positioned to pursue potential future business opportunities. DDMI also seeks to have these contractors' policies and procedures aligned with its own.

In addition to building on its successes, DDMI has adopted a business improvement and planning model for mine contractors and services providers. The model is based on the notion that for Diavik to succeed in fulfilling all of its agreement and business objectives, its supporting northern and Aboriginal contractors will need to fully embrace Diavik's continuous business improvement processes and share its multi-faceted performance accountabilities.

As part of this unique initiative, all Diavik contractors are required to prepare detailed business plans that include the following elements:

- Safety plan, including execution plan
- Business plan, including northern participation execution plan
- Business process improvement plan
- Contractor-specific key performance indicators – based on each of the above elements

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<sup>7</sup> SEMA Appendix C, part 5. The objectives are subject to the ability of businesses in these priority groups to supply the required goods and services.

Each of the elements, including reporting requirements/frequencies, is incorporated into renewed/extended contracts, and forms the basis for ongoing monthly performance measurement and business improvement processes.

Diavik's business improvement model continues to focus on achieving excellence in the total business equation – core business deliverables of yield and cost, and in the areas of Aboriginal participation, environmental and socio-economic performance, and best practices. Drawing a balance between these important elements continues to create the foundation for achieving a sustainable mine contributing to sustainable communities.

A sample of northern business participation activities undertaken in 2007 include:

- Information sessions and project updates in most Aboriginal Participation Agreement holder communities.
- Further alignment of special and general contract conditions to increase northern business involvement in mine operations and to ensure Diavik's SEMA and Aboriginal Participation Agreement obligations are incorporated at all levels of the supply/service chain for the balance of construction and during mine operations. This alignment process establishes the foundation for DDMI's continuous business improvement model.
- Continuation of Diavik's program to encourage the establishment of Aboriginal and non-Aboriginal joint ventures to serve the needs of Diavik and the mining industry in general. Specifically:
  - Further expansion of Tli Cho Logistics Ltd.'s scope to include cement plant operations at the mine site.
  - Feasibility assessment of northern cement supply and trucking capacities.
  - Kitikmeot Cementation Mining and Development Ltd. successful development of Diavik's underground access ramp and assistance with feasibility study for long-term underground mining.
  - Business model for Aboriginal participation in the paste backfill program at the mine site.
  - Northern fuel supply options study for Aboriginal and northern participation.
  - Tlichon – Diavik Business Development Working Group initiative to expand Tlichon business capacities in the areas of trucking and cement supply.
  - Feasibility of an Aboriginal business model for shot-crete supply for the mine site.
  - Assessment of Diavik's economic contribution to the northern business community.
  - Business Participation in Resource Industries Workshops with Federal and Territorial Economic Development Practitioners.
  - Continued orientation of site contractors on Diavik's Northern Business Participation Policy and Socio-Economic Monitoring and Participation Agreement commitments.

Through its on-going continuous business improvement processes, and the Diavik Northern Business Participation Policy, DDMI is fulfilling its northern business participation objectives that are articulated in Diavik's five Aboriginal Participation Agreements and in the Diavik Socio-Economic Monitoring Agreement.

## Combined Northern Business Success

Table 5 gives the value of operations and capital spending by business preference category in 2007. Table 6 presents a sample of northern businesses by preference category that supported Diavik in 2007.

### 2007 EXPENDITURES<sup>8</sup>

In 2007, Diavik's combined operations and capital expenditures were \$727 million. The value of spending to northern businesses was \$521 million (72 per cent). Spending with Aboriginal businesses was \$276 million (38 per cent) of the total. Spending with Northern non-Aboriginal business was \$245 million (34 per cent). Other Canadian and foreign businesses accounted for the remaining \$206 million (28 per cent).

**Table 5: Diavik Diamond Mine Operations Phase  
Diavik Expenditures by Priority Group in 2007  
January to June    July to December**

| <b>Business Priority Group</b> | (Millions of Dollars) |     | <b>Total</b> |
|--------------------------------|-----------------------|-----|--------------|
| <b>Total</b>                   | 375                   | 352 | 727          |
| Northern Aboriginal            | 125                   | 151 | 276          |
| Other Northern                 | 129                   | 116 | 245          |
| Subtotal Northern              | 255                   | 266 | 521          |
| Other Canadian and foreign     | 121                   | 85  | 206          |
|                                | (Percent of Total)    |     |              |
| <b>Total</b>                   | 100%                  |     | 100%         |
| Northern Aboriginal            | 33%                   | 43% | 38%          |
| Other Northern                 | 35%                   | 33% | 34%          |
| Subtotal Northern              | 68%                   | 76% | 72%          |
| Other Canadian and foreign     | 32%                   | 24% | 28%          |

<sup>8</sup> Starting with the year-end 2006 SEMA report, spending on operations and capital was combined as a result of complexities with splitting certain cost categories.

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**Table 6: Sample of Major Northern Businesses Supporting Diavik by Preference Category**

| <b>NORTHERN BUSINESSES</b>            | <b>NORTHERN ABORIGINAL BUSINESSES</b> |
|---------------------------------------|---------------------------------------|
| Acklands-Grainger Inc.                | A&A Technical Services Ltd.           |
| ADCO North Limited                    | Canadian North                        |
| Aon Reed Stenhouse Inc.               | Ek'ati Services Ltd.                  |
| Arctic Sunwest Charters               | Exploration Medical Services Ltd.     |
| Atlas Copco                           | I&D Management Services Ltd.          |
| Aurora Geosciences Ltd.               | Kitikmeot Cementation                 |
| Coneco Equipment Ltd.                 | Lac De Gras Constructors              |
| Danmax Communication Ltd.             | Nishi Khon SNC Lavalin Inc.           |
| EBA Engineering Consultants Ltd.      | North Slave Logistics                 |
| ECL Transportation Ltd.               | Northern Metallic Sales               |
| Eecol Electric                        | Nuna Logistics                        |
| First Air                             | SecureCheck                           |
| Finning (Canada) Ltd                  | Tli Cho Air/Air Tindi                 |
| Frontier Mining & Industrial Supplies | Tli Cho Landtran Transport Ltd.       |
| G&G Expediting                        | Tli Cho Logistics                     |
| Golder Associates Ltd.                | Western Denesoline Explosives Ltd.    |
| Great Slave Helicopters Ltd.          |                                       |
| Imperial Oil Limited                  |                                       |
| Inkit Ltd.                            |                                       |
| Kinecor Inc.                          |                                       |
| Kingland Ford                         |                                       |
| Lake Awry Cap & Crest                 |                                       |
| Lifeworks Counselling Services        |                                       |
| Matonabee Petroleum Ltd.              |                                       |
| Major Drilling Ltd.                   |                                       |
| Midnight Sun Energy Ltd.              |                                       |
| Midwest Major Drilling Ltd.           |                                       |
| Nahanni Construction Ltd.             |                                       |
| Ninety North Construction             |                                       |
| Norpo                                 |                                       |
| Northbest Distributors Ltd.           |                                       |
| Northern Communication and Navigation |                                       |
| Northwest Transport Ltd.              |                                       |
| NWT Rock Services                     |                                       |
| Northern Metallic Sales               |                                       |
| Northwestern AirLease Ltd.            |                                       |
| Ollerhead & Associates Ltd.           |                                       |
| RTL Robinson Enterprises Ltd.         |                                       |
| Territorial Crane Service Ltd.        |                                       |
| Tundra Transfer                       |                                       |
| Wajax Industries Ltd.                 |                                       |

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## SECTION C: CAPITAL AND OPERATING SUMMARIES

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Construction of the Diavik Diamond Mine started in 2000 and commercial diamond production commenced in January 2003. In 2007, in addition to commercial operations, work continued on preparation of the A418 pit for production in 2008; the underground feasibility study and an underground bulk sampling of the A21 pipe were completed.

Table 7 summarizes the results achieved by Diavik and its contractors for all employment from 2000 through 2007.

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**Table 7: Diavik Diamond Mine Historical Data**  
**Total Employees by Priority Group**

|                                      | 2000 | 2001  | 2002  | 2003 | 2004 | 2005  | 2006  | 2007  | Total<br>2000-07 |
|--------------------------------------|------|-------|-------|------|------|-------|-------|-------|------------------|
| <b>(Average Number of Employees)</b> |      |       |       |      |      |       |       |       |                  |
| <b>Total Employment</b>              | 297  | 1,031 | 1,114 | 611  | 719  | 1,085 | 1,068 | 1,344 | 7,269            |
| Aboriginal                           | 78   | 245   | 214   | 221  | 259  | 290   | 272   | 297   | 1,876            |
| Non-Aboriginal                       | 87   | 182   | 268   | 223  | 258  | 296   | 292   | 317   | 1,923            |
| Subtotal                             | 165  | 427   | 482   | 444  | 517  | 586   | 564   | 614   | 3,799            |
| Other                                | 132  | 604   | 632   | 167  | 202  | 499   | 504   | 730   | 3,470            |
| <b>Total Operating</b>               | 0    | 0     | 0     | 611  | 719  | 727   | 735   | 785   | 3,577            |
| Aboriginal                           | 0    | 0     | 0     | 221  | 259  | 256   | 245   | 257   | 1,238            |
| Non-Aboriginal                       | 0    | 0     | 0     | 223  | 258  | 257   | 253   | 267   | 1,258            |
| Subtotal                             | 0    | 0     | 0     | 444  | 517  | 513   | 497   | 524   | 2,495            |
| Other                                | 0    | 0     | 0     | 167  | 202  | 214   | 238   | 261   | 1,082            |
| <b>Total Capital *</b>               | 297  | 1,031 | 1,114 | 0    | 0    | 358   | 333   | 559   | 3,692            |
| Aboriginal                           | 78   | 245   | 214   | 0    | 0    | 33    | 27    | 40    | 637              |
| Non-Aboriginal                       | 87   | 182   | 268   | 0    | 0    | 40    | 40    | 50    | 667              |
| Subtotal                             | 165  | 427   | 482   | 0    | 0    | 73    | 67    | 90    | 1,304            |
| Other                                | 132  | 604   | 632   | 0    | 0    | 285   | 266   | 469   | 2,388            |
| <b>(Per cent of Total)</b>           |      |       |       |      |      |       |       |       |                  |
| <b>Total Employment</b>              | 100% | 100%  | 100%  | 100% | 100% | 100%  | 100%  | 100%  | 100%             |
| Aboriginal                           | 26%  | 24%   | 19%   | 36%  | 36%  | 27%   | 25%   | 22%   | 26%              |
| Non-Aboriginal                       | 29%  | 18%   | 24%   | 36%  | 36%  | 27%   | 27%   | 24%   | 26%              |
| Subtotal                             | 56%  | 41%   | 43%   | 73%  | 72%  | 54%   | 53%   | 46%   | 52%              |
| Other                                | 44%  | 59%   | 57%   | 27%  | 28%  | 46%   | 47%   | 54%   | 48%              |
| <b>Total Operating</b>               | 0%   | 0%    | 0%    | 100% | 100% | 100%  | 100%  | 100%  | 100%             |
| Aboriginal                           | 0%   | 0%    | 0%    | 36%  | 36%  | 35%   | 33%   | 33%   | 35%              |
| Non-Aboriginal                       | 0%   | 0%    | 0%    | 36%  | 36%  | 35%   | 35%   | 34%   | 35%              |
| Subtotal                             | 0%   | 0%    | 0%    | 73%  | 72%  | 71%   | 68%   | 67%   | 70%              |
| Other                                | 0%   | 0%    | 0%    | 27%  | 28%  | 29%   | 32%   | 33%   | 30%              |
| <b>Total Capital</b>                 | 100% | 100%  | 100%  | 0%   | 0%   | 100%  | 100%  | 100%  | 100%             |
| Aboriginal                           | 26%  | 24%   | 19%   | 0%   | 0%   | 9%    | 8%    | 7%    | 17%              |
| Non-aboriginal                       | 29%  | 18%   | 24%   | 0%   | 0%   | 11%   | 12%   | 9%    | 18%              |
| Subtotal                             | 56%  | 41%   | 43%   | 0%   | 0%   | 20%   | 20%   | 16%   | 35%              |
| Other                                | 44%  | 59%   | 57%   | 0%   | 0%   | 80%   | 80%   | 84%   | 65%              |

\* 2003 and 2004 capital employment combined with Total

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## CAPITAL AND OPERATIONS EMPLOYMENT

Diavik undertook<sup>9</sup> that throughout the construction phase of the project that at least 40 per cent of the total employment, including contractors, would be northerners.

As shown on Table 7 during the initial construction phase (2000 to 2002), Aboriginal and non-Aboriginal northern employment reached 56 per cent in 2000, 41 per cent in 2001, and 43 per cent in 2002. During those years Diavik employed 165, 427, and 482 Aboriginal and non-Aboriginal northerners respectively. With the start of the second construction phase in 2005, Diavik's Aboriginal and non-Aboriginal northern employment was 20 per cent in both 2005 and 2006 and 16 per cent in 2007. The decrease is in no small part due to increasing competition for northern workers from mining and other projects.

For operations, Diavik set a target of 66 per cent northern employment and 40 per cent Aboriginal employment, based on an expected workforce of  $400 \pm 50$ .

## CAPITAL AND OPERATIONS BUSINESS SPENDING

Diavik undertook<sup>9</sup> that throughout the construction phase of the project that at least 38 per cent of the total capital expenditures would be with northern businesses. For the operations phase, Diavik set a target of 70 per cent northern for business expenditures. This was based on expected \$100 million annual expenditures.

Diavik's mine expenditures in 2007 were \$727 million. Northern expenditures in 2007 represented 72 per cent of total spending exceeding Diavik's annual objective of 70 per cent northern purchasing committed to in the Diavik Socio-Economic Monitoring Agreement.

The value of contracts during the construction phase from 2000 to 2002 to northern businesses was just over \$874 million or 74 per cent of the value of all committed contracts of \$1.2 billion. The northern share of 74 per cent was almost double the objective of 38 per cent DDMI committed to in the Diavik Socio-Economic Monitoring Agreement. During construction, northern Aboriginal spending was \$604 million, or 51 per cent of the total.

Table 8, Table 9 and Chart 1 present the annual total and cumulative results achieved by Diavik and its contractors for business spending for the period 2000 through 2007.

In summary, over the period 2000 through 2007, total construction and operations expenditures were \$3.3 billion. Even with the diluting effect of the lower percentage construction commitment, 74 per cent of total expenditures, or \$2.5 billion, was with northern businesses. Some \$1.5 billion, or 44 per cent of the total, was with northern Aboriginal businesses.

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<sup>9</sup> SEMA Appendix A, part 3(a). The objectives were subject to applicable laws and regulations and the availability of persons in the priority groups with the required skills, training and experience.

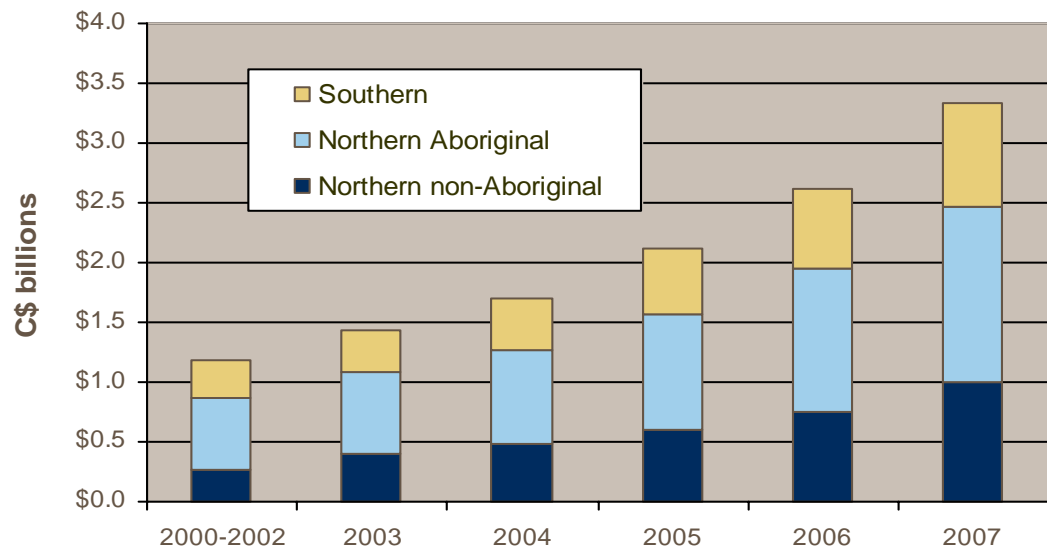
**Table 8: Diavik Diamond Mine Annual Capital and Operations Expenditures by Priority Group**

|                     | Capital Phase    | Operating Phase                                     |      |      |      |      | Subtotal 2003-07 | All Phases Grand Total 2000-07 |
|---------------------|------------------|---|------|------|------|------|------------------|--------------------------------|
|                     | Subtotal 2000-02 | 2003  | 2004 | 2005 | 2006 | 2007 |                  |                                |
|                     |                  | <b>Annual Expenditures</b><br>(Millions of Dollars) |      |      |      |      |                  |                                |
| <b>Total</b>        | 1,184            | 252   | 269  | 415  | 492  | 727  | 2,155            | 3,339                          |
| Northern Aboriginal | 604              | 71  | 96   | 203  | 223  | 276  | 869              | 1,473                          |
| Other Northern      | 270              | 131   | 87   | 108  | 156  | 245  | 727              | 997                            |
| Subtotal Northern   | 874              | 202   | 183  | 311  | 379  | 521  | 1,596            | 2,470                          |
| Other Canadian      | 310              | 50  | 87   | 104  | 113  | 206  | 560              | 870                            |
|                     |                  | <b>(Per cent of Total)</b>                          |      |      |      |      |                  |                                |
| <b>Total</b>        | 100%             | 100%  | 100% | 100% | 100% | 100% | 100%             | 100%                           |
| Northern Aboriginal | 51%              | 28%   | 35%  | 49%  | 45%  | 38%  | 40%              | 44%                            |
| Other Northern      | 23%              | 52%   | 32%  | 26%  | 32%  | 34%  | 34%              | 30%                            |
| Subtotal Northern   | 74%              | 80%   | 68%  | 75%  | 77%  | 72%  | 74%              | 74%                            |
| Other Canadian      | 26%              | 20%   | 32%  | 25%  | 23%  | 28%  | 26%              | 26%                            |

**Table 9: Diavik Diamond Mine Cumulative Capital and Operations Expenditures by Priority Group**

|                     | 2000-02 | 2000-03                      | 2000-04 | 2000-05 | 2000-06 | 2000-07 |  |
|---------------------|---------|------------------------------|---------|---------|---------|---------|--|
|                     |         | <b>(Millions of Dollars)</b> |         |         |         |         |  |
| <b>Total</b>        | 1,184   | 1,436                        | 1,705   | 2,120   | 2,612   | 3,339   |  |
| Northern Aboriginal | 604     | 675                          | 771     | 974     | 1,197   | 1,473   |  |
| Other Northern      | 270     | 401                          | 488     | 596     | 752     | 997     |  |
| Total Northern      | 874     | 1,077                        | 1,259   | 1,570   | 1,949   | 2,470   |  |
| Other Canadian      | 310     | 360                          | 446     | 551     | 664     | 870     |  |
|                     |         | <b>(Per cent of Total)</b>   |         |         |         |         |  |
| <b>Total</b>        | 100%    | 100%                         | 100%    | 100%    | 100%    | 100%    |  |
| Northern Aboriginal | 51%     | 47%                          | 45%     | 46%     | 46%     | 44%     |  |
| Other Northern      | 23%     | 28%                          | 29%     | 28%     | 29%     | 30%     |  |
| Total Northern      | 74%     | 75%                          | 74%     | 74%     | 75%     | 74%     |  |
| Other Canadian      | 26%     | 25%                          | 26%     | 26%     | 25%     | 26%     |  |

Chart 1: Diavik Cumulative Expenditures by Priority Group, 2000-2007



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## SECTION D: WORKFORCE DEVELOPMENT

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### ABORIGINAL EMPLOYMENT

Diavik has created significant employment opportunities in the North. Diavik's northern Aboriginal employment commitment during mine operations is 40 per cent. In 2007, Diavik employed an average of 260 Aboriginal northerners, or 33 per cent of the average total workforce.

To help Diavik reach the 40 per cent Aboriginal employment commitment set out in the Socio-Economic Monitoring Agreement, in 2004 Diavik began to focus on employee pre-employment, recruitment, attraction, retention, and advancement initiatives. Early examples targeted Aboriginal workers in semi-skilled positions and advancement into trade apprenticeships. Current initiatives are listed below.

### TRADES TRAINING (JOURNEYPEPERSONS AND APPRENTICES)

Diavik has committed to train from eight to 18 apprentices annually. Since Diavik began operations, 12 northerners have successfully completed their apprenticeships and achieved Journeyman certification from the Government of the Northwest Territories. As of 31 December 2007 there were 22 northern apprentices working towards certifications. Trades include electrician, millwright, instrumentation technician, welding, and heavy duty mechanics.

### ABORIGINAL SKILLS & EMPLOYMENT PARTNERSHIP (ASEP)

The federal government has recognized that certain areas of the country are experiencing significant demand for skilled labour and that many of these areas include Aboriginal communities that can benefit from the employment opportunities. Consequently, through its Services Canada department, the federal government launched the Aboriginal Skills and Employment Partnership (ASEP) program in 2004.

The NWT Mine Training Society (MTS) was created to administer approximately \$15 million of ASEP funding in addition to the resources available from others. The MTS board of directors consists of representatives of the North Slave Métis, Yellowknives Dene, Tlicho Government, and the Lutsel K'e Dene, the three major diamond mining companies, and the territorial government with observers from the regional HRSDC office. The purpose of ASEP is to increase the number of northern Aboriginal people participating in mining industry.

In 2007, Diavik Diamond Mines Inc. leveraged resources available to the MTS partnership and coordinated the following training programs: heavy duty mechanic apprenticeships, underground miner training and has supported an Aurora College administrative assistant training program. Diavik contractors also participate and are being trained at the mine site.

#### *Heavy Equipment Technician Apprenticeships*

Four heavy duty mechanic apprentices successfully completed their level 1 academic training. These apprentices, all of whom are Aboriginal, work in Diavik's mine site maintenance shop and assist with mine fleet maintenance, and are included in Diavik the total of 22. Funding for these four apprenticeships is shared between Diavik and the NWT Mine Training Society.

### *Underground Miner*

Three of the five underground miners that started the year completed the program and each accepted full time employment with Kitikmeot Cementation Mining and Development (KCMD), Diavik's underground mining contractor. The program began in December 2005 and was funded by federal, territorial and aboriginal governments, Diavik and KCMD.

### *Administrative Support*

Diavik provided two 2-week job placements for two mining administrative assistant students studying under the ASEP program. The placements included a two-week rotation at the mine site or an opportunity to experience work in the corporate office. It also provided prospective employers within Diavik the opportunity to see first-hand the skills and abilities of these potential employees. The students are enrolled in an eight-month Aurora College mining administrative support program.

## ABORIGINAL LEADERSHIP DEVELOPMENT PROGRAM

Diavik employs several northern Aboriginal people in supervisory and management positions. However, the majority of Aboriginal workers occupy entry level and semi-skilled positions reflecting their significantly lower education levels. To help increase the number of qualified Aboriginal people at the supervisory and management level, in 2004 Diavik developed an Aboriginal Leadership Development Program in partnership with SAIT Polytechnic. The program includes DDMI and contractors employees. As well as covering the customized curriculum which is based on Rio Tinto leadership competencies, participants were also matched with a DDMI supervisor for mentoring. In 2005, its first offering produced seven graduates; 11 graduated in 2006; and eight graduated in late 2007. All graduates receive a certificate from SAIT recognizing their achievement.

## SITE-BASED TRAINING

Much of Diavik's training is focused on site-based programs to train northerners on Diavik-specific equipment for safe and productive employment. For example, Diavik carries out training on overhead cranes, small loaders, aerial lift/platforms, technology systems, and in security systems as well as training on air exchange units, HVAC systems, and a range of specialized operations and maintenance training on mobile equipment.

Other site-based training areas include:

- Process plant operations
- Process plant maintenance
- Operations and maintenance
- Mine operations/equipment
- Mine maintenance
- Safety systems including safety management audit and equipment-specific training initiatives
- Continuous business improvement processes such as 6 Sigma™
- Integrated process management
- Industrial standard first aid
- Level I and II mine safety certification
- Environmental management systems
- Mine rescue certification
- Blasting certification
- Delta-V process control training

## UNDERGROUND EQUIPMENT SIMULATOR

To support the development of northern capacity, Diavik contributed towards the Aurora College purchase of an underground mining equipment simulator. It has been configured with the Tamrock™ haul truck and jumbo drill; the Atlas-Copco™ rock bolter with the tramming function and scoop tram will be added in 2008.

Training on the simulator will be incorporated into a comprehensive underground miner training program that includes six weeks of community-based training, fourteen weeks of academic training in Yellowknife followed by on-the-job training at a sponsoring mine.

### *Workplace Learning Centre*

Diavik operates a Workplace Learning Centre at the mine site. Staffed by two workplace educators working full time on a rotation basis, the centre is intended to help workers interested in advancing their education and their career opportunities. The instructors' focus is on workplace-essential skills, and skills profiles have been developed for entry-level positions including process plant operator, site services surface worker, warehouse technician, and heavy equipment operator.

### *Summer Student Placement*

Diavik provided 25 post-secondary students, with work experience just after the Winter Semester. The students, of whom 15 were Aboriginal post-secondary students, worked throughout the operation, both at the mine site and at the corporate office. Effort was made to place the students into positions that matched as closely as possible their fields of study.

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## SECTION E: CULTURAL AND COMMUNITY WELL-BEING

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Diavik's Socio-Economic Monitoring Agreement establishes policies and practices to help protect cultural and community well-being.

During the construction phase, DDMI initiated a Cultural Awareness, Community Well-Being and Employee Wellness program. In developing these programs, DDMI worked closely with each of the five Aboriginal Participation Agreement holders to ensure project-related cultural and employee/community wellness issues would be addressed in a sensitive and meaningful manner. DDMI has continued these programs into the operations phase of the project.

Diavik's Cultural Awareness program was designed by four well-known northern Aboriginal teachers to address the needs of DDMI's workforce.

To ensure DDMI's Cultural Awareness objectives and commitments are met on an on-going basis, Diavik continues to offer this program on a quarterly basis to those in supervisory positions. The program continues to be well received and well attended. Diavik had several initiatives to support development of a long-term approach to project-related cultural and employee/community well-being. These include:

- In 2007, 143 recipients received just over \$192,000 in Diavik scholarship awards. Since inception in 2001, the Diavik scholarship program has awarded over \$1.2 million through individual scholarships to residents of the Northwest Territories and Nunavut's West Kitikmeot region. Scholarships are awarded by a scholarship committee and through the five Participation Agreement implementation committees. These committees are co-managed by Diavik and representatives of the five neighbouring Aboriginal groups. The scholarship program includes high school, post-secondary, and employee family scholarships, bursary awards, as well as scholarships awarded through the National Aboriginal Achievement Foundation;
- Delivery of cultural awareness workshops which is required for all DDMI employees in supervisory positions;
- Community Relations programs that ensure Community Affairs department representatives attend special events like assemblies, elders' funerals, and significant community and cultural events;
- Mine tours for Aboriginal elders, women, and students;
- Collaborated with Yellowknives Dene First Nations and Diavik Community Advisory Board to conduct studies and surveys with our employees to assist in development of "Indicators" for reporting on social impact issues;
- Donations Program; and
- Comprehensive Community Relations Program.